

UNIVERSITY OF KERALA
SCHEME AND SYLLABUS FOR
MBA (FULL TIME/PART TIME) PROGRAMME 2009 ADMISSION ONWARDS
Regulation, Scheme & Syllabus

i. Introduction

The MBA(Full time/ Part time) Degree programme of the University of Kerala is designed to orient talented young people in Business management and to encourage the development of their entrepreneurial capabilities in the light of the liberalised and competitive economic and business environment. An in depth knowledge of the basics of business administration and management will help them to take up important assignments in business and also to undertake entrepreneurial projects.

ii. Course Duration

MBA (Full time/ Part time) programme of the University of Kerala shall be completed in 2 years consisting of four semesters. Each semester shall consist of 16 Instructional weeks of 5 days each of 5 hours per day.

iii. Eligibility for Admission

The eligibility for admission to M.B.A (Full time/ Part time) degree course under the University of Kerala is a pass with 50% marks in aggregate in the degree examination declared by the University of Kerala as equivalent thereto. In case of MBA (PT), the applicants should have a minimum of two years of work experience. The MBA (FT) applicants need to have a valid MAT score (approximated to 80%), GD and interview (approximated to 20%) to be completed for being eligible for admission.

iv. Admission Procedure

The students need to apply to the respective institutions based on the MAT score and they will have to undergo group discussion and interview to qualify for admission. There will be an university representative in the board of interview and group discussion,

v. Requirement of Attendance and Progress

A candidate will be permitted to register and appear for the examination at the end of each semester only if:

- He/She has secured not less than 75% of attendance in each subject, in each semester.

- His/Her progress is satisfactory in the continuous assessment in each subject and
- His/Her conduct has been satisfactory.

vi. Examination and Results

1. Regular Semester Examinations for three hours duration will be conducted for all subjects at the end of each semester by the University. The University will issue the semester mark list, after each semester examination and final consolidated mark list showing the marks scored in all the four semesters after the successful completion of the MBA (Full time/ Part time) Degree programme.

2. For each course, the end semester examination will have 60 marks while internal assessment will have 40. Thus the total marks for each course shall be 100.

3. The distribution of internal assessment marks will be:

(a) Periodical tests (Subject to minimum of three tests for each course)	:	15 Marks
(b) Assignments/ Case analysis	:	10 ”
(c) Seminar & Discussion	:	10 ”
(d) Class Participation and attendance	:	5 ”
Total	:	40 Marks

4. A systematic record for the award of internal assessment marks shall be maintained in the department signed by the faculty member concerned and counter signed by the Head of the Department/Institution.

5. Semester examinations for MBA (Full time/ Part time) degree course for each subject shall be conducted once in a year.

7. Candidates for MBA (Full time/ Part time) Programme shall be eligible to undergo the course of study in the next semester and take the examinations of that semester, irrespective of the results of the examination of the previous semester provided they have completed all the formalities of attendance, payment of all fees due to the University and registration for the examination in the earlier semester. However, a candidate who has failed in any course shall be given a maximum of two additional chances for securing a pass in the course.

vii. Time Limit for the Completion of Programme

A candidate shall be required to complete the programme within a period of five years after joining the programme.

viii. Classification of Successful Candidates

A. A candidate who secures not less than 50% in the written examination of a paper subject to a minimum of 50 % of the aggregate of internal assessment and written examination together of a paper will be declared to have passed the examination.

B. The division of pass will be based on the aggregate marks of all the continuous assessment and university examinations in the four semesters put together.

1. Candidates who have secured 50% marks and above but below 60% of total marks for all papers in four semester examinations shall be declared to have passed in second class.
2. Candidates who obtain 60% marks and above but less 75% total marks for all papers in four semester examinations shall be declared to have passed in First Class and
3. Candidates who obtain 75% and above of the total marks for all papers in four semester examinations in first attempt shall be declared to have passed in First class with distinction.

ix. Project Report

During the fourth semester, every student of MBA (Full time/ Part time) programme is required to undertake a project work of problem centred nature under the guidance and supervision of a member of the faculty and the report on the same has to be submitted before the commencement of the fourth semester university examination. The contact hours required for the completion of the project work is notionally fixed at 160 hours distributed over a continuous period of two months. Students shall be deputed for the project work immediately after the completion of the fourth semester class works. The project work and Report will be evaluated for 200 marks. There will be external valuation for the project work and report. The external evaluation for 200 marks will be conducted by examiners duly appointed by the University for the purpose. 50 marks will be awarded for viva voce and 150 marks for the project totalling to 200 marks.

x. Comprehensive viva voce:

The students will have to attend a comprehensive viva voce examination for 100 marks. The University will decide among the external examiners and constitute a board for conducting the comprehensive viva voce examination along with project viva voce examination. If any candidate secures less than 50 marks in the comprehensive viva voce examination, he/she needs to attend the same during the next year. He/she will be given a total of three chances to clear the same.

xi. MBA (FULL TIME/ PART TIME) STRUCTURE OF THE PROGRAMME:

I SEMESTER: MBA101 MANAGEMENT THEORY AND PRACTICE MBA102 ORGANISATIONAL BEHAVIOUR MBA103 ACCOUNTING FOR MANAGERS MBA104 QUANTITATIVE TECHNIQUES MBA105 BUSINESS ENVIRONMENT MBA106 MANAGERIAL ECONOMICS MBA107 OPERATIONS MANAGEMENT	II SEMESTER: MBA201 RESEARCH METHODS FOR MANAGERS MBA202 OPERATIONS RESEARCH MBA203 BUSINESS COMMUNICATION MBA204 HUMAN RESOURCE MANAGEMENT MBA205 FINANCIAL MANAGEMENT MBA206 MARKETING MANAGEMENT MBA207 BUSINESS ETHICS AND CORPORATE GOVERNANCE
MBA 208 SUMMER CAMP AT COLLEGES: SOFT SKILLS TRAINING (20 DAYS)	
III SEMESTER: MBA301 ENVIRONMENTAL MANAGEMENT MBA302 MANAGEMENT INFORMATION SYSTEMS MBA303 LAWS FOR BUSINESS MBA304 ELECTIVE-I MBA305 ELECTIVE-II MBA306 ELECTIVE-III MBA307 ELECTIVE-IV MBA308 ELECTIVE-V	IV SEMESTER: MBA 401 STRATEGIC MANAGEMENT MBA402 ENTREPRENEURSHIP DEVELOPMENT MBA 403 ELECTIVE-VI MBA 404 ELECTIVE-VII MBA 405 ELECTIVE-VIII MBA 406 PROJECT MBA 407 COMPREHENSIVE VIVA VOCE

The break up of the semester wise programme is:

I SEMESTER:	CA	UNIVERSITY TOTAL EXAM	TOTAL
MBA101 MANAGEMENT THEORY AND PRACTICE	40	60	100
MBA102 ORGANISATIONAL BEHAVIOUR	40	60	100
MBA103 ACCOUNTING FOR MANAGERS	40	60	100
MBA104 QUANTITATIVE TECHNIQUES	40	60	100
MBA105 BUSINESS ENVIORNMENT	40	60	100
MBA106 MANAGERIAL ECONOMICS	40	60	100
MBA107 OPERATIONS MANAGEMENT	40	60	100
TOTAL	280	420	700

II SEMESTER:	CA	UNIVERSITY TOTAL EXAM	TOTAL
MBA201 RESEARCH METHODS FOR MANAGERS	40	60	100
MBA202 OPERATIONS RESEARCH	40	60	100
MBA203 BUSINESS COMMUNICATION	40	60	100
MBA204 HUMAN RESOURCE MANAGEMENT	40	60	100
MBA205 FINANCIAL MANAGEMENT	40	60	100
MBA206 MARKETING MANAGEMENT	40	60	100
MBA207 BUSINESS ETHICS AND CORPORATE GOVERNANCE	40	60	100
TOTAL	280	420	700

Evaluation during the summer break:			
MBA 208 SOFT SKILLS TRAINING	40	60	100

III SEMESTER:	CA	UNIVERSITY TOTAL EXAM	TOTAL
MBA301 ENVIRONMENTAL MANAGEMENT	40	60	100
MBA302 MANAGEMENT INFORMATION SYSTEMS	40	60	100
MBA303 LAWS FOR BUSINESS	40	60	100
MBA304 ELECTIVE-I	40	60	100
MBA305 ELECTIVE-II	40	60	100
MBA306 ELECTIVE-III	40	60	100
MBA307 ELECTIVE-IV	40	60	100
MBA308 ELECTIVE-V	40	60	100
TOTAL	320	480	800

IV SEMESTER:	CA	UNIVERSITY TOTAL EXAM	TOTAL
MBA 401 STRATEGIC MANAGEMENT	40	60	100
MBA 402 ENTREPRENEURSHIP DEVELOPMENT	40	60	100
MBA 403 ELECTIVE-VI	40	60	100
MBA 404 ELECTIVE-VII	40	60	100
MBA 405 ELECTIVE-VIII	40	60	100
MBA 406 PROJECT		150	150
MBA 407 COMPREHENSIVE VIVA VOCE		50	50
TOTAL	200	500	700
COMPREHENSIVE TOTAL	1120	1880	3000

MBA101 MANAGEMENT THEORY AND PRACTICE

The objective of this course is to provide a fundamental exposure to the students on the theories in management and practice by contemporary executives with international perspectives.

- Unit I Introduction: Management – definitions, types of managers; managerial roles and functions; Science or Art? - Administration vs Management, External environment – Managing people and organizations in the context of New Era- Managing for competitive advantage - the Challenges of Management - Corporate Social responsibility- Managerial Ethics.
- Unit II Perspectives on Management: Scientific Management (Fredrick W.Taylor, Frank and Lillian Gilbreth), Human Relations (Elton Mayo, Douglas Mc Gregor's Theory X and Theory Y, William Ouchi's Theory Z), the Systems Approach, the Contingency Approach, the Mckinsey 7-S Framework.
- Unit III Planning: Nature of planning, Steps in planning, types of planning, Levels of planning - The Planning Process. – Planning practices in USA, Japan and China- Decision Making: Problem and Opportunity finding, the nature of Managerial Decision Making, the Rational Model of Decision Making, Challenges to the Rational Model, Improving the Effectiveness of Decision Making Tools and Techniques, Role of Boards and Committees in Decision Making - Decision making practices abroad.
- Unit IV Organising: Nature of organizing, organization levels and span of management – Factors determining span - Organisational design and structure –departmentation, line and staff concepts, staffing – delegation, decentralization and recentralisation of authority - responsive organizations –Global organizing.
- Unit V Controlling: Basic control process- control as a feedback system – Feed Forward Control – Requirements for effective control – control techniques – Overall controls and preventive controls – Global controlling.

MBA102 ORGANISATIONAL BEHAVIOUR

The objective of this course is to equip the students with an essential knowledge base on behavioural dynamics of organizations with necessary models, tools and techniques to gather, organise and apply information for diagnosing, predicting and controlling human behaviour and performance in the organisational content and to develop the basic human relations skills in the prospective manager.

- Unit I Introduction: Definition of OB - Levels of analysis- Contributing disciplines to the understanding of OB - Historical evolution of OB - Contemporary applications and challenges of OB - Developing a comprehensive and holistic of OB- Theoretical perspectives of human behaviour psycho-analytic framework, Behaviouristic framework, Social learning framework, Cognitive framework - Methods of Collecting behavioural data - Development and use of criteria and predictors; performance outcomes.
- Unit II Attention and perception: Factors affecting and perception - Social perception - Impression formation and management strategies - Applications in organizational setting. Learning: Definition - Learning theories - Behaviour modification and its organizational application. Motivation: Definition - Theories of motivation: Content theories - process theories - Applications. Emotions: Characteristics of emotions - Causes of emotions - Anxiety and depression - aggression - Job stress - Stress management techniques - Emotional intelligence. Personality: Definition - Theories - values, Beliefs, Attitudes - Job satisfaction - Measuring personality typology - Applications in organizations.
- Unit III Decision Making: Decision making models - Reasoning and problem solving - Factors affecting decision making - Heuristics - Creativity in decision making - Ethics in decision making. Communication: Communication process - Factors affecting communication - Channels of communication- barriers to effective communication - Improving interpersonal and organizational communication. Interpersonal dynamics: Developing interpersonal awareness - Johari Window - Transactional analysis - Empathy and Assertiveness.
- Unit IV Groups: Definition and classification of groups - Development of groups - group structure - Roles, norms, and status - Group decision making - Teams - Developing high performance teams. Leadership: Definition - Leaders vs. Managers - Leadership theories and models - Leadership roles and skills - Leadership development. Power and Politics: Definition - Bases of power - power statics and strategies - political implications of power. Conflicts: Different views of conflict - conflict process - Levels of conflict resolution strategies - Negotiation - Developing negotiating skills.
- Unit V Organizational structure and design: Principles of organizational design - patterns of organizational design - contemporary approaches. Organizational Culture: Nature and definition - Effects of organizational culture on employee performance - Developing and maintaining organizational culture. Organizational change and development: Forces of change - Resistance to change - planned change model - Organizational Development.

MBA103 ACCOUNTING FOR MANAGERS

The objective of the course is to familiarize the students with the financial accounting system which processes transactions to generate financial statements through the book keeping mechanism and to enable the students to understand the financial status and performance of the business enterprises on the basis of an analysis of the financial statements. It also seeks to develop students analytical and interpretative skills in the use of management and cost accounting information in decision making, cost determination, control and budgeting.

- Unit I Introduction to Financial Accounting – Purpose, use and role. Financial Accounting rules, concepts and conventions. Financial Accounting transactions, the process of recording, rules of book keeping and books of accounts – Double Entry book keeping, journalising, primary and secondary books of accounts.
- Unit II The structure and contents of financial statements - The profit and loss account and the Balance Sheet. The need for adjusting entries - revenue recognition, accrual principle, depreciation, closing inventories and their valuation, bad debts and providing for doubtful debts, discounts , contingencies, prior year expenses etc.
- Unit III The analysis of financial statements, Ratios and their uses. Types of ratios and their meaning, using ratios to understand the financial status and performance of an organization, Funds Flow analysis, Inter firm comparisons and Trend analysis.
- Unit IV Cost accounting and its purposes. Classification of Costs and their uses. Allocation of Costs. Cost centres. Types (methods) of Costing, Activity Based Costing. Joint products and by-products.
- Unit V Relevant costs for decision making - Break Even and cost volume profit analysis. Budgeting, Standard Costing and Variance Analysis. Full and Direct Costing.

MBA104 QUANTITATIVE TECHNIQUES

The objective of this course is to equip the students with different statistical techniques to summarize, analyse the interpret data, which are essential for decision making. Also the students should familiarize to solve statistical problems using computer packages like SPSS.

- Unit I. **Matrix Algebra, Calculus and Probability:** Matrix : Concept of matrix : types of matrices Square matrix, Diagonal matrix, Scalar matrix, identity matrix, Zero matrix and symmetric matrix : Addition Subtraction and multiplication of matrices : determinants : inverse of a matrix : Solving homogeneous linear equations (Gauss - Jordan methods) : Solving non homogeneous equations (Matrix inverse, Cramers and Gauss Jordan methods) Problems to management application. Calculus : Concepts of limit and continuity, differentiation and integration of simple algebraic functions : Applications in Management (Problems). Permutations and Combinations : Concepts only (to apply it in probability and distributions). Probability : Concept of random experiment : outcomes, sample space, events disjoint events : Definitions probability (classical, frequency and axiomatic). Addition rule: Conditional probability : Multiplication theorem Bayer's theorem : Problem solving with these concepts.
- Unit II. **Descriptive Statistics:** Descriptive statistics : Data : Primary Data, Secondary Data, Summarisation of data, measures of central tendency : Arithmetic Mean - Weighted mean - combined mean - Median - Mode Measures of dispersion : Variance /standard deviation - Quartile deviation - Coefficient of variation, Moments (first 4 moments only), Skewness : Karl Pearson's and moment measures of skewness, Kurtosis : moment measures of kurtosis : Problems related to management application. Probability Distributions: Random variable, probability density function, standard distributions - Binomial, Poisson and Normal Problems in Management Application.
- Unit III. **Sampling Theory and Basic Concepts in Statistical Inference:** Sampling : Probability sampling and non-probability sampling : Sampling errors and non sampling errors : Methods of sampling : Simple random sampling - Stratified sampling - Systematic sampling - Cluster Sampling - Convenient / judgement sampling. Inference : Concept of statistical Sampling distributions, t, F and χ^2 , Estimator, Point and interval estimates (concepts only), Concepts of statistical hypothesis and testing of hypothesis.
- Unit IV **Statistical methods-I:** Large sample tests. Tests for mean of a population, equality of means. proportion and equality of proportions. Small sample tests : Tests for mean, equality of means, equality of means of paired observations. Chi-square test for association. Analysis of variance : One way ANOVA and Two way ANOVA - Problems in Management Application.
- Unit V. **Statistical methods-II:** Correlation and Regression : Bivariate cases ; Marginal and Conditional distributions (Concepts only) : Concept of correlation ; Karl Pearson's coefficient of correlation ; Spearman's rank correlation coefficient ; Simple linear regression ; Applications in management (Problems) -Time Series Analysis : Components of time series : Smoothing techniques : Moving average, Exponential smoothing, Trend analysis.

MBA105 BUSINESS ENVIRONMENT

This course seeks to sensitize the students to the broader socio-political and economic environment within which they will operate as managers. The course seeks to examine the interaction between the economy, polity and society in historical perspective and enable the students to be more effective managers.

- Unit I Business Environment: Concept, significance and factors - Environment influence on business - Environmental awareness and scanning for business planning.
- Unit II Social Environment of Business - Indian society - Demographic trend and social structure in India - Significance of growing middle class - social & cultural factor - Inter-face between society and management - social change and development - Role of Manager in the social context.
- Unit III Political Environment of Business : Business - government interface - public policy formulation - Implications for Business. Strategies followed by business influencing public policies- Indian financial system- Money market - Components -Mutual Funds- Capital Market: Development Banks, Role- institutions : IDBI, IFCI, SIDBI, etc- SEBI : OTCEI, NSE and BSE
- Unit IV Economic Environment & Business: an analysis of overall development strategy pursued since independence - structural changes in the economy - Agriculture, Industry, Service sectors - policy, structure and performance of various sectors - Impact of globalisation. National Income - Concepts, methods of measurement - Indicators of development. Human and physical Infra-structure for industrial development.
- Unit V The growth and development of public sector enterprises - Globalisation - Privatisation - Trends in foreign participation in Indian business-Industrial Policy- Export - Import policy - WTO, IPR, TRIPS, TRIMS- Technological Environment and its implications to business - New Technologies - Choice of Technologies - Appropriate technology, Trade scenario, - New areas of growth - Economic effects of technology - Social consequences of technological change - Management's responsibility for technological change.

MBA106 MANAGERIAL ECONOMICS

The objective of this course is to develop an understanding of the basic concepts, tools and techniques of economics and their application to various areas of corporate decision making. This course also helps the students to appraise business around him and to develop skills relate corporate decision on the future prospects of business.

- Unit I Relevance of Economics for business decisions - Role of Managerial Economist and Business decision making - Demand Analysis - Demand curve and demand function - Elasticity of demand and its estimation - Demand Forecasting.

- Unit II Production and cost of production - production function - cost function in the short run and in the long run - cost concepts - practical applications of cost functions - cost volume profit Analysis - Break even chart - Economics of scale and scope.

- Unit III Market structure and price - output decisions - pricing under perfect competition - competitive equilibrium and economic efficiency - market failures and rule of government - pricing under monopoly - monopolist's output decision - monopoly power and its measurement - regulation in practice - pricing under Oligopoly - Nash Equilibrium - Cournot Model - Collusion and Cartel - Indian Type of Cartel.

- Unit IV National Income Accounting and their implication in business decision - Aggregate Demand and Supply - Consumption, Investments, Exports, Imports, Liquidity preference, wages and profits, Employment Equilibrium of the Keynesian Model - solutions for income, employment and interest rate - Multiplier and Accelerator.

- Unit V Budget and Taxation - Concept of value Added Tax. Monetary Theory and practice - Quantity theory of money - objectives and Instrument of monetary policy- Bank Rate policy - changes in SLR, CRR, Open Market operations, Selective Credit Controls - Exchange Rate Management - Financial Markets - Indian and International.

MBA107 OPERATIONS MANAGEMENT

The purpose of the course is to introduce the students to the production and operations management function and stress its importance to the organisation in the context of the increasingly competitive situation and new advancements in operations management practices.

- Unit I. Production as a value addition process - its ingredients – 5 P's of operations management -Material, man and machinery - Design function. Plant location - plant layout - Economy of size - Make / Buy mix, Flexible manufacturing - productivity issues - work methods, work measurement techniques, capacity measurements.
- Unit II. Vertical Integration - Quality Management, Quality control - Statistical Quality Control (including process control) TQM - ISO 9000, 14000 and SA8000 and other international standards – Quality circles- JIT - Managing supply chain - Vendor selection and rating.
- Unit III. Production Planning and Control - Value engineering. Forecasting - aggregate planning - development of MPS - capacity planning - shop floor control - Master and detailed schedules, work orders, route sheets, Job cards etc.
- Unit IV. Materials Management - Stores management - maintenance Management (including reliability concepts) - MRP-I, MRP II - Inventory Control - Inventory systems for dependent demand - safety stocks - square parts management - Inventory records - Computerization in Inventory management.
- Unit V. Computer Based Integrated Manufacturing Systems - Specific management, Tools in production and operations management - Transportation model, simulation queuing, industrial dynamics. World class manufacturing - challenges due to globalisation – Lessons from Japanese and Chinese manufacturing- project Management.

MBA201 RESEARCH METHODS FOR MANAGERS

The objective of the course is to equip the students with basic understanding of the research methodology and its application in management.

- Unit I Introduction to business research - definition - research and managers - need for Business research - type of business research - major topics for research in business - business research in the 21st century - the manager and the consultant manager - research relationship - internal vs. external consultant / researchers - advantages and disadvantages - knowledge about research and managerial effectiveness - building blocks of science in research - induction - deductive method - case study.
- Unit II The research process: An overview - types of research - explorative study - descriptive - causal research - influence of uncertainty on the research. Broad problem areas - preliminary data collection - nature of data to be gathered - background information of the organisation. Literature survey - reasons - conduct - write up the literature review - problem definition - theoretical frame work.
- Unit III Measurement of variables - operational definitions - dimensions and elements - Scales - nominal - ordinal, interval, ratio scales - dimensions of operational definition and scaling. Reliability and validity - goodness of measures - Item analysis - types of validity. Data collection methods - primary sources of data - secondary sources - interviewing questionnaire - design - guidelines, other methods of data collection- observation - projective methods. Sampling - types - issues of precessions and confidence in determining sample size. Importance of sample, sampling design and sample size.
- Unit IV Data analysis and interpretation - getting data ready for analysis - editing data - Handling blank response - code - categorization - entering data. Data analysis - Testing goodness of fit of data - reliability - Cronbach's Alpha - choosing appropriate statistical techniques - parametric and non-parametric tests - multi variant analysis - analysis of dependence - analysis of interdependence - multiple regression, discriminate analysis, factor analysis, cluster analysis - SPSS.
- Unit V The research report - research proposal - characteristics of well written reports - contents - integral part of a report - oral presentation - handling questions - report format.

MBA202 OPERATIONS RESEARCH

The objective of this course is to acquaint the students with applications of operations research to business and industry. Decision - making is increasingly becoming more and more complex. This course exposes the students to the significance of various scientific tools and models that are available in operations research. Use of software in solving problems is expected.

- Unit I Decision making with O.R. Nature and significance of O.R; Scientific methods in O.R.; Models and relevance of modelling in O.R. Linear Programming: Formulation of the problem; Methods of solution: Graphic method, Simplex algorithm, Degeneracy; Concept of Duality; Sensitivity analysis.
- Unit II Transportation Problem: Formulation; Methods of Solution (Initial solution by North-West corner Rule & Vogel's method; MODI method for final solution). Unbalanced T.P., Degeneracy. Assignment Problem: Formulation; Methods of solution: Enumeration method, Hungarian method; Multiple optional solution; Restrictions on assignments; Unbalanced problems; Travelling Salesman problem. Queueing Theory: M/M/1 Queue; Standard problems.
- Unit III PERT and CPM: Concepts of Network, Critical Path analysis; probability PERT Analysis; project time cost trade off-Resource Scheduling.
- Unit IV Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; staffing problem. Simple Inventory Problems: Deterministic inventory with and without shortage; Single period probabilistic inventory models with and without setup cost. Game Theory: Two persons Zero-sum game - principle of dominance-solutions in to linear programming.
- Unit V Simulation: Introduction to Simulation and modelling. Decision Theory: Concepts of decision making; Decision environments; Decision under uncertainty: maximin criterion, Minimax criterion, Laplace criterion, Hurvicz criterion; Decision making under Risk; Expected monetary value, Expected value of perfect information, opportunity loss.

MBA203 BUSINESS COMMUNICATION

Communication is the life blood for an organisation as it brings in all aspects of business together. The purpose of this course is to familiarise the students with the basic concepts of business communication in the organisational backdrop and the application for the extension of communication in business.

- Unit I Nature and purpose of communication; Process and Elements - Classification of communication - intrapersonal, interpersonal, written, verbal, non verbal, visual etc; Barriers to communication; Principles of effective communication; Business communication - Role, Importance, types; Deductive & inductive logic.
- Unit II Written communication, Principles of effective writing; business letters - types, layout, Application letter - resume - references; Appointment orders. Letter of resignation; Business enquiries - offers and quotations, Order - execution and cancellation of orders; Letters of complaint; Case Analysis.
- Unit III Persuasive communication - Circulars, Publicity material, news letters, Notices and advertisements, Leaflets, Invitation; Internal communication - memoranda, meeting documentation, Reports, Types of reports, Writing of reports.
- Unit IV Oral communication - Skills and effectiveness, principles. Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills - Appearing in interviews, conducting interviews; chairing, attending meetings, conferences, seminars; Negotiation skills, conversation control.
- Unit V Non-verbal communication, body language, kinetics, proxemics, para-language, NLP; Listening - principles of effective listening, Visual communication - use of AVAs, Technology and communication - Communicating digitally - Fax, Electronic mail, Teleconferencing, Video conferencing.

MBA204 HUMAN RESOURCE MANAGEMENT

The Objective of this course is to provide the student the basic knowledge about the management of human resources and industrial relations. The focus is on organisation or enterprise issues in the management of human resources and the changing role of Human Resource and Industrial Relations.

- Unit I Personnel Management in Organisations - Definition - Functions - Changing Role of Personnel Management in India - personnel Manager - role & functions. Analysis and Designing of Jobs - Human Resource Planning - Human Resource Procurement - Recruitment and Selection - Induction and Placement - Training and Development - Transfers and Promotions - Changing role of HRD in Management of Organisation.
- Unit II Performance Appraisal - Designing of Effective Performance Appraisal Systems - Wages and Salary Administration - Theories of Wages - Job Evaluation and merit rating - occupational health, safety and social security - Discipline Employee grievance and their redressal.
- Unit III Participation of Decision Making Process - Quality Circles - TQM - Role of Quality Circles in TQM - Personnel Management and Technological Change - Management of Change - Changing Role of Personnel Manager - Current Trends in Human Resources Management.
- Unit IV Industrial Relations - IR system in the Indian environment - ILO and Tripartite Bodies in India - Trade Union Movement in India - Recognition - Problems - Management of Trade Unions - Industrial Laws India - Trade Union Act - Industrial Employment Standing Order Act - Industrial Disputes Act.
- Unit V Collective Bargaining - Industrial Relations in Public and Private Sector Organisations - Workers Participation in Management - Experience in different countries - Indian experience - Industrial Relations in the Present era - Role of Employees / Employers in the changing business scenario.

MBA205 FINANCIAL MANAGEMENT

The objective of this course is to make the students understand various concepts in Corporate Finance, to familiarise them with techniques in financial management and focus on the institutional framework of Corporate Finance.

- Unit I **Business Finance:** Finance function - meaning and scope - objectives of financial management - Financial forecasting - Financial planning - steps in financial planning - Estimating financial requirements, Role of financial market and financial institutions in India
- Unit II **Source of Funds:** long term - short term and medium term - Equity shares - preference shares - Debentures and Bonds - Retained Earnings. Institutional borrowings - Public Deposits - Lease financing - Venture capital - Commercial paper - Factoring. Working capital Management: Management of cash, Management of the receivables and inventory - Inventory Management - Bank financing of working capital.
- Unit III **Capital Budgeting:** Capital budgeting process - Selection of projects - Estimation of cash flows - Project evaluation techniques - Payback period - Accounting rate of return - NPV method - IRR - Capital rationing - project selection under rationing.
- Unit IV **Capital Structure:** meaning - structure planning - optimum capital structure - capital structure theories - Net income approach - Net operating income approach - MM approach - Traditional approach - Cost of capital - meaning - methods of computing cost of debt, equity and preference shares - weighted average cost of capital.
- Unit V **Dividend Policy:** Factors influencing dividend policy - stable dividend policy - cash dividend - stock dividend - stock split - Dividend models - Walter's model - Gordon's Model - MM Irrelevance Approach.

MBA206 MARKETING MANAGEMENT

The objective of this course is to introduce the fundamental concepts and theories in the area of marketing and to assist the students in gathering, analysing and presenting information for marketing decision making.

- Unit I Marketing - Importance, Scope - Evaluation of Marketing concept - Creating and delivering customer value - The marketing environment - Fundamentals of strategic and marketing planning - Marketing organisation.
- Unit II Marketing Research - Demand estimation and sales forecasting - Buyer behaviour - The Indian consumer - segmentation - Targeting - Positioning .
- Unit III Marketing mix - Product - new product development, PLC. Product line, product mix, strategies - branding, Brand equity - Pricing strategies and programmes.
- Unit IV Physical distribution - Selection and management - Retailing wholesaling and logistics - Managing marketing communication - Promotion mix - Advertising, Personal selling, Sales promotion, Publicity, Direct marketing.
- Unit V Evaluation of marketing programs - Customer Relationship Management - International marketing- Rural marketing -Designing and Managing Services - Marketing ethics- demarketing-social responsibility of marketing-Marketing recent trends- Online marketing- Global Marketing – Green Marketing- Retro Marketing.

MBA207 BUSINESS ETHICS AND CORPORATE GOVERNANCE

The objective of the course is to create a mindset of Value and Ethics among the participants and to help them implement the learned principles in their respective work place.

- Unit I Introduction to ethics – Definition of Ethics, Business Ethics. Ethics and Value - Importance of ethics and business ethics – Factors affecting business ethics. Theories of ethics.
- Unit II Virtue, Virtue Ethics - Ethical dilemma, Ethical gap, Ethical leadership – Whistle blowing – Trade Secrets.
- Unit III Ethics in Finance, Ethics in Marketing, Ethics in HRD – Ethics and Business Strategy - Influence of Organisational Culture in Ethics – Ethics Committee – Ethical Audit
- Unit IV Corporate Social Responsibility – Social Audit – Ethics and Government – International Business Ethics.
- Unit V Corporate Governance: Corporate Board--Attributes, Duties, Responsibilities, Liabilities- Shaping Directorial Competence and Board Effectiveness-Corporate Disclosure and Investor Protection-Corporate Board Committees- Globalisation and Corporate Governance- Emerging Trends in Corporate Governance

MBA 208 SOFT SKILLS TRAINING

The objective of this subject is to foster an all round development of students by focusing on soft skills and also to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition, and practice.

The topics to be covered during the 20 days theoretical and practical:

Verbal Communication includes Planning, Preparation Delivery, Feedback and assessment of activities like: Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, body language and use of Presentation aids

Written communication that includes project proposals, brochures, newsletters, articles, business letters

Etiquettes that include: etiquettes in social as well as office settings, email etiquettes, telephone etiquettes etc.

Improving Personal Memory, study skills that include rapid reading, notes taking and creativity.

Problem solving and decision making skills, perceptive, conceptual, creative, analytical and decisive.

Time management skills, HR skills: leadership, communication, negotiation, motivating (inter personal and inter group).

Risk taking skills

Organising skills: Events management

(There should be adequate exposure to demonstrations, games, case studies, role plays, field works, presentations, debates and discussions, simulation of real life situations, stress exercises, team exercises, planning exercises, personality testing and feed back etc.)

There will be an external examination in the form of presentations by the students to assess their oral and written competencies. There will be an expert panel drawn from the other universities offering MBA programme. Apart from the chairman, there will be a panel consisting of : Two professional experts and the head of the institution concerned. 40 marks will be for the internal evaluation and 60 marks for the external component.

MBA301 ENVIRONMENTAL MANAGEMENT

The objective of the subject is to introduce the concepts of environmental management that is becoming a major area of concern and also understand the dimensions, institutions of environmental management.

- Unit I Environment and its components - Ecology - Forest - Wildlife - biotic and abiotic environment - Agricultural - fisheries - cycling of materials in the ecosystem - eco friendly farming - Lithosphere - atmosphere - hydrosphere - stratosphere - Food chain - Climate change - Carbon credit.
- Unit II Environmental degradation - Population growth - Economic development - pollution - pollution control - sustainable development - Hazardous wastes - Energy and environment - alternate sources of energy.
- Unit III Dimensions of environmental management - economic dimensions - technological dimensions - sociocultural dimensions - ethical and moral dimensions- Participatory Environmental Management - integrated environmental management - managing the urban environment - managing the rural environment - environmental management systems - environmental audit.
- Unit IV Development Management - environment friendly - sustainable agriculture - sustainable forestry management - water resources management - industrial waste management - nuclear waste management - municipal waste management - hospital waste management - air quality management - coastal and marine resources management
- Unit V Environmental Management Institution - Environmental legislations - legal framework - national and international legislations - governmental institution for environmental management - private sector and civil society in environmental management - environmental awareness - environment friendly products - green taxes - academic and research institutions in environmental management.

MBA302 MANAGEMENT INFORMATION SYSTEMS

The objective of this course is to acquaint the students with the role, functions and development of information systems at different levels and functional areas of the organization.

- Unit I The Competitive Business Environment - Introduction - Information Systems - Components - Resources - Classification - Organizational Foundation of Information Systems - Contemporary approach to information systems - System concept - The challenges - MIS concept - Role of MIS - impact - A tool for management process.
- Unit II Building decision support system - decision making concepts- framework for developing DSS - The process of developing DSS- Individual and Organizational Model - MIS and decision making concepts - GDSS - EDSS.
- Unit III Database Management System - Logical and physical view of data - data structure, Data trends - Data Base Types - Requirements for Data base systems - Systems analysis and design- structured system design - data flow diagram - data structure.
- Unit IV Knowledge and information work - knowledge - work systems - Ensuring Quality with information systems - Traditional tool and methodologies for quality assurance - new approaches.
- Unit V Development of MIS - Implementation - prototype approach - lifecycle approach - system implementation success and failure- MIS application in manufacturing and service industry - Executive information system - marketing information system - manufacturing information system - financial information system - Human Resource information system - Information of Information System – General introduction to recent packages

MBA303 LAWS FOR BUSINESS

The objective of the course is to familiarize the students with important features of law relating to business like Administrative Law, Contract Law, Company Law etc. It will also give them an exposure to laws like civil and Criminal Procedure, and their relationship to business.

- Unit I Administrative Law-Welfare State and Administrative Law: Delegated Legislation, Principles of Natural Justice, Constitution of India, fundamental rights and duties, Judicial Review, Suits against Government - torts and contracts - control of public undertakings.
- Unit II Contract Law: General Principles - Essentials of a Valid Contract - Communication, Acceptance and revocation, void, voidable, unenforceable and illegal contracts - discharges of contracts - breach of contract and remedies. Laws relating to partnership, Registration, Rights and Liabilities- Dissolution of a firm. Laws of Agency - Sale of goods - agreements to sell-contract for work - bailment, mortgage of goods - time purchases and relationships with sale - conditions and warranties - rights of an unpaid seller.
- Unit III Company Law: Evaluation - comparison of types of companies, incorporation, capital - kinds of shares, directors, meetings and resolutions accounts and audit, winding up - different modes.
- Unit IV Preliminary ideas regarding Income Tax Act and Sales Tax Act and VAT.
- Unit V Labour Laws - Factories Act, I D Act, Trade Union Act - Workman's Compensation Act, Law of Specific Relief, Injunctions, Civil and Criminal procedures - relating to business. Negotiable Instrument Act - Cheques, Bills of Exchange, promissory Notes.

MBA 401 STRATEGIC MANAGEMENT

This course is aimed at providing the students with consistent framework across strategic analysis, strategy formulation and strategy implementation.

- Unit I Basic concepts of strategic management - strategic management process - strategic management at the business level, functional level and corporate level -Constitution of Board - Role and functions of corporate board and top management in strategic management.
- Unit II Mission and business definition - Environmental Scanning- Analysing industry and competition - internal appraisal - concepts, techniques and cases.
- Unit III Strategy formulation- Types of strategies - Integration, intensive, diversification, and defensive strategies - strategic analysis -comparative cost analysis, portfolio analysis, operating and financial analysis.
- Unit IV Strategy Choice-criteria and process-Routes for executing strategy.
Strategy implementation - Role of organizational structure, Culture and Leadership, Strategy and Social Responsibility.
- Unit V Strategy review, evaluation and control- Auditing - Using computers to evaluate strategies; strategy for entrepreneurial ventures and small business. Strategy for non-profit organizations.

MBA 402 ENTREPRENEURSHIP DEVELOPMENT

The objective of the course is to familiarize the students with the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.

- Unit I Small Business : meaning - role - Strengths and weaknesses - Defining an entrepreneur- entrepreneurial traits - Developing entrepreneurs -New ventures and Business Plan : Need for a Business plan - Steps in the preparation of business plan - Need for marketing research - Operating plans and financial plans - Dynamics of small business environment - Causes for small business failure - Success factors for small business.
- Unit II Feasibility Planning : Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan - Relevance of marketing concept to new ventures - Marketing research of pre-start-up planning - Sources of marketing research information - Implication of market research - Marketing functions that new ventures must address - Establishing marketing and sales promotion infrastructure - Concept of pricing - Growth strategies - Marketing plan.
- Unit III Acquiring an Established venture: Advantages and disadvantages of acquiring established business - considerations for evaluation business opportunities - Methods of valuing a business - Franchising and franchisee's perspective.
- Unit IV Financing a new venture: Financing and its effects on effective asset management - Alternate methods of financing - Venture capital and new venture financing - working out working capital requirement - Government agencies assisting in financing the project.
- Unit V Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages – growth- Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copy right and the concept of fair use - Protection of intellectual property.

MBA 405 PROJECT

The Project is an essential requirement and integral part of the curriculum for successful completion of the programme. The project aims at developing insight and capabilities in the students for in depth study, research, interpretation, and analysis on a particular chosen/allotted topic.

Selection of Project Topic:

Project topic has to be selected with respect to the major specialization chosen by the student. Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. Project Work should be either a Field Survey study, Comprehensive Case study on the functioning of a business organization, Inter-organizational study, application of optimization techniques for business decisions, computer systems development for business operations. After collecting the necessary information from primary and secondary sources, frequent visits to select companies / organizations and administering questionnaire / Interview schedules, if any, the students are advised to discuss with their Project Guides for necessary directions on how to analyze the data. Based on the Project Guide's advice, carryout necessary tabulation of data, application of statistical tools, testing of hypotheses if any, and then prepare a plan of chapterization to prepare a Project report.

Project report:

Chapter I: Introduction to the study:

The contents of the chapter are:

1. Background of the problem
2. Introduction to the company
3. Brief introduction to the research methodology:
 - a. Objectives of the study, Methodology and Sample selection, Research Design, Period of the study, sources of data, tools of data collection, Statistical analysis, broad hypotheses put for testing, limitations, etc.
4. Scope of the study
5. Limitations of the study
6. Chapterisation

Chapter II: Literature Review:

Minimum of 25 quotes from the subject of study like:

Carney (1998)¹ has defined human capital as the skills, knowledge, ability to labour and good health important to the ability to pursue different livelihood strategies.

At the end of the chapter, give the reference as:

1 Carney D (1998): "Sustainable rural livelihoods, what we contribution can we make": DFID, Nottingham, Russel press Ltd.

Chapter III and IV: Empirical Results / Data analysis & Discussion :

This chapter should contain a logical presentation of the empirical results after completing the data analysis. This should contain neatly tabulated results, results of Hypotheses tested, graphs

and figures, if any, along with necessary interpretation. A comparison of results with earlier studies may add novelty to the work. A detailed discussion on the basis of results of analysis should be given in this Chapter.

Chapter V: Summary and Conclusions:

This Chapter should focus on broad observations made by the study against each objective specified in the 1st Chapter. All observations should neatly be bulletined along with suitable captions. This chapter should also give a brief list of conclusions drawn by the study and then provide necessary suggestions for the policy makers / managers on future course of corrective action.

Bibliography

Each reference should give the details regarding the author(s), the title of paper / book, details regarding its year of publication, place of publication, name of the publishers / name of the Journal in case of a research article, etc. Few examples are as follows:

1. Chandrasekar, ""Action-Attitude model for global brand building- An insight for Indian companies", The Indian Journal of Commerce, July-September 2007,pp. 65-81.
2. Quelch John, A. "Sales Promotion Management", Englewood Cliffs, N.J.Prentice Hall, 1989, 350p.
3. P.Rajan Varadharajan, "Joint Sales Promotion: An emerging Marketing Tool", Business Horizons, September-October 1985 pg-43-49.
4. Abbot.C.Martin,"Two Could be Mightier-Than Just One in Promotions", Advertising Age 1980,51 (May 5), S-21, S-23.
5. Vyas Preeta, Kureshi Sonal, "Avenues for Joint Sales Promotion in India",1993, A peper presented at AIMS,MDI Gurgeon 1994.
6. Srini Srinivasan, "Concept and Strategy guidelines for Designing Value Enhancing Sales Promotions" Journal of Product and Brand Management, Vol.9, No.6, 2000.
7. Chandrasekar, "Brands Hike Spends on Joint Promotions", Business Standard, 2001.
8. Madan, Hormuzd, "Business is Driven by Brands", A&M June 2000.
9. Cravens, Karen S; "Strategic Brand Valuations", Business Horizons.
10. Parks,Liz; "Boosting Sales through New Product Benefits", Drugstore News; August 2000.

Annexure:

Every Project Report should contain necessary annexure wherein the Proforma of Questionnaire / Interview Schedule should be enclosed in original. The thesis must be organized as above has to be neatly typed (with one and half line space) and submitted in hard bound form. You may type only one side of the page. Use only A4 size paper and the report may be within the range of 100 -130 pages.

At the end of the fourth semester, the colleges will have to send their project reports based on functional specialization and the same will be evaluated by the external examiners. There will be an external viva voce conducted by the university and the entire component is external with the chairman of the board and function wise external examiners (minimum of two external to judge a candidate) conducting the evaluation where the projects will be evaluated for 100 marks and the project viva voce will be for 50 marks. The marks will be submitted confidentially to the Controller by the Chairman of the board.

MBA 406 COMPREHENSIVE VIVA-VOCE

This is done to assess the students of their understanding of the concepts, theories, knowledge assimilation, skill development and application in real life situations. This will encompass all the subjects studied by the student during the two year period. This will be conducted along with the project viva voce examination where the marks will be 50.

LIST OF ELECTIVES:

Students are allowed to specialize in single functional area or two functional areas with a condition that in an institute there should be a minimum of 10 students opting for a subject.

III SEMESTER	IV SEMESTER
--------------	-------------

<p>MARKETING: 3M1 Advertising and Sales promotion 3M2 Sales Management 3M3 Consumer Behaviour 3M4 PR and Customer Relationship Management 3M5 Product Management 3M6 International marketing 3M7 Services Marketing</p> <p>FINANCE: 3F1 Security Analysis and Portfolio Management 3F2 Project Financing 3F3 Management of Financial Services 3F4 Corporate Restructuring 3F5 International Finance 3F6 Investment banking</p> <p>HUMAN RESOURCES: 3H1: Human Resource Development 3H2: Organisation Development and change 3H3: Roles identity and Career management 3H4: Group Dynamics and Team building 3H5: Human Resource Counseling 3H6: Industrial Relations and Labour laws</p> <p>SYSTEMS: 3S1: System Analysis and Design 3S2: Software Engineering 3S3: Object oriented programming 3S4: Software Project Management</p> <p>OPERATIONS: 3O1: Supply chain management 3O2: Total Quality Management 3O3: Purchasing and Materials Management</p> <p>INTERNATIONAL BUSINESS: 3I1: International Business Environment 3I2: International advertising 3I3: International marketing 3I4: International Finance 3I5: International Logistics Management</p>	<p>MARKETING: 4M1 Marketing Research 4M2 Retail Marketing 4M3 Logistics Management 4M4 Brand management 4M5 Entrepreneurial marketing</p> <p>FINANCE: 4F1 Financial Derivatives 4F2 Personal Financial Planning 4F3 Commodities markets 4F4 Management Control Systems 4F5 Strategic Financial management</p> <p>HUMAN RESOURCES: 4H1: Global HRM 4H2: Performance Management 4H3: Personality and Managerial Performance 4H4: Conflict resolutions and Negotiations</p> <p>SYSTEMS: 4S1: Knowledge management 4S2: Internet Programming and Web design 4S3: Business Intelligence and Data Warehousing</p> <p>OPERATIONS: 4O1: World Class manufacturing 4O2: Technology Excellence 4O3: Technology management</p> <p>INTERNATIONAL BUSINESS: 4I1: Global HRM 4I2: Export Import documentation and procedures 4I3: WTO and Intellectual Property Rights</p>
--	---

Marketing Electives:

3M1 Advertising and Sales promotion

The objective of the course is to assess the numerous communication alternatives employed by organizations today and explore of the role communication plays in building and sustaining brands.

- Unit I** Integrated Marketing Communication – Definition, Evolution, Concepts; Marketing Communication Mix; Models of Marketing Communication; Ethical and Social issues in Marketing Communication
- Unit II** Marketing Communication Planning; Advertising Planning and Objectives; Brand Equity; Advertising Budgeting; Media Planning and Strategy; Media Research
- Unit III** Creative Strategy; Advertising appeals; Creative tactics and format; Creation process – Television and Print advertisements; Advertising research
- Unit IV** Advertising agency – function, organisational set-up; Types of advertising agencies; Compensation of advertising agencies; Selection of an advertising agency
- Unit V** Sales Promotion: Definition, scope-Sales promotion mix - Developing Sales promotion campaign -Implementation of sales promotion campaign - Sales promotion Budget and Sales promotion evaluation - Effect of sales promotion on brand equity - Trends is sales promotions- Future of sales promotions- Future of Marketing Communication

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Unit I Selling and Marketing concept – theories of selling – New business Vs serving business – Consumer goods selling – Industrial selling – International selling – Retail selling – Classification of sales people – Characteristics of sales people – Personal selling: Objectives, Policies, Strategies under competitive settings – Evaluation of personal selling Vis a Vis other components of promotional mix.

Unit II Selling Process- Prospecting: Steps – Preapproach: Objectives, Sources – The Approach: objectives, methods – The presentation: strategies, developing, situational selling, showmanship – Handling objections: Attitude, strategy, Methods, Types of objections, Specific situations – Closing: tactics methods – followup.

Unit III Sales organization: Types sales potential – Determining the sales force profile – Product market analysis – Determining the sales force size – Territory management: Accounts and sales potential salesperson workload, designing territories, reasons and procedures and assigning to sales persons-routing –time management.

Unit IV Sales force management: Recruitment and Selection: Job analysis, Manpower Planning, Job specification and Job description, sources of sales recruits, Problems in screening and selecting the applicants – Sales targets: Quantitative & Quantitative methods.

Unit V Training: Planning sales force training methods, content, execution, training the dealer salespersons and evaluating the training programmes – Leadership and supervision – Compensation: Objectives, remuneration methods, incentives – Motivating the sales force – Sales meetings and Sales Contents. Evaluation and control: Performance Appraisal – Sales budget – Sales Quotes – Systems approach – Sales Management audit – Sales analysis: sales related, cost related, activity related, activity related – Determinants of sales person performance.

The basic objective of this course is to develop and understanding about the consumer decision-making processes and its applications in marketing function of firms.

- UNIT I** Consumer Behaviour and its linkages with the decision making process in Marketing Management.
- UNIT II** Understanding the Research framework in Consumer Behaviour and the use of Consumer Characteristics in Market segmentation.
- UNIT III** Factors influencing the Consumer Behaviour -Culture, Social Class, Social Group and family, life style
- UNIT IV** Individual Determinants of Consumer behaviour - Motivation and involvement, Behaviour modifications, Personality and self-concept, perception, learning, Attitudes and Changing Attitudes
- UNIT V** Diffusion of innovations – Innovation and Adoption of new Products-Consumer Decision Process: Problem recognition, information seeking process, Information evaluation Process, Purchase process and Post Purchase Process – Models and utility

3M4 Public Relations and Customer Relationship Management

This paper is intended to introduce the importance of public relations as a promotional tool and also explain the importance of CRM.

Unit I Public Relations - Defining Public Relations- Functions of Public relations - Public Relations vs. Advertising- Creating a Public Relations Plan- The History of Public Relations- The Individual in Public Relations- Public Relations Departments and Firms.

Unit II Marketing Public Relations: publications, events, sponsorships, news, speeches, public service activities, identity media-Types of PR Work - The nature of "The Public" and the Role of the Media - Public relations process.

Unit III Program Planning- Corporations- Politics & Government- International Public Relations-Nonprofit Organizations - Media Relations- PR Campaigns - Ethics and Social Responsibility- Public Opinion and Persuasion - Research & Evaluation in Public Relations – Future of PR

Unit IV Relationship marketing- Understanding buyers expectations – building customer loyalty – types of loyalty-influencing factors-loyalty ladder-significance of loyal customers-impact of lost customers – computing cost of lost customers – Customer Lifetime Value-CRM: Definition and Concepts – The importance of effective CRM strategies as an integral part of effective marketing strategies - Consumer Behaviour principles – Organisational buyer behaviour.

Unit V Principles of customer research – Using internal information sources-Using customer data, Data warehousing and data mining-Segmentation and targeting – Identifying cost effective external information sources : Published data, Using the Internet, Market research- Understanding and managing customer expectations – Developing customer confidence- Building relationships by adding value to customers cost effectively- Managing customer contact strategies – Dealing with difficult situations –Measuring performance of CRM – Future of CRM.

3M5 Product Management

The purpose of this course is to familiarize the students with the concepts and strategies involved in product management and branding.

- Unit I Product Management : Introduction and Importance- Role of product Manager in different industries - Demand forecasting - Market Segmentation- Product Plans - Components product plan - product differentiation - Product line - additions - alterations, and deletions.
- Unit II product positioning - Kinds - organising the product teams - Product Policy - product lifecycle - New product demand forecasting models - Product portfolio models- Criticisms to portfolio methods - Development in portfolio methods - product positioning and differentiation strategies - Perceptual mapping.
- Unit III New product development: Stages - Explanations of stages - Diffusion and adoption process - Industrial and consumer innovations - Diffusion of innovation cycle - New product launch: strategies, mistakes. Success and failures.
- Unit IV Brand management: Strategic issues in brand management - Concepts. Relevance and principles. Brand naming process - Brand extensions - Brand stretching - Brand equity - Components of brand equity and explanations - Brand equity measurement- Methods followed in Indian context.
- Unit V Co-branding: Branding Positioning - Product management audit - Packaging methods and strategies - Future of Product management.

3M6 International marketing

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

- Unit I International marketing - Definition, Nature: Distinctions between International Trade, marketing and Business; Planning for International Marketing; Marketing Research and Information System; Market Analysis and Foreign Market entry strategies.
- Unit II International Marketing Environment - Political, legal, cultural, Economic environment; International institutions - World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic communities.
- Unit III Constraints on International Marketing - Fiscal and Non fiscal barriers Non-tariff barriers. India and World Trade, Import and Export Policy, Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, Commodities Boards etc.
- Unit IV Procedure and Documents - Registration of Exports, Export Quotations, Production and Clearances of Goods for Exports, Shipping and Transportation, Insurance Negotiation of Documents, Instruments of Payments - Open Account, Bills of Exchange; Letter of Credit - Export Finance.
- Unit V International Marketing Mix and Decision Making - Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy.

3M7 Services Marketing

The objective of this course is to develop insights into emerging trends in the service sector and tackle issues involved in the management of services.

- Unit I Role of service sector - Structure and growth - Recent trends in service sector - Characteristics of services - Components and tangibility spectrum - Distinctive marketing challenges and need for separate marketing strategies, classification of services - Service Marketing mix, Expansion of marketing mix - Services marketing triangle.
- Unit II Creating, delivering and performing service - Basic, Articulated and Exciting Attributes - Service blue prints - Pricing promotional mix and communication Efforts, Delivery of services through intermediaries, People, Process and physical evidence.
- Unit III Consumer behaviour in services - customer satisfaction - customer expectation and customer perceptions - gap analysis - quality perceptions in services - guarantee, customisation of service - service recovery and problem solving - employee role of service marketing - role of technology.
- Unit IV Segmentation / positioning / differentiation and retention strategies applicable to service marketing - relationship marketing - measuring customer satisfaction surveys: - design and analysis.
- Unit V Marketing of banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, care taking etc.

4M1 Marketing Research

This course is designed to acquaint students with the application of Research Principles, Tools and Techniques in the Marketing function.

- Unit I** Marketing Research – Applications, Limitations – Organizing the marketing Research function – The Research Process – Types of research design.
- Unit II** Data collection – Primary data collection – questionnaire design – Secondary data – scaling techniques – sampling designs – Interviewing.
- Unit III** Data processing – Data analysis – Testing Hypotheses – Bivariate analysis – Multivariate analysis – Experimental designs – Report writing.
- Unit IV** Applications of MR – Sales analysis and forecasting, product development, Test marketing, Advertising research, Market segmentation and positioning.
- Unit V** Industrial Marketing Research – Export Marketing Research – Ethical Considerations in Marketing research – MR & IT – Online research, data warehousing and data mining – Marketing Information System.

4M2 Retail Marketing

The objective of the course is to provide a foundation for an understanding of the various dimensions of Retail Management

Unit I Introduction –Theories of retailing- management of service & quality in retailing- world retail scenario- developing countries- retailing functions and need and scope of retailing in India-organised vs. unorganised retailing - growth of retail formats –high street and malls- mall management

Unit II Basics of marketing- effective communication- need to understand consumer behaviour – store formats- store location-location analysis- store positioning- store design and visual merchandising-breakdown of retailing as a product- retail pricing, changes and trends in retail marketing

Unit III Store operations management- SCM- supplier relations – logistics in retailing- merchandise buying & management- warehousing- inventory control- franchisee operations-international retailing-motives, reasons and typologies for international expansion

Unit IV Retail promotions- retail information systems- CRM-retail finance- retail statutory obligations- tax systems for retail-consumerism & ethics in retailing-corporate social responsibility

Unit V Retail human resource management- issues and challenges- recruitment, selection and training- specialised training- growth of non store retailing-retail database marketing – impact of globalisation on retail management future of retailing

The main objective of the unit is to enable the student to manage, or interact with the person who is managing, the logistics aspects of the introduction of a complex system into operational service.

- Unit I Introduction to Logistics Management-The importance of logistics management for whole-of- life costs control-Logistics management in the capital procurement process.
- Unit II Integrated Logistic Support (ILS) concepts- Major elements of ILS and need for an integrated approach-Logistics Support Analysis-The purpose of LSA, its operation and limitations.
- Unit III Planning logistics management activities to coincide with other project management areas- Alternative ILS solutions and Life Cycle Costs - Assessment and life-cycle implications- Industry as a participant in the logistics effort- Transportation: methods, issues and future.
- Unit IV Logistics Information Systems, including Computer-aided Acquisition and Life-cycle Support (CALC)- Warehousing locations in business logistics -Storage and distribution as issues for logistics managers in the logistics strategy.
- Unit V Re-ordering and economic order quantities - standard business logistics methods- Repair or replace decisions - computer based methods..

4M4 Brand Management

The purpose of this course is to introduce the concepts behind branding, brand naming, brand positioning etc., and explain the methodology of brand equity and the importance of branding for an organisation.

Unit I What is a brand: - Definitions - financial value of brands - social value of brands - what makes brands great - keys of branding - brand halo - changing face of customer- line influence on a growing brand-

Unit II Perceptions and branding: - emotional benefits of branding - emotional branding perceptions - reception - what brands communicate- customer contact points - brand reflection - brand story- Brand design - Visual identity - Colour in design - Sound in brand design - audio logos and jingles - sensory brands and smell in brand design - brands and taste - brand and touch - words and shapes - verbal identity - brand architecture - brand building skills.

Unit III Brand positioning - Brand planning - brand creation - brand platform - brand experience - brand communication - public relations perspective - opportunity modeling-

Unit IV Brand protection - Trademarks - classification of brands - creating a new mark - Trade mark- portfolio audit - copyright - registered designs - brand as business asset - brands and wealth creation - brands on the balance sheet - approaches to brand valuation.

Unit V Globalisation and brands - Who really holds the power - power of logo - brand leadership - global brands - Asian brands - revitalised brands - challenger brands - brand and customer protection- brand building - brand sustainability - brand decline - changing customers - brands in mergers and acquisition - brand audit - strategic brand management.

4M5: Entrepreneurial marketing

This course will explore how marketing and entrepreneurship affect and are affected by one another. This course will examine concepts from each of these two areas to determine how they apply to, and how they can aid the practice of, the other.

Unit I The new marketing: 21st century conceptualizations of the marketing function- The changing role of marketing in organizations; Emerging trends in marketing; What are guerrilla and entrepreneurial marketing? Unique aspects of marketing in entrepreneurial ventures; The role of marketing in entrepreneurship; The role of entrepreneurship in marketing.

Unit II Linking marketing orientation to entrepreneurial orientation; Marketing as an entrepreneurial activity; Why marketers resist innovation; Sinking and missing the boat: marketing and risk; Marketing and resource leveraging; From mass marketing to relationship marketing to one-to-one marketing; From transaction to partnerships; From sales to customer equity;

Unit III Estimating market potential for new opportunities; Database management and entrepreneurship- The Entrepreneurial Marketing Plan; Marketing strategies for entrepreneurship- Product innovation: types and structures; The role of marketing in the new product development process; Innovation versus imitation strategies; Marketing and (product and business) failure

Unit IV Branding and the entrepreneurial venture- Entrepreneurship and the salesforce; Entrepreneurship in personal selling –pricing the products – media and promotions – viral marketing – buzz marketing- guerrilla marketing

Unit V Marketing, the internet, and new ventures; The role of marketing in facilitating the development of networks; Emerging distribution channels for the entrepreneur; Speed as strategy: Entrepreneurship, logistics and customer service – Scope in India and developing countries.

Finance Electives:

3F1 Security Analysis and Portfolio Management

The objective of this course is to give the students an in-depth knowledge of the theory and practice of Investment decision making process and portfolio management.

- Unit I Introduction to investments - Nature and scope of investment decision - investment planning & policy, investment process – Investment alternatives - Govt. Securities - Money market instruments - equity bonds- mutual funds model derivative instruments - futures - options - commodity futures, index futures - stock futures - hedge funds. Risk and return, Asset allocation and security selection. Impact of fiscal & monetary policy on investments, comparison of investment products.
- Unit II Operations of Indian stock market and Bond markets, new issue market - Book building process - listing - secondary market - online trading - dematerialisation - Depository services - Mechanics of investing - mutual fund types - performance evaluation.
- Unit III Valuation of fixed income securities - Bond valuation and yields - Bonds duration and yield analysis - Term structure theories-Common stock valuation - different valuation models - dividend and value of options, discounted cash flow models, pricing, earnings rating, valuation of options. Binomial option pricing model - Black scholes option model.
- Unit IV Security Analysis - Fundamental Analysis - Economic Analysis - Industry analysis - company analysis measuring earnings, forecasting earnings, applied valuation technical analysis – theory – flow theory, efficient market hypothesis.
- Unit V Portfolio-Introduction - Markowitz portfolio theory - mean variance criterion (MVC) - Nature of investment risk - MVC and portfolio selection - portfolio of two risky securities - AS security portfolio - Application of market model in portfolio construction, CAPM, APT - constructing the efficient frontier - constructing the optimum portfolio - portfolio performance evaluation.

3F2 Project Financing

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

- Unit I Introduction to projects: project report, content of Project reports, steps involved in a preparation Project Reports. Viability studies - Commercial Feasibility, Economic and Financial viability, consultancy services, financing agencies. Commercial Banks, Development banks, State Financial Corporation in Refinance scheme for project finance.
- Unit II Appraisal of Project - Commercial appraisal, Technical appraisal, Financial appraisal, Economic appraisal. Appraisal for term loan and Working Capital, steps involved in appraisal, RBI guidelines on term loan, working capital financing, Tandon, Chore Marathe committee recommendations, Credit monitoring arrangement, financing of SME Units. Traditional method and Nayak Committee recommendations - preparations of appraisal report.
- Unit III Cost and Means of finance-Cost of Project, Means of Finance-Share capital - Debt Capital - Finance Leverage - Capital Budgeting Decisions - Term Loans -Non fund based credits - deferred payment guarantees, Bills, Co-acceptance facilities, RBI guidelines in DPGS and BCF - lines of credit - working capital finance, structure - cash credit, overdraft, Bill finance –Factoring – Forfeiting - Export pre-shipment and post shipment.
- Unit IV Appraisal for leasing projects-Lease Evaluation - Appraisal for Hire purchase facility - Appraisal for venture capital - Appraisal of international projects - International CAPM. Loan syndication, Consortium finance, Club facilities, Project Exports.
- Unit V Industrial sickness and Rehabilitation, Definition of Industrial Sickness - Identification of Sickness, causes of sickness - rehabilitation programmes - Sick Industries Companies Act (SICA), BIFR, RBI guidelines. Financing of sick industries - Recovery proceedings. Liquidation Debt Recovery Tribunals, out of court settlements.

3F3 Management of Financial Services

This course is intended to familiarise the students with the various financial services and their role in the financial system.

- Unit I Introduction to financial Services - characteristics of services - Distinctiveness of financial services - financial systems and markets - concepts, Nature and Scope in India - Financial Intermediaries - Corporate financial services - Retail financial services - financial institutions changing technologies and regulations - The management and development of financial services, sales and service outlets in western and emerging economics.
- Unit II Regulatory and supervisory frame work - Role of RBI, SEBI, and Ministry of Finance, Govt. of India- finance Bill and financial services - supervision and regulation of banking companies in India - Regulatory/ Institutional / and Environmental constrains.
- Unit III Corporate financial services, organizational frame work - functions regulatory and supervisory guidelines and procedures - merchant Banking - Mutual funds - credit rating services - venture capital services - leasing - factoring and forfeiting - securitization - Banking services - Non banking financial companies, corporate Insurance.
- Unit IV Retail financial services - credit cards Debit cards -smart cards - automated Teller Machines - Electronic fund Transfer - Electronic clearing - Portfolio management services - Broking services - Consumer credit - Hire purchase finance - housing finance - personal tax counselling - Internet Banking - Virtual Banking.
- Unit V Financial services marketing - characteristic of the consumer of financial services - segmentation of financial services markets - market research - principles and techniques, financial services market mix, product design - development and test marketing in financial service sector - advertisement and sales promotion of financial services - pricing strategies for financial products - distribution channels customer care and quality - marketing of banking services - marketing of insurance products.

This course introduces to the students a broad range of financial restructuring techniques that can be applied to improve business performance. Case discussion help illustrate how various corporate restructuring approaches may be used to increase firm value and highlight characteristics of potential candidates for different restructuring techniques

- Unit I Corporate restructuring: meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition: Motives behind M&A -rationale behind expansion and diversification through M&A; Merger – types and characteristic, major types of mergers – managerial & financial synergy of mergers, role of industry life cycle.
- Unit II Theories of Mergers: Efficiency theories and non-efficiency theories- Valuation of shares and firm : Valuation approaches – DCF valuation models and FCF models- FCFF and FCFE, estimation of terminal value, (DCF under different growth rates) relative valuation using different ratios and multiples, valuing operating and financial synergy, corporate control and LBO.
- Unit III Takeover Defenses: Financial defensive measures, coercive offensive defense, Anti-take over amendments, poison pill defense.
- Unit IV Revival and Restructuring of Sick Companies: The problem of sick industries and their survival with special reference to the law relating to sick industrial companies. Corporate de-mergers / splits and divisions- Difference between de-merger and reconstruction, modes of de-merger – by agreement, under scheme of arrangement by voluntary winding up; tax aspects, tax reliefs, reverse- merger, Indian scenario.
- Unit V Procedural & Legal Aspects Relating to Merger and Acquisition and Takeovers: SEBI guidelines, documentation, taxation, economic and financial aspects- Post-merger re-organization: Accomplishment of objectives- Criteria of success, profitability, gains to share holders; Post-merger valuation, measuring post-merger efficiency, factor in post-merger reorganization.

The objective of this course is to provide the students an overall view of the international financial system and how multinational corporations operate.

- Unit I Fundamentals of foreign exchange - need for foreign exchange - definitions - international trade and foreign exchange - gains from international trade - international finance - gains from international capital flow - globalization of markets.
- Unit II Exchange rate mechanism - types of exchange rates- factors affecting exchange rates and forward rates - types of quotation - rules for quoting exchange rate regime in India - evolution, development and present status - theories of exchange rate determination - exchange rate forecasting.
- Unit III International Monetary System - Gold Standard - Bretton Wood System and Subsequent International Monetary Developments - Floating Rate Regime - Role and Functions of International Monetary Fund and World Bank - European Monetary system and Euro Balance of Payment - India's Balance of Payment position - Elements of open Economy. Capital and Current Account Convertibility - Fundamental parity relations - purchasing power parity covered and uncovered - Interest Rate parity - International Fisher Effect.
- Unit IV International Financial Markets - Segments, Participants and Dealing Procedures - Classification of Markets - Borrowing and Investing in International Financial Markets. Instruments and Institutions - Foreign Exchange Market in India - Evolution and Development - Major Centres - Classification - Interbank and Customer Markets - Regulatory and Supervisory Framework - Role of RBI and FEDAI - FEMA and Exchange Control Regulations.
- Unit V Foreign Exchange Risk Management - Defining and Measuring Risk and Exposure - Types of Exposures - Accounting of Foreign Exchange Transactions - Hedging, arbitrage and Cover Operations - Hedging with Foreign Exchange Contracts - Booking, Early Delivery, Extension and Cancellation of Forward Contracts - Inter Bank Dealings - Swaps and Cover Operations - Forex and Money Market Operations - Currency and Funds Position - Foreign Exchange Dealings and Risk Management - Risk Control and Risk Management System - Hedging with Derivatives - FRAs Swaps Futures and Options.

To orient the students with a fundamental understanding of the role of Investment. Banks and how they operate and to provide a framework for analysis of the various businesses of an investment bank.

- Unit I Overview of Investment Banking: Meaning of investment banks, services/ functions of investment banking, regulatory & structure of investment of banking, nature and scope of present day investment bankers.
- Unit II Money Market: Growth of money market in India, its structure and institutional developments, new money market instruments and framework of money markets – call money market, commercial paper, short- term deposit market, treasury bills market, gilt-edged securities market, certificate of deposits, repos; regulatory authorities and guidelines, regulations governing money market and its instruments.
- Unit III Capital Market: An introduction, meaning and significance of capital market, capital market v/s money market, market players- investors and companies, security laws/regulatory framework for governing Indian capital market, an over view of international capital market.
- Unit IV Debt and credit market: Types of debt, design of new debt/fixed instruments; fixed Income security valuation : Risk associated with fixed Income securities-various kinds of risks , classical theory of interest yield curve , yield spread , Z theoretical determinants of shape of yield curve, terms structure of interest rate, analyzing terms structure and its effects connected theory and hypothesis; Bond Valuation and Bond Management Strategies: Bond valuation – bond written, prices and their movements, understanding systematic and unsystematic risks in bond, bond valuation, YTM
- Unit V Management of IPOs: Primary market in India and abroad, current developments and professional ethics, procedural aspects of primary issues- banker, broker, registrar & allotment to the issue, due diligence of prospectus or letter of offer, role of various operations in the success of issue, pre-issue decision making and management, SEBI guidelines for public issue.

4F1 Financial Derivatives

The objective of the subject is to make the students understand the ways of Adopting existing financial Instruments and processes like options and futures to the changing world.

- Unit I Derivatives Markets – Forwards, Futures, Options, Swaps – Role of Derivatives Markets – Linkages between spot and Derivatives Markets – Criticisms of Derivatives Markets- evolution of derivatives in India vis a vis other countries.
- Unit II Forward and Futures: Market Structure – Types of Future Contracts – Pricing principles – Futures Hedging strategies- Options markets – Options pricing principles, Binomial Models – Black-scholes Model, Option Strategies.
- Unit III Currency Derivatives: Currency forwards – Currency futures – Currency options – Pricing – Trading Strategies- Interest Rate Derivatives- Interest Rate Futures – Forward Rate Agreements – Swaps – Options – Swaptions – Term Structure and pricing principles – Trading Strategies
- Unit IV Debt Markets and Equity-related Instruments - Fixed Rate and Floating Rate Instruments – Adjustable Rate Mortgages – Zero Coupon securities – collateralized Mortgage Obligations – Junk Bonds – Equity options – Equity warrants – Pooled Investment Vehicles – Index futures and Index options
- Unit V Hybrid Securities-Interest Rate / Foreign Exchange Hybrid – Interest Rate / Equity Hybrid – Currency /Commodity Hybrid – Rationale for Hybrid Securities- Asset Liability Management- Foundation concepts – Margin Managements Spread Lock Strategy – Gap Management Strategy – Total Return Optimisation- Ethical aspects

4F2 Personal Financial Planning

The objective is to understand the potential goals a client may have, help them enunciate their goals and evaluate strategies to help clients achieve their goals

- Unit I Establishing client- planner relationships - issues and concepts related to overall financial planning process, as to the client -services provided, the process of planning, documentation required, and disclosure statements
- Unit II Gathering client data and determining goals and expectations- Determine client's personal and financial goals, needs and priorities- Analyse Client Objectives, Needs and Financial Situation.
- Unit III Developing appropriate strategies and presenting the financial plan- Client's risk tolerance-Assessment of options.
- Unit IV Implementing the financial plan- Assist the client in implementing and recommendations -Coordinate as necessary with other professionals -investment advisors, stock brokers and insurance agents
- Unit V Monitoring the financial plan- Review the progress of the plan with the client
–Discuss and evaluate changes in client's personal circumstances -Review and evaluate changing tax law and economic circumstances - Make recommendations to accommodate new or changing circumstances

4F3 Commodities Markets

The purpose of the subject is to equip the students with the knowledge and skills required for dealing in Commodities Market.

Unit I Introduction commodity derivatives : Definition of derivatives, types of derivatives- financial derivatives, and commodity derivatives, Products, Participants and functions, exchange traded V/s OTC derivatives.

Unit II Commodity derivatives : difference between financial and commodity derivatives, global derivative exchanges, commodity exchanges in India(regional and national) commodities permitted for trading, kabra committee report, commodity specific issues, instruments available for trading, types of instruments(futures and options) types of commodity futures, basics and pay off.

Unit III Pricing and application of commodity derivatives : investments assets V/s consumption asset, the costs of carry model, the future basis , application of commodity derivatives markets/ hedging, speculation and arbitrage.

Unit IV Commodity stock exchanges : the NCDEX and MCX plat form – NCDEX exchange membership, rules regulation, bye-laws, types of commodities traded on NCDEX, trading on the NCDEX and MCX plat form- contract specifications, trading system, entities in the trading system, trader work station, order types and conditions, exposure limits.

Unit V Clearing, Settlement and Risk Management: calendar and settlement schedule, Position determination settlement mechanism and price, margining final settlement and exception handling- Regulatory framework and accounting and taxation issues.

4F4 Management Control Systems

The objective of this subject is to understand the control systems in organisations and to understand the performance measures effectively.

- Unit I Characteristics of Management Control System - Evolution of control systems in an organization - Relating system to organizational objectives - Strategic Planning, Management Control and Operational Control - Goal Congruence - Cybernetic Paradigm of Grissinger - Functions of the Controller
- Unit II Responsibility Centers - Types of Responsibility Centers - Expense Centers, Profit Centers and Investment Centers - Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs - Approaches to budgeting : Engineered and Discretionary costs - Benchmarking and Total Cost Management
- Unit III Transfer Pricing (Market based and Cost Based) - Related numerical problems - Return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to management performance measurement - Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector
- Unit IV Financial and Non-financial performance measures -Balanced Score Card (Rock Water's Model)- Long Range Planning - Converting corporate vision into a long-range plan - Input Output Relationship.
- Unit V Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit - Management Audit - Principles and Objectives- designing and implementation of control Systems

4F5: Strategic Financial Management

This subject will deal with financial policies and the decision making at the top level pertaining to finance.

Unit I Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process- Meaning of SFM- costs and benefits- 9s model for SFM.

Unit II Investments Decisions under Risk and Uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method- Corporate strategy and high technology investments

Unit III Expansion and Financial Restructuring: Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring- Reasons for Strategic Failures in mergers/acquisitions/Joint Ventures.

Unit IV Leasing: Meaning, importance, types, tax considerations, and accounting considerations. Evaluation of lease from the point of view of lessor and lessee; Lease versus buy decision; Venture capital: Concept and developments in India; Process and methods of financing, fiscal incentives.

Unit V Financing strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeable.

Human Resource Electives:

3H1: Human Resource Development

The objective of the course is to discuss the theory and principles of training as they relate to the organisational objectives and strategies. The course also emphasis the value of developing training programmes that relate training to the overall strategy of the firm.

- Unit I Training perspective in HRD- Scope / objectives of Training & Development- Changing focus of Training tools-Training cycle
- Unit II Principles of learning, principles of adult learning, transfer of learning managing a system of learning resources.
- Unit III Identification of training & development needs- individual, occupational & organisational levels- Approach to management Development, Management Development implications- Basic approach in TNI, on the job and off the job training methods, criteria of methods selection, skills of an effective trainer as a changing agent.
- Unit IV Concept definition and need for evaluation of training effectiveness -Principles of evaluation, strategies of evaluation
- Unit V Designing and conducting training programmes, use of audio visual aids in training, new ways of learning, non-formal methods of development- Practical/Case studies

3H2: Organisation Development and change

This course is aimed at providing the students with a frame work of what change and organisation Development is, how it works, its change techniques and what the future of Organisation Development might be.

- Unit I Nature of Change: Necessity for Change, factors affecting change, organisational factors affected by change, impact of change on structure, communicative patterns and human relations, Situational analysis and patterns of change, Learning, Training and Development - definitions, objectives and interlinkages, Basic concepts of Human Resources Development (HRD).
- Unit II Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organisation; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for change; cultural and climatic factors affected by change.
- Unit III Organisational transformation: Change cycles; leadership patterns and transformational strategies; resistance to change - cause and counteractive measures; reward system as an effective tool to effect and sustain changes; impact of disciplinary measures on behaviour modification; Business Process Re-engineering (BPR)
- Unit IV Organisational Development for planned change : Introduction; definition; historical development and nature of OD; focussed activities - individuals, roles, dyads, groups, inter-groups, as targets of planned change; problem area; conflict, frustration and stress - impact on behaviour and productivity, coping strategies; intra-group and inter group conflicts; major OD intervention strategies and their expected effects.
- Unit V Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T - groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games.

3H3: Roles identity and Career management

To familiarize the students with the requirements for designing appropriate systems for management of organizational career development, roles identity and with the concepts of the Managerial competency approach and its relevance to career management.

Unit I Introduction to roles, identity: individual and corporate –Theoretical perspectives on identity and difference: Structural theories- Functional theories – Essential and pathological theories – Constructivist and conflict theories.

Unit II Career Development – Concepts, definitions etc.- Theories of Career Development - Career Development and Organizational Strategy - Career Paths, Transitions and Plateaus - Managerial Succession Planning- Dual – Laddering for Career Development

Unit III Roles of Employees, Managers, Human Resource Managers, and Company in Career Management, Evaluating Career Management Systems. Special Challenges in Career Management- -Concept of Competence- Competency Approach to Development

Unit IV Application of Assessment Centers in Competency building- Issues in Career management- Relevance of Ethics in Career Development and Competency Mapping practices.

Unit V Intervention strategies- PCMM- case studies.

3H4: Group Dynamics and Team Building

The objectives of the subject is to understand the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group effectiveness and to cultivate skills for group decision-making and teambuilding.

- Unit I The Science of Group Dynamics: Nature of groups and Group dynamics – Studying groups – Measurement in Group dynamics; Group formation – value of groups – interpersonal attraction – FIRO-B
- Unit II Group Development and Socialization: Group development – Group socialization; Group Structure – roles – authority – attraction – communication networks – Conformity and influence – Power; Environmental Processes – territoriality – spatial behaviour – environmental stress
- Unit III Group Decision Making: Anatomy – groupthink – group polarization – Methods of group decision-making- Group Conflict: Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving inter-group conflict.
- Unit IV Crowds and Collective Behaviour: Crowds and collectives – Theoretical viewpoints – Deindividuation theory- Groups and Change: The Group as an agent of change – The effectiveness controversy – Sources of Change in groups
- Unit V Teamwork and Teambuilding: meaning, scope and future, Developing High-Performance Teams.

3H5: Human Resource Counseling

The objective of the subject is to provide an overview of counseling processes and techniques as they are applicable to industry and management and also to train the students in the basic skills necessary for industrial counseling in view of organizational excellence

Unit I Personnel Counseling: Basic Tenets, Methods & Tools- An Integrated Model- Personality and Personnel Counseling

Unit II Self-Development of the Counsellor: Manager as a 'Barefoot' Counselor- Managers as Skilled Helpers-

Unit III Counseling Skills: Helping Relationships - Counseling Interviews, Communication Styles- Empathy and Holistic Listening - Accurate Responding and Effective Feedback

Unit IV Counseling Interventions: Performance Counseling- Problem Performers -Problem Situations, Alcoholism, Absenteeism, Conflicts - Stress and Spillover -Employee Assistance and Personnel Counseling – Organizational framework

Unit V Psychotherapy & Employee Counseling: Selective Integration of Modern Psychotherapies with Employee Counseling - Indian Approaches to Personnel Counseling

3H6: Industrial Relations and Labour Laws

This subject introduces the trade unions and the industrial relations climate along with the relevant labour legislations that are needed for a human resource manager.

- Unit I Trade Union & conflict settlement laws - background objects of registration, withdrawal of registration, amalgamation, dissolution of unions, rights and liabilities of trade unions.
- Unit II Regulations of service conditions and disciplinary matters, Industrial Employment Standing Orders Act (1946), including modifications.
- Unit III Subsistence allowance-disciplinary proceedings and domestic enquiry, prevention and settlement of industrial conflicts - authorities under the act, general principles of labour adjudication - settlement and award, non employment matters-strike and lockout, lay off and retrenchment, VRS, prohibition against change of service condition, pending proceedings.
- Unit IV Social Security Legislations-ESI Act (1948), Payment of Gratuity Act (1972), Employees' Provident Fund Deposit Linked Income Fund (1942), Maternity Benefit Act (1961), Workman's Compensation Act.
Economic and Welfare Legislations - Minimum Wages Act (1948), Payment of Wages Act (1936), Payment of Bonus Act (1965), Factories' Act (1948), Shops and Commercial Establishment Act.
- Unit V Case Laws

4H1: Global HRM

The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

Unit I International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach –the institutionalist perspective/functions-Globalisation and HRM.

Unit II International HRM models –Pooles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM-Internationalization of business – types of global business-Impact of inter country differences on HRM.

Unit III International staffing –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation – Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.

Unit IV Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

Unit V HRM in Global Organisations – Ethics in International business- Western and Eastern Management thoughts in the Indian context.

4H2: Performance management

The objective of the course is to provide an understanding of the performance management process as well as the ability to manage performance in real world business scenario.

- Unit I Performance Management Definition concerns and scope- Features of an effective organization, performance management process. A short history of performance management - merit rating. MBO, critical technique - enter performance management.
- Unit II The essence of performance management; Performance management cycle- Deming's model and Torrington and Hall model. Performance management sequence. Principles of performance management, Benefits of performance management as a continuous and interlinked process. Performance management and Development. Learning organization – organizational learning - single and double loop learning, personnel development planning.
- Unit III Job evaluation - methods, pay structures. Graded pay structures, broad structure - job family structures- Performance management and pay-performances related pay (PRP). Competence related pay, Team pay-contribution related pay; skill based pay. Shop floor incentive bonus scheme, sales force incentive schemes, team rewards. Gain sharing, profit sharing.
- Unit IV Measuring performance, measurement issues, criteria for performance measures, Types of measure:- Organisational - team and individual-Setting performance standards: Competence and competency analysis, Methodology development and implementation, 360-degree feedback, advantage and disadvantage- Conducting performance development reviews, constructive reviews, review skills, coaching counselling, performance problem solving.
- Unit V Developing and maintaining performance management. Approach to performance management training. Evaluation and keys to success.

4H3: Personality and Managerial Performance

To give an overview of personality and its influence in managerial performance

Unit I Concept and Definition of personality: Introduction to major theories of personality (psychoanalytical theory; need based theories; self theory) Stages in the development of human personality disorders and introduction to abnormal behaviour.

Unit II Perception of self and others; influences in perception; inter-personal affinities and relationships. Development of emotions: Theories of emotional behaviour: adaptive and disruptive emotions – influences on behaviour.

Unit III Personality related measurements: Testing of intelligence, ability, attitudes and aptitude. Use of Testing Instruments, questionnaires and direct interview; Designing and application of measuring instruments in the organizational context.

Unit IV Frustration, conflict and anxiety – different approaches to handling stress and causative factors for stress: Influence of stress, physical and mental process; Stress management.

Unit V Counselling – Emergence and Growth, Counselling process, strategies and interventions – Change in Behaviour through Counselling- Problems in Counselling, Application in organisational settings.

4H4: Conflict Resolution and Negotiations

This course is designed to introduce students to conflict resolution and negotiation and tactics that can be effectively used in an organizational setting.

- Unit I Role of conflict in organizations-leadership approaches to conflict situation-
managerial approaches to conflict –individual differences-power and influence
- Unit II Conflict and organizational culture,-negotiation strategies and conflict resolution,
superior/subordinate interactions and conflict resolution- ethics in conflict resolution
- Unit III Negotiations: Nature, outcomes – Distributive negotiations – Strategy and planning
- Unit IV Integrative bargaining- Targets and aspirations- Contingent contracts – Trust and
relationships
- Unit V Negotiation simulations- in basket exercises- case studies

Systems Electives:

3S1: System Analysis and Design

This course is aimed at developing an appreciation of Analysis and Design of computer based commercial data processing systems.

- Unit I The system development environment - Role of managers, analysts Programmers and end users - skills for system analysts - Types of information systems - systems for co-ordination.
- Unit II Systems Development Concepts: Feasibility Analysis, Design. Implementation and Maintenance: Role of analysts and Designers; Case study.
- Unit III Approaches to Analysis and Design: Traditional approaches, structured Approaches - Yourdon's approach. Jackson's approach, Information Engineering. SSADM (Structured system analysis and design method) and Object Oriented Design and introduction to UML.
- Unit IV Business analysis and project management: Information system (IS) and Business objectives: Constraints: Competitive advantage with IS. Stages of system development, Project Planning. Monitoring and control.
- Unit V System Analysis and Design: Planning, Collecting data, Recording Information, Interpreting the information, logical data design, Files, databases. Physical data design, Programme design.

3S2: Software Engineering

This course is intended to introduce the concerns tools and strategies of software design and use.

- Unit I Software Engineering –Introduction-Evolution –Low Level& High Level Programming- Control Flow Design, Data Structure Oriented Design, DFD Design, Object Oriented Design, Software Engineering Approach Design- Software Life Cycle-Classical & Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model
- Unit II Software Project Management-Planning, Project Size Estimation, Estimation Technique- Empirical, Heuristic& Analytical Techniques, Staffing Level Estimation-Scheduling-WBS, Activity Network, Gantt Charts, PERT Charts-Staffing-Risk Management-Software Configuration Management
- Unit III Requirement Analysis and Specification - Models for Collecting User Requirement- Requirement Analysis-Formal System Development Techniques- Software Requirement Specification (SRS), Documentation
- Unit IV Software Design –Characteristics of Good Software Design-Phases in Design-Design Principles & Concepts-Attributes-Cohesion & Coupling-Classification of Cohesiveness & Coupling-Neat Arrangement—Design Approaches-SA/SD,DFDS, Object Oriented Design& Key Concepts –Unified Modeling Language -Use Case Model-Diagrams-User Interface Design-Characteristics-Types—Windowing Systems- Widgets-Types
- Unit V Software Reliability and Maintenance-Software Attributes-Reliability, Reliability Measures, Metrics-Software Quality-Software Quality Management System-ISO9000, ISO 9001 -Importance, Procedures- SEI CMM -Software Maintenance- CASE-Architecture, Benefits, Characteristics

3S3: Object oriented programming

The objective of the course is to familiarize with object oriented programming in C++

- Unit I Object Oriented Paradigm: Structured Verses Object Oriented development; Elements of Object Oriented programming objects, classes, Multiple views of the same object; Encapsulation and Data abstraction, Inheritance, Polymorphism some of the popular OOP languages; Merits and Demerits of OO Methodology; Software Rense.
- Unit II C + + -a Case Study: Data types, operators and Expressions: Tokens, Identifiers and keywords; variables; Data types and Sizes; characters and character strings; Operators and Expressions Qualifiers, Arithmetic, Relational, Logical, Bit wise operators, Compound Assignment operators, Increment and Decrement operators, conditional operators; Special operators; type def statement, type conversion; constant; Enumerated data types; C & C + + style console I / O.- Control Flow: Various control statements available in C + +- Arrays and Strings
- Unit III Modular Programming with functions: Function components, various methods of passing data to functions, and return types; Library functions; Return by reference; Inline functions; Default arguments, Function overloading C + + stack; Scope and extent of variables, storage classes. Functions with variable number of arguments; Recursion- Structure and Unions: Nesting of structures, Arrays and Structures; Unions -Pointers and Runtime binding: Pointers and their binding, Address operator and, void pointers, pointer variables, Runtime Memory Management (as in C and C + +).
- Unit IV Array of pointers, Pointers to structures- Classes and objects: Class specification and object creation; Constructors and destructors; Overloading constructors; Object as functions arguments; Returning objects from functions- Operator Overloading: Overloading of all type of operators limitations; Copy constructor.
- Unit V Inheritance: Access specifies, Different types of Inheritance, Multiple Inheritance and Multilevel Inheritance- Friend functions, friend classes, Friend operator overloading.

3S4: Software Project Management

This subject intends to equip the students with the tools and techniques of Software Project Management and to design and implement information system with effectiveness and efficiency.

- Unit I Introduction to Software Project Management- Software as an Evolving product, its characteristics and components- Software engineering process - various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.
- Unit II Planning a software project- Objectives, resources, estimation -methods of estimation. Make or -buy decisions. Software project scheduling -defining tasks, scheduling using PERT/CPM, Project planning and Analysis.
- Unit III Software Configuration - Components of configuration, versions control and configuration audit- Software Design Process- Concepts, modular, design, and design documentation
- Unit IV Software Testing- Objectives , Methods of testing, testing GUI's testing, Clients/Server architectures; testing real systems ; strategies for testing, Unit testing Integration Testing, System testing and debugging.
- Unit V Software implementation process and problems/issues- Emerging trends in Software Project Management - Case studies.

4S1: Knowledge management

This course is to familiarize the participants with role, and application of knowledge management in this information era.

- Unit I Definition - knowledge Management - intellectual capital - knowledge types - components of knowledge - tacit and explicit knowledge organizational learning & organizational memory - objectives of knowledge management - drivers of knowledge management - aligning knowledge management and business strategy.
- Unit II Knowledge Management activities - cyclic model of Knowledge Management - Knowledge repository - reasons for adopting knowledge management - responsibilities of Knowledge Management – Officer - Steps in Knowledge Management implementation - Knowledge Management team constitution - role of consultants.
- Unit III Knowledge Management Strategy development Knowledge Management tools - methods and technologies - cost consideration of developing KMS - key success factors - measurement of success factors - bench marking and balanced scorecard technique - common causes of failure of KM projects.
- Unit IV Knowledge Management and its relationship with Artificial Intelligence -AI methods used in Knowledge Management Systems - Study of representative products with embedded AI technology used in KM - experts systems, fuzzy logic expert system, intelligent agents.
- Unit V Data mining – warehousing - knowledge discovery -electronic document management concepts - knowledge Management system development – prototype - software tools - Case studies.

4S2: Internet Programming and Web design

This subject introduces the use and features of Internet and the methods of designing web pages

- Unit I Internet & its features - establishing connection & browsing websites- Modems - communication software - shareware - search engines and commands compression software & file compression - sound & images - animation.
- Unit II Definition of multimedia - differences between CD & DVD - read/write processes in CD - multimedia in PC - hardware - SCSI, MCI, memory and storage devices - input devices - output hardware and communication devices.
- Unit III Fibre optic computer communication - principle of light transmission in fibre advantages of optical fibre communication system - characteristics of optical fibres - optic cables - light sources & photo detectors.
- Unit IV Network topologies - Understanding fundamental layers of ISO/OSI network model - network layers - protocols - major TCP/IP protocols & their uses.
- Unit V HTML tags - use of commonly used tags and generation of pages with links to other sites. Simple JAVA programming - compilation and generation of graphics including animation in web pages.

4S3: Business Intelligence and Data Warehousing

The objective of the subject is to introduce the trends in business intelligence and the relevance of data warehousing for effective information decision making.

Unit I Emerging trends in BI: MDM/DQ- CPM- Decision Yield- Embedded Analytics- Open Source BI - BI & SOA- DW Appliances- Unstructured data Management

Unit II BI Applications: Telecom- BFSI- Retail-Data mining: Concept –Data mining v/s OLAP – Data mining v/s Statistical Analysis- Tasks solved by Data mining Methods.

Unit III Classes of ODS -Architectural components- Best Practices- Architectural considerations Data Model Distinctions

Unit IV Data Modeling: Data Analysis Techniques, Conceptual Modeling, Logical Modeling Physical Modeling, Overview of Modeling Techniques, Dimensional Modeling, Facts, dimensions, Hierarchies, Aggregates, Measures, Cubes, Star Schema, Snowflake Schema -ETL Overview and Market study- ODS Overview and Architectural Challenges- Global, Independent & Interconnected -Architectures – Enterprises Data Warehouse- Data Marts- Implementation Approaches

Unit V Data warehouse Architecture: Types, benefits, methods and approaches, qualities, life cycle overview, Data profiling, OALP

Operations Electives:

301: Supply chain management

This subject explores the key issues associated with the design and management of industrial Supply Chains (SC). SC are concerned with the efficient integration of suppliers, factories, warehouses and stores so that products are distributed to customers in the right quantity and at the right time.

- Unit I Introduction- achieving a strategic fit – SCM metrics- drivers and obstacles.
- Unit II Distribution networks in Supply chain - Network design in certain and uncertain environments
- Unit III Transportation: modes, issues, future developments – Aggregate planning: forecasting- planning supply and demand
- Unit IV Inventory planning: methods, with known demand, with uncertain demand, with certain demand (problems)
- Unit V Sourcing and contracts –new product introduction – Coordination in supply chain.

302: Total Quality Management

The objective of the subject is to familiarize the students to the philosophy and role of tqm in revitalizing the organisation

- Unit I An Overview and Role of TQM- Classical Definitions of Quality- Product Satisfaction & Product Dissatisfaction - Trends in Change Management and role of TQM.
- Unit II Philosophical Approaches to TQM- Eastern & Western Approaches- Methodological Approaches to TQM: Deming, Juran, Crosby and others
- Unit III Tools of TQM – Diagnostics- 7 Tools of Analysis - old and new - Cybernetic Analysis
- Unit IV Overview of Other Developments in TQM : QFD, ISO , CMM, Benchmarking, Six Sigma -Leadership requirements for TQM
- Unit V Integration & Implementation of TQM in Organizations- Application of TQM.

303: Purchasing and Materials Management

This subject is expected to provide insights into the complex issues involved in decisions relating to purchasing and also to have a professional understanding of materials management

- Unit I Importance of materials management, integrated approach. Materials management at micro-macro levels. Total concept- Systems approach. The materials function-interfaces. Benefits of integrated systems approach.
- Unit II Forecasting & Planning. Forecasting methods, factors affecting forecasts- Materials planning, Materials Cycle and Flow Control Systems, Materials Budget.
- Unit III Purchasing, Purchasing organization, duties of purchasing department, centralised and localised purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal make or buy decision, Vendor-Vendee relations, Vendor development, International purchasing -Purchasing procedures and records :Requisition, purchases order follow up and expediting systems, receipt and inspection
- Unit IV Stores management and Control: Stores and Stores organization; organization of stores location and layout of stores ; functions of stores keeping; stores records and procedure; salvage and surplus disposal & scarp disposal. Standardization and variety reduction. Merits and demerits of codification.
- Unit V Materials handling systems basic principles. Types equipment, materials handling, movement and storage cost. Evaluation of material handling- Evaluation of value, essentials of value analysis and engineering. Organisation for value analysis

401: World Class manufacturing

The objective of the subject is to acquaint the students about the international developments in the area of manufacturing, and the systems, tools and techniques required for achieving competitive edge through world -class manufacturing.

- Unit I World-Class Manufacturing: introduction – product development process- process mapping- Information Age Competition
- Unit II JIT – total quality strategies for manufacturing success and WCM model- MRPI and MRP II- developments –gaining competitive edge
- Unit III Technological innovation in manufacturing – computer integrated manufacturing - flexible manufacturing systems – cellular manufacturing
- Unit IV Factory of the future automated systems – human factors in automated systems – optimized production technology - Modeling – optimizing – simulation of manufacturing systems
- Unit V World-Class Manufacturing – International Scenario and Indian Scenario - manufacturing innovations – quick response manufacturing – agile manufacturing – rapid prototyping – concurrent engineering

4O2: Technological Excellence

The aim of this subject is to acquaint the students with the role of technology & innovation in global industrial competition, and the organizational support systems and processes needed for acquisition, development integration and commercialization of technologies

- Unit I Technology and its importance in global manufacturing –Strategic Management of Technology -Manufacturing Technology: developments
- Unit II Manufacturing innovations: Productivity & Incremental Innovation -Technology Absorption –World class manufacturing
- Unit III Crucial issues of Flexible Technology- Strategic Evaluation of Technological Investments-Technology Development
- Unit IV Product Development Cycle – Integration of Design & Manufacturing-Management of Technological Innovation-Technology Fusion & the new R&D
- Unit V Core competencies in Technology and its Commercialization-Building Organization Culture- Cooperation between Government and Industry-Coping with continuous change – The structure of the Japanese Innovation System

403: Technology management

This course will introduce the concept of technology management, nuances and issues in technology management and the decision making related to technology management.

- Unit I Technology management: Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, social, legal, political aspects, methods or techniques for analysis - steps involved. Technology policy strategy: Science and technology Policy of India, implications to industry.
- Unit II Technology forecasting : need, methodology and methods - trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics.
- Unit III Technology Choice and Evaluation :Methods of analyzing alternate technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.
- Unit IV Technology Transfer and Acquisition : Import regulations, Implications of "Uruguay Round", and WTO, Bargaining process, Transfer option, MOU -Technology Adoption and Productivity : Adopting technology-human interactions, Organizational redesign and re-engineering, Technology productivity.
- Unit V Technology Absorption and Innovation : present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations- Technology Audit.

International business electives:

311: International business environment

This subject will introduce to the students to international business environment under which India as well as MNC's have to operate.

Unit I Overview of global theory and practice – Terminology in international business- theories of international trade and investment- New trade Theory – International investment and product life cycle theory - Theory of international investment - Global forces effecting international business.

Unit II Trading and investing in international market – type of foreign investment – Need to enter foreign market – Methods to enter foreign market – Multi domestic or global strategy – Impact of culture on global business.

Unit III International organizations impacting global business – UNO and its role – International finance corporation – World bank – Regional financial institutions –Bank of international settlement – WTO – Regional trading blocks – organizing for economic co-operation and development

Unit IV Physical and Environmental forces and its impact on international business – Locational, topography, climate, natural resources – Political ideologies – Political forces and its impact on international business; political ideologies and state control ad its impact on international business – Impact of legal forces on international business.

Unit V Global operation – Need and importance of outsourcing – global manufacturing system and practices – current issues and future developments.

312: International advertising

This subject will deal with the international advertising scenario that should be understood by a student specializing in international business.

- Unit I Early history of advertising – definitions – advertising functions – classifications – advertising and marketing – distinction between domestic and transnational advertising - global brand creation – advertising ethics
- Unit II Advertising environment in various countries: economic – social – cultural – technological – legal – political.
- Unit III Global advertising media – print – broadcast – internet – outdoor media – other Alternative Media – emerging media in developing and developed countries.
- Unit IV Marketing plan – advertising plan – global media planning and selection – global Media buying – globalised v/s localized campaigns - global advertising agencies – agency compensation – client agency relationship
- Unit V Creativity in advertising – creative strategies – global advertising production – Standardized vs/ separate ads - print advertisements – broadcast advertisements – internet advertisements – production of ads meant for other media – cross advertising research – corporate advertising

313:International marketing

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

- Unit I International marketing - Definition, Nature: Distinctions between International Trade, marketing and Business; Planning for International Marketing; Marketing Research and Information System; Market Analysis and Foreign Market entry strategies.
- Unit II International Marketing Environment - Political, legal, cultural, Economic environment; International institutions - World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic communities.
- Unit III Constraints on International Marketing - Fiscal and Non fiscal barriers Non-tariff barriers. India and World Trade, Important and Export Policy, Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, Commodities Boards etc.
- Unit IV Procedure and Documents - Registration of Exports, Export Quotations, Production and Clearances of Goods for Exports, Shipping and Transportation, Insurance Negotiation of Documents, Instruments of Payments - Open Account, Bills of Exchange; Letter of Credit - Export Finance.
- Unit V International Marketing Mix and Decision Making - Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy.

314: International Finance

The objective of this course is to provide the students an overall view of the international financial system and how multinational corporations operate.

- Unit I Fundamentals of foreign exchange - need for foreign exchange - definitions - international trade and foreign exchange - gains from international trade - international finance - gains from international capital flow - globalization of markets.
- Unit II Exchange rate mechanism - types of exchange rates- factors affecting exchange rates and forward rates - types of quotation - rules for quoting exchange rate regime in India - evolution, development and present status - theories of exchange rate determination - exchange rate forecasting.
- Unit III International Monetary System - Gold Standard - Bretton Wood System and Subsequent International Monetary Developments - Floating Rate Regime - Role and Functions of International Monetary Fund and World Bank - European Monetary system and Euro Balance of Payment - India's Balance of Payment position - Elements of open Economy. Capital and Current Account Convertibility - Fundamental parity relations - purchasing power parity covered and uncovered - Interest Rate parity - International Fisher Effect.
- Unit IV International Financial Markets - Segments, Participants and Dealing Procedures - Classification of Markets - Borrowing and Investing in International Financial Markets. Instruments and Institutions - Foreign Exchange Market in India - Evolution and Development - Major Centres - Classification - Interbank and Customer Markets - Regulatory and Supervisory Framework - Role of RBI and FEDAI - FEMA and Exchange Control Regulations.
- Unit V Foreign Exchange Risk Management - Defining and Measuring Risk and Exposure - Types of Exposures - Accounting of Foreign Exchange Transactions - Hedging, arbitrage and Cover Operations - Hedging with Foreign Exchange Contracts - Booking, Early Delivery, Extension and Cancellation of Forward Contracts - Inter Bank Dealings - Swaps and Cover Operations - Forex and Money Market Operations - Currency and Funds Position - Foreign Exchange Dealings and Risk Management - Risk Control and Risk Management System - Hedging with Derivatives - FRAs Swaps Futures and Options.

315: International Logistics Management

This subject is intended to make the student understand the physical distribution issues in international marketing in detail with focus on logistics.

- Unit I International Logistics: meaning and objectives, importance in global economy , Characteristics of global supply chains,: Supply chain relationship to business performance, -Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics
- Unit II Strategic importance of transport in global logistics, logistical objectives of transport, International Ocean Transportation, International Air Transportation, and International Land Transportation: types, characteristics and salient features, intermodal transportation in international operations, factors influencing mode and carrier selection decision.
- Unit III Intermediaries and Alliances in Global Logistics, Meaning of 3 PL and 4 PL service providers, role in Global logistics, types of services, considerations for hiring 3PL and 4 PL service providers. Concept and need of outsourcing, determinants for outsourcing decisions, role of outsourcing in global supply chain management
- Unit IV The marketing and logistics interface, customer service and customer retention, Service driven logistics systems, customer service priorities and standards, customer service strategy- Logistical packaging ,containerization- Decisions in Network design-strategic importance, location of plant, warehouse, facilities; capacity and number of warehouses: Factors influencing network design decisions
- Unit V Approaches to Inventory Management in Global Supply Chain Management- Distribution resource Planning; Symptoms of poor Inventory Management- Modeling in Supply chain: inventory models, safety stock determination for service level, and lead time; forecasting models, routing problem

411: Global HRM

The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

Unit I International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach –the institutionalist perspective/functions-Globalisation and HRM.

Unit II International HRM models –Pooles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM-Internationalization of business – types of global business-Impact of inter country differences on HRM.

Unit III International staffing –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation – Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.

Unit IV Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

Unit V HRM in Global Organisations – Ethics in International business- Western and Eastern Management thoughts in the Indian context.

4I2: Export Import Documentation and Procedures

This subject will focus on the documentation aspects, certifications, other details that are needed for exporting and importing goods and services from India.

- Unit I Export documentation; Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Marine insurance, Commercial practices.
- Unit II Export Procedures: Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantees and Policies, Forward Exchange Cover, Finance for export on deferred payment terms, Duty draw-backs.
- Unit III Importing Procedure: Import licensing policy, Actual user licensing, Replenishment licensing/Import/Export passbook, Capital – Goods licensing/Export Houses/ Trading Houses.
- Unit IV Special Issues: Export by post parcel and by Air, GSP Certificates of origin, Custom's clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation, Packing.
- Unit V Import Management in a Developing Economy: Foreign Exchange budgeting, Import procurement, methods, Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts.

4I3: WTO and Intellectual Property Rights

This subject will introduce to the student the World Trade organisation and its influence on business worldwide and also on intellectual property rights that are becoming the order of the day.

- Unit I Historical perspective – WIPO – international treaties – Paris and Berne conventions - WTO – multilateral agreements - TRIPS – India and TRIPS – Issues and challenges – benefits - criticisms
- Unit II Key forms of IPR – patents – copyrights - trademarks – industrial designs – layout designs of ICs – geographical indications – trade secrets – plant varieties
- Unit III IPR and legislations - Indian Trademarks Act 1999 – The Copyrights (Amendment) Act 1999 - Geographical Indications of Goods (Registration and Protection) Act 1999 - Semiconductor Integrated Circuit Layout Design Act 2000 - The Industrial Designs Act 2000 - Protection of Plant Varieties and Farmer's Rights Act 2001 - Biological Diversity Act 2002 - The Patents (Amendment) Act 2005
- Unit IV Impact of IPRs on developing countries in general and India in particular – impact on agriculture – biopiracy - impact on pharmaceutical companies – public health programmes – SMEs
- Unit V Procedure for registering IPRs - role of government – Department of Industrial Policy and Promotion - major agencies for administering IPRs - enforcement mechanism – Intellectual Property Appellate Board