

**EIILM UNIVERSITY**

**MBA**

**SYLLABUS**

**SEMESTER III**

# **Compulsory Papers**

- 1. Management Information System**
- 2. Strategic Management**
- 3. Industry Internship**

**SYLLABUS  
MBA  
COMPULSORY PAPER  
SEMESTER – III**

**MANAGEMENT INFORMATION SYSTEM**

**Sub. Code: MBA – 301**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Information System in Business**

Introduction to Information System; System Concepts; System & Sub System; System Feed back; Types of Information System; Applications; System Development Life Cycle (SDLC).

**Unit 2: Managing Data Resources**

Introduction; Organizing Data in a Traditional File Environment; Data Base Management System; Data Base Environment; the Range of Data Base Applications; Integration of Information; Role of Enterprise Resource Planning (ERP); Customer Relationship Management; Work Group Integration; Integration of Different Systems; Information System Organizations & Business Processes.

**Unit 3: Management of Information Systems, Technology, and Strategy**

The Technology: Computer and Computer Processing; Role of Information Technology in Organization; Information System and Strategy; Strategic Analysis.

**BLOCK - II**

**Unit 4: End User Computing (EUC)**

Introduction; End User Computing Tools; End User Systems Tools; The Information Center; Office Automation; Office Information System (OIS); Aspect of OIS; Applications of Office Automation.

**Unit 5: Electronic Communication System**

Electronic Conference; Electronic Meeting Systems; Electronic Discussions; Electronic Publishing; Introduction to Networks; Network Basics; LAN Basics; Internet Working; ISDN Basics; Network Management.

## **Unit 6: Business Telecommunications**

Telecommunication and Network; the Internet and World Wide Web (WWW); E-Business; Applications on E- Business; Transaction Process System (TPS); Operational Information Systems.

## **BLOCK - III**

## **Unit 7: Tactical and Strategic Level Information Systems**

Introduction; Tactical Accounting and Financial Information Systems; Tactical Marketing Information Systems; Strategic Marketing Information Systems; Strategic Production Information Systems; Tactical Human Resource Information Systems; Strategic Human Resource Information Systems; Managing Knowledge in the Organization.

## **Unit 8: Enterprise Information System (EIS)**

Use of Information systems in Various Business Processes; Role of IS in Cross Functional Systems and EIS.

## **Unit 9: Information Systems for Managerial Decision Support and Strategic Advantage**

Information; Management and Decision Making; Decision Support Systems (DSS); Group Support Systems; Executive Support Systems.

### **SUGGESTED READING:**

1. Essentials of Management Information Systems by Laudon K.P., Laudon J., & Laudon K.C; Publisher: Pearson Education
2. Management Information Systems by McLeod Jr. and Schell G; Publisher: Prentice-Hall
3. Introduction to Information Systems by O'Brien J. A; Publisher: Irwin
4. Management Information System, Managing Information Technology in the Network Enterprise by O'Brien J. A; Publisher: Golgotia

**SYLLABUS  
MBA  
COMPULSORY PAPER  
SEMESTER – III**

**STRATEGIC MANAGEMENT**

**Sub. Code: MBA – 106**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK – I**

**Unit 1: Strategic Planning**

Strategic Context and Terminology; Definition of Strategy; Difference between Policy, Strategy and Tactic; Difference between Long Range Planning and Strategic Planning; Characteristics of Strategic Decisions.

**Unit 2: Strategic Architecture**

Level of Strategy; Characteristics of Strategic Decision at 3 Levels; Role of Strategic Management.

**Unit 3: Object / Mission / Vision**

Concepts of Goal, Objectives, Mission, and Vision; Comparative Analysis of Objectives, Mission, and Vision in Different Context; Understanding of Objectives, Mission, and Vision; Strategic Intent.

**BLOCK – II**

**Unit 4: Different Approaches to Strategy**

Introduction to Different Approaches to Strategy; Incremental and Emergent Strategies; Implicit and Explicit Strategies; Approaches to Strategic Management; Strategic Implementation; Strategic Evaluation and Control; Planning Process: Feature, Importance, and Steps; Strategic Planning Process; Strategic Planning in the Next Millennium.

**Unit 5: Strategy Formulation: Environmental Auditing**

Environmental Analysis; Environmental Complexity; Pestle Analysis; Porter's 5 Force Analysis.

### **Unit 6: Strategy Formulation: Strategic Direction**

Introduction to Understanding Business; Competitor Analysis; Boston Matrix; International Dimensions of Strategy: Growth, Stability, Profitability, Efficiency, Market Leadership, Survival, Merger, and Acquisition; Core Competence.

### **BLOCK – III**

### **Unit 7: Strategy Formulation: The Internal Audit**

Bench Marking; the Use of McKinsey's 7S Framework; SWOT (Strength, Weakness, Opportunities, and Threats) Analysis; Value Chain Analysis; Scope of Activities and Markets.

### **Unit 8: Strategy Implementation**

Framework of Strategic Implementation: Concept, Factors causing Unsuccessful Implementation of Strategy; Activation Strategy; Structural Implementation; Functional Implementation; Behavioral Implementation; Resource Mobilization and Allocation: Finance, Human Resources, Materials, and Time.

### **Unit 9: Strategic Evaluation and Control**

Strategic Evaluation and Control: Concept, Role, and Barriers; Control Process; Techniques of Strategic Evaluation and Control.

### **SUGGESTED READING:**

1. Exploring Corporate Strategy by Johnson & Scholes, Publishing House: Prentice Hall
2. The Strategy Process by Mintburg, Quinn, and Ghosal, Publishing House: Prentice Hall

# **Specialization**

## **Financial Management**

- 1. Financial Engineering**
- 2. Corporate Tax Planning**
- 3. Security Analysis & Portfolio Management**

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: FINANCIAL MANAGEMENT**  
**SEMESTER – III**

**FINANCIAL ENGINEERING**

**Sub. Code: MBA-FM -303**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Overview of Financial Engineering**

Introduction to Financial Engineering; Basics of Probability; Probability Distribution, its Properties and how it is used in Business Activities; Stochastic Model; Monte Carlo Techniques and Objectives.

**Unit 2: Overview on Financial Markets**

Introduction; Market Players and Conventions; International Monetary Systems; Foreign Exchange Markets.

**Unit 3: Derivatives and Security Valuation**

Introduction to Derivatives; Forward Contracts; its Types and Disadvantages; Profit and Loss from Future Contracts; Approaches to Security Valuation; Calculation of Values of Risky Securities; Probability Forecasting.

**BLOCK - II**

**Unit 4: Capital Assets: Pricing Model**

Introduction to Capital Assets Pricing Model and Capital Market Line; Option Pricing; Binomial Option Pricing Formula.

**Unit 5: Models of Asset Pricing**

Arbitrage Pricing Theory; APT and its Relation to CAPM; Single Factor Model; Multiple Factor Model; Estimating Factor Models; a Case Study on Asset and Liability.



## **Unit 6: Cash Flow Engineering and Forward Contracts**

Introduction; Cash Flow in Different Currencies; Forward Contracts and Currency Forwards; Engineering of Interest Rate Derivatives; Swap Engineering; Repo Market Strategy in Financial Engineering.

## **BLOCK - III**

## **Unit 7: Engineering of Instruments and Pricing**

Replication Methods and Synthesis; Option Mechanics; Options as Volatility Instruments; Black Scholes Model; Engineering Convexity Position; Option Engineering with Application; Binomial Option Pricing Models.

## **Unit 8: Case Study and Articles**

Article on Option Pricing: a Simplified Approach; Article on Asset and Liability Management; Case Study of Large Losses in Derivatives Markets.

## **Unit 9: Engineering of Fixed Income Securities**

Connection between Swap, Bonds and FRA; Article on Use of Derivatives to Manage Risk; Engineering of Market Volatility; Financial Engineering: Credit Derivatives; Engineering of Equity Instruments.

## **SUGGESTED READING:**

1. Principles of Financial Engineering by Salih N Neftci, Publisher: Academic Press New York 2003
2. International Financial Management by Apte, Publisher: Tata McGraw –Hill
3. Financial Markets, Rates and Flows by Van Horne JC, Publisher: Prentice – Hall,
4. Options, Futures, and other Derivatives by John C Hull PHI 2003

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: FINANCIAL MANAGEMENT**  
**SEMESTER – III**

**CORPORATE TAX PLANING**

**Sub. Code: MBA-FM -304**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40**

**Marks University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Overview of Corporate Taxation in India**

Taxation Structure in India; Basic Concepts of Income Tax; Basis of Charge of Income; Types of Income; Computation of Tax Liability; Relationship of Accounting and Income Tax; Accounting Methods in Taxation; Rules and Interpretation of the Statute; Residential Status and Tax Incidence; Determination of Residential Status.

**Unit 2: Computation of Income under Various Heads**

Income Exempt from Tax; Exemption in Respect of Newly Established Undertaking; Income from Salary; Types of Allowances and their Taxability, Provisions for Calculating Taxable Salary; House Property; How to Calculate Income from House Property.

**Unit 3: Profits and Gains of Business or Profession**

Capital Gains; how to Calculate Capital Gain; Charge of Income from other Sources; Basis of Charge; Chargeable Income; Specific Deductions; Amount not Deductible; Computation of Taxable Income from other Sources; Charge of Income: Business, Depreciation, Deductions under Section 43 B; Deemed Profits and Practical Problems of Business and Profession.

**BLOCK - II**

**Unit 4: Income Tax: Amortization / Deduction**

Amortization of Certain Expenditure under Section 35; Deductions under Chapter VI-A; Deduction in Respect of Profits and Gains from Projects outside India, from Hosing Projects and in Respect to Export Profits; Agriculture Income and its Tax Treatment.

**Unit 5: Income Tax: Payment -I**

Relationship of Employer and Employee; Managing Director's Remuneration; Difference between Powers of Agent and Servant; Tax on Book Profits; Companies: Computation of Taxable Income; Advance Payment of Tax.

### **Unit 6: Income Tax: Payment -II**

Deduction and Collection of Tax at Source; TCS and its Provisions; Interest Payments by Assessee and Department; Powers of CBDT and Settlement Commission to Reduce Interest; Provisions of Set off of Inter and Intra Head Income; Setting - off Losses and Depreciation.

### **BLOCK - III**

### **Unit 7: Income Tax: Assessment**

Miscellaneous Provisions; Return of Income and Procedure of Assessment; Income Tax Authorities, their Powers, their Appointments; Appeals and Revision.

### **Unit 8: Tax Planning - I**

Transfer Pricing and other Provisions to Check Avoidance of Tax; Tax Audit; its Need; Requirements; Maintenance of Books of Account for Tax Audit; Presumptive Taxation and Tax Audit; Judicial Pronouncements with Respect to Tax Audit; Setting up of New Business and Tax Planning.

### **Unit 9: Tax Planning - II**

Corporate Restructuring and Tax Planning; Double Taxation and Avoidance Agreements; Tax Considerations with Regard to Specific Management Decisions; Tax Planning and Integral Management Decisions; Tax Planning Measures; Taxation of E-Commerce Transactions; Tax Rate Assessment.

### **SUGGESTED READING:**

1. Law of Income Tax 3 volumes, Acharya S , Publisher: State manual book
2. Direct Taxes Digest, Bhargava B and Bhandari B, Publisher: State Manual book
3. Handbook of Direct Taxes by Bhattacharya B and Garg G, Publisher: State Manual
4. Students handbook on Income tax by Manoharan TN, Publisher: Snowwhite
5. Income tax act 1961 by Singhania VK, Publisher: Taxmann

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: FINANCIAL MANAGEMENT**  
**SEMESTER – III**

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Sub. Code: MBA-FM -305**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Overview of Investment**

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

**Unit 2: Overview of Risk Management**

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

**Unit 3: Equities in India**

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

**BLOCK - II**

**Unit 4: Trading of Securities**

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

**Unit 5: Analysis and Valuation of Debt and Equity**

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

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

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

### **BLOCK - III**

## **Unit 7: Efficient Market Hypothesis**

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

## **Unit 8: Portfolio Management**

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

## **Unit 9: Articles**

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

### **SUGGESTED READING:**

1. Security Analysis and Portfolio Management by Donald E. Fischer Ronald J. Jordan, Publisher: Prentice-Hall of India
2. Security Analysis And Portfolio Management by V. Gangadhar, Publisher: Anmol Publications
3. Security Analysis And Portfolio Management 6<sup>th</sup> Edition, by Fischer Donald E and Jordan Ronald J, Publisher: Prentice hall of India
4. Security Analysis And Portfolio Management by S Kevin Publisher: Prentice hall of India

# **Specialization**

## **Marketing Management**

- 1. Advertising Management**
- 2. Sales & Distribution Management**
- 3. Consumer Behavior**

**SYLLABUS  
MBA  
SPECIALIZATION: MARKETING MANAGEMENT  
SEMESTER – III**

**ADVERTISING MANAGEMENT**

**Sub. Code: MBA-MM-303**

**Credits-03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Concepts of Advertising : The Field of Advertising**

Introduction; Integrated Marketing Communication; Advertising and its Types; Comparative Advertising; Case Study; Communication Models in Advertising.

**Unit 2: Integrated Advertising Program Analysis of Mission & Market**

Objective Setting & Determining Target Audience; Understanding Segmentation; Positioning; Budget Decision; Case Study on Budgets.

**Unit 3: Understanding Message Strategy**

Message & Copy in Advertising; Headlines in Print & TV Advertising; Visualization & Layout; AD Appeals; Testimonials & Celebrity Endorsement.

**BLOCK - II**

**Unit 4: Media Types & Decision**

Types of Media; Media Selection; Media Planning: New Perspective, Media Decision.

**Unit 5: Campaign Making**

Three Phases of Campaign Creation; Steps of Effective Advertising; Upsetting the Applecart in the Scooterette Category in Style; Case Study: Understanding Campaigns.

**Unit 6: Advertising Stake Holders: Advertising Organization**

Evolution & History of Advertising Agency; the Working of AD Agencies; Organization Structure of Advertising Department; Interface with other Departments; Functions of Advertising Agency; Case Study.

## **BLOCK - III**

### **Unit 7: Issues in Advertising**

Regulation in Advertising; Case Study: Is the Environment being Harsh on Advertising? the Indian Advertising Regulations; Advertising Effectiveness.

### **Unit 8: Indian Advertising**

Historical Evolution of Indian Advertising; Ethics in Advertising; Children & Women in Advertising.

### **Unit 9: Case Study**

Campaigns & Cases; Case Study: With Kid Cloves; PR or Advertising: Who's on Top? Is Celebrity Advertising Effective; Fido's Second Coming; a Saga of Hackneyed Effort.

### **SUGGESTED READING:**

1. Advertising Management, Dr. Varma & Aggarwal, Publisher: King Books
2. Principles of Marketing, Kotler & Armstrong, Publisher: Prentice-Hall of India
3. Advertising: An Introduction Text, S. A. Chunawalla, Publisher: Himalayan Publishing House
4. Advertising Principles and Practice by Wells Burnett Moriarty, Publisher: PHI
5. Foundations of Advertising, S.A. Chunawalla, KC Sethia, Publisher: Himalayan Publishing House
6. Advertising Management, Rajeev Batra, J.G.Myers, Publisher: Pearson Education



**SYLLABUS**  
**MBA**  
**SPECIALIZATION: MARKETING MANAGEMENT**  
**SEMESTER – III**

**SALES AND DISTRIBUTION MANAGEMENT**

**Sub. Code: MBA-MM-304**

**Credits-03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: An Introduction to Sales Management**

Objectives and Scope of Personal Selling; Buyer Seller Dyad and Personal Selling Situation; Theories of Personal Selling; Personal Selling Process; Mistakes in Sales.

**Unit 2: Sales Forecasting**

Prospecting; Sales Resistance; Closing Sales; Types of Personal Selling Objectives; Analyzing Market Potential; Sales Forecasting Methods: Qualitative Methods, Quantitative Methods.

**Unit 3: Organization and Management of Sales Force**

Functions of Salesperson; Qualities of Effective Sales Executive; Purpose of Sales Organization; Setting up a Sales Organization; Types of Sales Organization Structure; Centralization Versus Decentralization in Sales Force Management.

**BLOCK - II**

**Unit 4: Recruiting, Selection and Training of Sales Force**

Recruitment Process; Selection Process; Training Objectives; Training Methods; Training Content; Organization of Sales Training; Need of Motivation; Theories of Motivation; Devising Compensation; Types of Compensation Plans; Fringe Benefits.

**Unit 5: Standards of Performance Qualitative, Quantitative**

Different Performance Standards; Recording of Actual Performance; Types of Sales; Force Reports; Evaluation and Control through Action and Supervision.

**Unit 6: Controlling the Sales Effort**

Purpose of Sales Budget; Objective in using Quotas; Procedure of Setting Quota; Limitations of Quota System; Concept of Sales Territory; Need for Establishment and

Revision of Sales Territory; Assignment of Sales Personnel to Territories; Importance of Customer Feedback by Sales Personnel.

### **BLOCK - III**

#### **Unit 7: Channels of Distribution and Strategy**

Marketing Channel; Types of Intermediaries; Contemporary Channel Scenario in India; Objective of Marketing Intermediaries; Function of Marketing Channel.

#### **Unit 8: Channel Design**

Steps in Channel Design; Selection of Appropriate Channel; Channel Management; Channel Motivation.

#### **Unit 9: Physical Distribution**

Physical Distribution Concepts and Objective; Components of Physical Distribution; Transportation; Warehousing; Impact of IT on Physical Distribution; Implication of Supply Chain Management in Physical Distribution.

#### **SUGGESTED READING:**

1. Sales Management by Richant.R.Still, Edward .Gundiff and Norman.A.P.Govoni  
Publisher: Prentice Hall of India, 2002
2. Sales Management: Analysis and Decision Making by Ingram, Publisher:  
Cengage Learning, 2007
3. Sales & Distribution Management, by Krishna .K.Havaldar and Vasant. M.  
Cavall, Publisher: TMH, 2007.
4. Fundamentals of Sales Management, by Ramneek Kapoor, Publisher: Macmillan,  
2007.
5. Management of a Sales Force, by Spiro, Stanton and Rich, 7th Reprint, Publisher:  
TMH, 2007.
6. Sales Management: In the Indian Perspective, by Vaswar Das Gupta, Publisher:  
PHI, 2007.
7. Managing and Motivating your Agents and Distributors by Iyer Vinoo, Publisher:  
Pitman Publishing,

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: MARKETING MANAGEMENT**  
**SEMESTER – III**

**CONSUMER BEHAVIOUR**

**Sub. Code: MBA-MM-305**

**Credits-03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: The Study of Consumer Behaviour**

Introduction; Marketing and Consumer Orientation; Diversity in Market Place; Factors Influencing Buyer Behaviour; Buyer Behaviour; Organizational Buying Vs Consumer Buying; Case Study.

**Unit 2: Market Segmentation**

Market & its Types; Market Segmentation; Consumer Research Process; Eight Step Research Process; Case Study on Segmentation; Case Study on Data Gathering for Marketing Research; Conducting Research Study; Case on Consumer and Competition.

**Unit 3: Consumer as an Individual**

Consumer Needs; Types and Systems of Need; Hulls Drives Reduction Theory; Maslow's Hierarchy of Needs; Mc Clelland's Three Needs Theory; Consumer Motivation Concept; Means: End Chain Model; Case Study: Taking a Brand Global.

**BLOCK - II**

**Unit 4: Consumer Perception**

Perception: Definition, Elements of Perception, Nature & Process of Perception; Case Study: the Power of Managing Value, Dynamics of Perception; Consumer Imagery and Perceived Risk; Reference Prices; Price/Quality Relationship; Case Study: Its Perception Management; Indian Brands Abroad have to Work on Perception.

**Unit 5: Consumer Learning**

Consumer Learning & Involvement; Behavioral Learning Theories; Cognitive Learning Theories; Brand Loyalty; Case Study: the Writing on the Wall.

### **Unit 6: Consumer Attitudes and Personality**

Attitudes: Introduction, Models of Attitude; Case Study: Consumer Attitude - Let Consumer Psyche Work for you, Attitude Formation and Change; Case Study: Holicks in a New Avatar; Personality: Introduction, Theories of Personality, Personality and Understanding; Consumer Diversity; Case Study; Communication: Components of Communication, Designing Persuasive Communications.

## **BLOCK - III**

### **Unit 7: Consumer Behaviour in Social Settings**

Group Dynamics and Consumer Reference Groups: Reference Groups, Application of Reference Groups; the Family: Concept, Functions of the Family, Family Decision Making, the Family Life Cycle; Social Class and Consumer Behaviour; Lifestyle Profiles of the Social Classes; Social Class Mobility.

### **Unit 8: Influence of Culture on Consumer Behaviour**

Characteristics of Culture; Measurement of Culture; Subcultures and Consumer Behaviour; Definition of Subculture; Types of Subcultures (Religious, National, Geographic, Racial, Age, Sex); Subculture Interactions, Cross Cultural Consumer Analysis; Alternative Multinational Strategies; Cross Cultural Psychographic Segmentation; Marketing Mistakes.

### **Unit 9: Opinion Leadership Process**

Introduction to Opinion Leaders; Measurement of Opinion Leadership; Profile of Opinion Leader; the Interpersonal Flow of Communication; Opinion Leadership and the Firm's Promotional Strategy; Diffusion of Innovations: Diffusion Process, Adoption Process, and the Profile of the Consumer Innovator.

### **Unit 10: Consumer Decision: Making Process**

Levels of Consumer Decision; Process of Decision Making, Types of Purchase Decision Behaviour; Stages in the Buyer Decision Process; Models of Consumers: Howard - Sheth Model, Engel-Kollat- Blackwell Model, Model of Family Decision Making, Model of Industrial Buying Behaviour.

### **SUGGESTED READING:**

1. Cases in Marketing Management by Brennan. R, Publisher: Pitman; 1995
2. Marketing Management: The Millennium Edition by Kotler.P, Publisher: Prentice – Hall
3. Consumer Behavior by Schiffman G.L and Kanuk L.L, Publisher: Prentice- Hall
4. Consumer Behavior by Atul Kr Sharma, Publisher: Global Vision Publishing House
5. Consumer Behavior, by Raju M.S, Publisher: Vikas Publishing House Pvt. Ltd, 2004

# **Specialization**

## **Human Resource Management**

- 1. Compensation Management**
- 2. Management of Industrial Relations**
- 3. Labor Laws**

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**  
**SEMESTER – III**

**COMPENSATION MANAGEMENT**

**Sub. Code: MBA-HR -303**

**Credits-03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK – I**

**Unit 1: Objectives of Compensation**

Introduction to Compensation and Rewards; Objective of Compensation and Rewards; Introduction to Framework of Compensation Policy; Labor Market Characteristics and Pay Relatives.

**Unit 2: Wage Determination**

Introduction to Compensation; Rewards; Wage Levels and Wage Structures; Introduction to Wage Determination Process and Wage Administration Rules; Introduction to Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration; Introduction to the Theory of Wages: Introduction to Minimum, Fair and Living Wage.

**Unit 3: Wage Differential**

Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage Differentials & Elements of a Good Wage Plan; Introduction to Institutional Mechanisms for Wage Determination.

**BLOCK - II**

**Unit 4: Executive Compensation**

Legislative Framework for Wage Determination; Introduction to Importance of Wage Differentials; Introduction to Executive Compensation and Components of Remuneration.

**Unit 5: Job Evaluation**

Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods; Introduction to Implementation of Evaluated Job; Introduction to Determinants of Incentives; Introduction to Classification of Rewards; Incentive Payments and its Objectives.

### **Unit 6: Wage Incentives**

Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans; Introduction to Prevalent Systems & Guidelines for Effectives Incentive Plans; Introduction to Non- Monetary Incentives.

## **BLOCK - III**

### **Unit 7: Profit Sharing**

Introduction to Cafeteria Style of Compensation; Introduction to Problems of Equity and Bonus; Profit Sharing & Stock Options; Introduction to Features of Fringe Benefits; Introduction to History and Growth Factors; Coverage of Benefits; Introduction to Employee Services & Fringe Benefits in India.

### **Unit 8: Benefit Programs**

Introduction to Benefit Programs for Management; Administration of Benefits & Services; Introduction to Compensation Survey & Methodology; Introduction to Planning; Compensation for Executives & Knowledge Workers.

### **Unit 9: Tax Planning**

Introduction to Tax Planning; Comparative International Compensation; Introduction to Downsizing; Voluntary Retirement Scheme; Pay Restructuring in Mergers & Acquisition.

### **SUGGESTED READING:**

1. Human Resource Management, by L.M Prasad, Publisher: Sultan Chand & Sons
2. Personal & Human Resource Management, by P. Subba Rao, Publisher: Himalaya Publishing House
3. Human Resource Management, by K. Aswathappa, Publisher: Tata McGraw Hill Publishing Company Ltd.

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**  
**SEMESTER – III**

**MANAGEMENT OF INDUSTRIAL RELATIONS**

**Sub. Code: MBA- HR- 304**

**Credits-03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Industrial Relations Strategy**

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

**Unit 2: Types of Unions**

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

**Unit 3: Industrial Dispute Act**

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

**BLOCK - II**

**Unit 4: Trade Unions Act 1926**

The Trade Union Act 1926.

**Unit 5: Wage Fixation Method**

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

**Unit 6: Collective Bargaining**

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



## **BLOCK - III**

### **Unit 7: Disciplinary Proceedings**

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

### **Unit 8: Industrial Disputes Act 1947**

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

### **Unit 9: Limitation of Participation**

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

### **SUGGESTED READING:**

1. Dynamics of Industrial Relations in India by Mammoria C. B. Publisher: Himalaya Publishing House
2. Personal Management by Mammoria C. B. Publisher: Himalaya Publishing House
3. Industrial Relations & Labor Laws by Srivastava S. C. Publisher: Vikas Publishing House
4. Personal Management & Industrial Relation : R. S Davar, Publisher: Vikas Publishing House
5. Hand Book of Industrial Laws by Kapoor N. D. Publishing House: Sultan Chand & Sons;
6. Personal Management & Industrial Relation : Mittal Kumar, Publisher: Anmol Publication
7. Contemporary Industrial Relations by Ian J Beardwell, Publisher: Oxford University Press

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**  
**SEMESTER - III**

**LABOR LAWS**

**Sub. Code: MBA-HR - 305**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Labor Law in India: An Overview**

Introduction; the Human Aspect; Overview of Labor laws; Legislative History; Implementation of Labor Laws; the Unorganized Sector; International Law and its Purpose; Global Instruments of International Law; Regional Instruments of International Labor Law.

**Unit 2: Industrial Employment: Standing Orders**

The Industrial Employment: Standing Orders Act 1946; the Schedules under the Act; Model Standing Orders.

**Unit 3: Collective Bargaining**

Collective Bargaining and Scope of Industrial Disputes Act; Modern Theory of Collective Bargaining; Role of State and its Machinery in Collective Bargaining; Industrial Disputes; Workman and Contract of or for Service; Wages and Allowances.

**BLOCK - II**

**Unit 4: Strikes and Retrenchment**

Strikes and Lockouts; Forms of Strike; Wages for Strike Period; Lay-off; Retrenchment and Compensation; Re-employment or Retrenched Workman.

**Unit 5: Penalty Procedures**

Closures; Other Provisions under the Industrial Disputes Act; Employment Contract and Wage Determination Contract Labor; Welfare and Health of Contract Labor; Penalties and Procedure; Child Labor.

**Unit 6: Minimum Wages**

The Equal Remuneration Act 1976; the Weekly Holidays Act 1942; Minimum Wages Act 1948; Payment of Wages Act 1936; Payment of Bonus Act 1965.

## **BLOCK III**

### **Unit 7: Workers Act**

Introduction to the Factories Act; Objective and Scope; Safety and Duties of the Manufacturer; Welfare of Workers under the Act; Penalties and Procedures under the Act; the Employers Liability Act 1938.

### **Unit 8: Payment of Gravity**

Introduction to the Employee's State Insurance Act 1948; Contributions and Funds under the Act 1948; Benefits under the Act 1948; Powers of the Court under the Act 1948; The Maternity Benefit Act 1961; Introduction to the Workmen Compensation Act 1923.

### **Unit 9: Trade Union Act 1926**

Procedures and Penalties under this Act; Employees Provident Funds and Miscellaneous Provisions Act 1952; Payment of Gratuity Act 1972; Collective Bargaining and ILO Conventions.

### **SUGGESTED READING:**

1. Workmen's Compensation Act by Aiyer and Aiyer, Publisher: Sitar man and Co
2. Law of Employees Provident Fund by Chaturvedi RG, Bharat Law, 2001
3. Commentary on Workmen's Compensation Act by Chaudhary RN, Publisher: Sitaram and Co.
4. Commentaries on Industrial Employment by Desai KM, Publisher: Sitaram and Co.
5. Law of Employees Provident Funds by Dr Chaturvedi RG Publisher: Sitaram and Co.
6. Law of Discharge and Dismal by Dr Rao, Publisher: Sitaram and Co.

# **Specialization**

## **Information Technology Management**

- 1. Database Management System**
- 2. Introduction to Programming**
- 3. Structured System Analysis and Design**

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: IT MANAGEMENT**  
**SEMESTER – III**

**DATA BASE MANAGEMENT SYSTEM**

**Sub. Code: MBA – IT-303**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Introduction to Database**

Evolution of Database; Disadvantages of File Processing System.

**Unit 2: Data Models**

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

**Unit 3: Functional Dependencies**

Relational Algebra; Data Integrity; Functional Dependencies.

**BLOCK - II**

**Unit 4: Normalization - Part I**

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

**Unit 5: Normalization – Part II**

Normalization; Types of Normalization; Features of Normalization.

**Unit 6: Query Languages**

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

**BLOCK - III**

**Unit 7: Database Design**

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

### **Unit 8: Performance Calculation**

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

### **Unit 9: Transaction Processing**

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

### **Unit 10: SQL**

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

### **SUGGESTED READING:**

1. Fundamentals of Database Systems by Elmasri R & Navathe S , Publisher: Pearson Education
2. Database Systems by Cornel R, Publisher: Galgotia Publications Pvt. Ltd.
3. Modern Database Management by Mcfadden F, Hoffer & J, Prescott M, Publisher: Pearson Education
4. Database Systems by Date C, Publisher: Pearson Education
5. Database Management and Design by Hansen G & Hansen J, Publisher: Prentice Hall

**SYLLABUS  
MBA  
SPECIALIZATION: IT MANAGEMENT  
SEMESTER – III**

**INTRODUCTION TO PROGRAMMING**

**Sub. Code: MBA – IT-304**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Concept of Data**

Concept of Data Storage within a Computer Program; Computer Memory; Concept of Variables; Constants and Preprocessor Directive Statements.

**Unit 2: Relational Operators**

Elements of Language: Expressions, Statements, Operators: Binary Operators, Relational Operators.

**Unit 3: Logical Operators**

Branching Statements; Evaluating Relational Expressions; Precedence of Relational Operators; Logical Operators.

**BLOCK - II**

**Unit 4: Switch Statements**

Controlling Program Execution; while Statement; do while Loop; Nested Loop; Ending Loops Early; the Break Statement; the Continue Statement; goto Statement; switch Statements.

**Unit 5: Function Prototype**

Functions; How a Function Works; Function Prototype; Recursive Function.

**Unit 6: Arrays**

Introduction to Arrays; One-Dimensional & Multi Dimensional Arrays; Naming & Declaring, Arrays.

### **Unit 7: Escape Sequences**

Types of I/O; Console I/O Function; Escape Sequences; Formatted Output Conversion Specifiers; Character Input and Character Output; Type Conversion; Stream I/O.

### **Unit 8: Scope of Variable**

Scope of Variable; Global & Local Variables; Scope of Function Parameter; Extern Static and Register Variable.

## **BLOCK III**

### **Unit 9: Command Line Argument**

Input Output Redirection; Command Line Argument; Introduction to Structure and Unions; Defining a Structure with Examples; Array of Structures; Initializing Structures.

### **Unit 10: Dynamic Memory**

Introduction to typedef and macros; Details of Union and Programs Related to Unions; Introduction to Bits; Bit Wise Operators; Complement Operators; Dynamic Memory Allocation: Malloc, Realloc, Calloc Functions.

### **Unit 11: Error Handling Functions**

Verification and Validation; Testing Process; Test Strategies; Error Handling Functions; Types of Errors.

### **SUGGESTED READING:**

1. *The C Library Reference Guide* by Eric Huss
2. Borland International, Inc., *Programmer's Guide.*, 1993
3. *The C Programming Language* by Brian W. Kernighan and Dennis M. Ritchie, Publisher: Prentice-Hall, Inc.
4. *The Development of the C Language* by Dennis M. Ritchie, Publisher: Cambridge, Mass
5. *Teach Yourself C in 21 Days* by Bradley L. Jones, Peter Aitkin Sams (6th Edition), Publisher: Sams



**SYLLABUS**  
**MBA**  
**SPECIALIZATION: IT MANAGEMENT**  
**SEMESTER – III**

**STRUCTURED SYSTEM ANALYSIS AND DESIGN**

**Sub. Code: MBA – IT-305**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: SDLC**

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

**Unit 2: Role in S/W Development**

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

**Unit 3: System Planning**

System Planning and Initial Investigation; Information Gathering.

**BLOCK - II**

**Unit 4: Tools**

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

**Unit 5: Cost / Benefit Analysis**

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

**Unit 6: Prototypes**

Input Design and Prototyping; Output Design and Prototyping.

**Unit 7: Database Design**

Introduction to Database Design; Properties.

**BLOCK - III**

**Unit 8: Testing and Quality Assurance**

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

### **Unit 9: Project Scheduling**

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

### **Unit 10: H/W & S/W selection**

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

#### **SUGGESTED READING:**

1. Computer Systems Design and Architecture by Heuring Vincent P & Whitten Jeffrey, Publisher: Pearson Education Asia
2. Systems Analysis and Design Methods by Shelly Gary B, : Galgotia Publications
3. Systems Analysis and Design by Awad, Elias M. Publisher: Galgotia Publications

# **Specialization**

## **Operations Management**

- 1. Material Management**
- 2. Production Planning and Control Systems**
- 3. Project Management**

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: OPERATIONS MANAGEMENT**  
**SEMESTER – III**

**MATERIAL MANAGEMENT**

**Sub. Code: MBA – OM-303**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Overview of Material Management**

Definition of Material Management and its Scope; Relation of Supply Chain Management with Material Management; Quality Assurance; MIS in Material Management; Organization of Material Functions; Material Planning; Overview of Material Requirement Planning.

**Unit 2: Purchasing Procedures**

Purchasing Procedures; Purchase Source Selection; Price Forecasting; Purchasing of Seasonal Commodities; Purchasing under Uncertain Situations; Purchasing Capital Equipment; International Purchasing; Preparing Purchase Documents; Purchasing Ethics; Negotiations; Vendor Management; E-commerce and Purchase Management.

**Unit 3: Store Management**

Definition of Store Management; Store Procedures; Incoming Material Control; Stock Accounting and Verification; Material Handling; Scrap Disposal; First in and First out; MIS Systems in Store Management; Documentation in Store Management; TQM Procedures in Store Management.

**BLOCK – II**

**Unit 4: Inventory Control**

Importance of Inventory Control; Inventory Classification; Inventory Valuation; Working Capital Requirement and Inventory Control; Economic Order Quantity Model; Codification; Catalogue Analysis; Value Engineering; Standardization; ABC Analysis; XYZ Analysis; Case Studies of Maruti Udyog and Asian Paints.

### **Unit 5: Input Systems of Inventory Management**

Glossary of Material Management Terms; ABC Inventory Control; Sampling Plan; Acceptance Situations; Administered Price; Activity based Costing; Accounting Systems; Equation Cost; Acquisition Cost; Advance Payment; Airway Bill; Foreign Exchange Regulations.

### **Unit 6: Importance of Material Management**

Evolution of Material Management into an Exacting Science; Knowledge Management in Material Management; Material Management and Material Science; Just In and Just Out; Import and Export Documentation in Material Management; Backward Integration and Material Management; Excise Documentation; Duty Drawbacks in Materials.

## **BLOCK – III**

### **Unit 7: Importance of E-commerce**

Definition of E-Procurement; Components of E-Procurement; Advantages of E-Procurement; Improving Profits through E-Procurement; Implementation of E-Procurement; Assessing an E-Procurement Package; Economics of Choosing an E-Procurement Package; Expertise Needed for E-Procurement Success; Amazon.com and E-Commerce.

### **Unit 8: ERP and its Implementation**

Definition of ERP; Importance of ERP; Globalization and ERP; Documentation and ERP; Evolution of ERP; ERP Developing as an Exacting Science; Selecting the Software; Cost of Implementation.

### **Unit 9: Other Issues**

Expertise to be Developed; Organizational Structure; Communication Skills; Key Result Areas; Management by Objectives; Stock out Situations; Engineering Spare Purchase; Raw Material Purchase; Recruitment and Training in the Material Management Function.

### **SUGGESTED READING:**

1. Purchasing and Material Management by Nair, Publisher: Vikas Publishing House, New Delhi.
2. Handbook of Materials Management by Gopal Krishnan, P, Publisher: Prentice Hall of India Pvt. Ltd., New Delhi.
3. Materials Management: An Integrated Approach by Gopalakrishnan, P. & Sundarshan, M, Publisher: Prentice Hall of India Pvt. Ltd., New Delhi.

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: OPERATIONS MANAGEMENT**  
**SEMESTER – III**

**PRODUCTION PLANNING & CONTROL SYSTEMS**

**Sub. Code: MBA – OM-304**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Production Planning and Control**

Introduction; Strategic Decisions; Tactical Decisions; Operational Decisions; Scheduling; An Introduction

**Unit 2: Forecasting**

Nature and Use of Forecast; Factors Affecting Forecast: Demand, Types of Forecasting in Decision Making, Sources of Data, Demand Patterns; Forecasting Models; Selection of a Forecasting Technique; Measures of Forecast Accuracy; Simple Moving Average Method; Weighted Moving Average; Double Moving Average Method; Simple (Single) Exponential Smoothing; Adjusted Exponential Smoothing; Semi-average Method; Delphi Method.

**Unit 3: Capacity Planning and Investment Decisions**

Capacity Planning; Determination of Plant Capacity; Capacity Planning Strategies; Equipment Selection; Investment Decisions; Interest Formulas; Bases for Comparison of Alternatives.

**BLOCK - II**

**Unit 4 Facility Location**

Introduction; Factors Influencing Plant Location; Break Even Analysis; Single Facility Location Problem; Multi-facility Location Problems; Model for Multi-facility Location Problem; Method of Transformation.

**Unit 5: Plant Layout and Material Handling**

Introduction; Classification of Layout; Advantages and Limitations of Process Layout; Advantages and Limitations of Product Layout; Advantages and Limitations of Group Technology Layout; Layout Design Procedures; Systematic Layout Design Procedure; Computerized Relative Allocation of Facilities Technique (CRAFT); CRAFT Procedure;

Application of CRAFT; Automated Layout Design Program (ALDEP); Computerized Relationship Layout Planning (CORELAP); Application of CORELAP; Algorithms and Models for Group Technology; Rank Order Clustering Algorithm (ROC); Bond Energy Algorithm; Mathematical Model for Machine Component Cell Formation ; Material Handling System; Unit Load Concept; Material Handling Principles; Classification of Material Handling Equipments.

### **Unit 6: Line Balancing**

Concept of Mass Production System; Objective of Assembly Line Balancing; Generalized Algorithm [Panneerselvam, et al., 1993]; Rank Positional Weight Method; The COMSOAL Algorithm; Model for Assembly Line Balancing; Integer Programming Model to Minimize Number of Work Stations; Model to Minimize Balancing Delay (Maximize Balancing Efficiency); Stochastic Assembly Line Balancing; Case Study.

### **Unit 7: Aggregate Planning and Master Production Scheduling**

Aggregate Planning; Nature of Aggregate Planning Decisions; Aggregate Planning Strategies; Aggregate Planning Methods; Master Production Plan/Schedule; Cut-and-Fit Methods.

## **BLOCK - III**

### **Unit 8: Quality Control**

Introduction; Need for Controlling Quality; Definition of a Quality System; Classification of Quality Control Techniques; Process Capability; Process Variations Distribution ;Type of Data; Control Charts; Control Chart for Variable; Control Charts for Attributes; Acceptance Sampling; Operating Characteristic Curve (O.C. Curve); Single Sampling Plan; Double Sampling Plan; Acceptance Sampling by Variables; Nomogram Method for Single Sampling Plan; Six Sigma; Approaches for Six Sigma; Types of Six Sigma Belts; Benefits of Six Sigma.

### **Unit 9: Maintenance Planning and Control**

Maintenance Objectives; Types of Maintenance; Basic Reasons for Replacement; Deterministic Type of Items that Deteriorate with Time; Replacement ; Determination of Maintenance Crew Size, Crew Size Determination Using Analytical Queuing Model; Simulation of Maintenance System; Reliability; Reliability Improvement; Reliability Calculations; Reliability Program; Failure Modes; Effects and Criticality Analysis (FMECA); Information System for Maintenance Management; Benefits of computerized Information System; Procedure for Information System Design; Total Productive Maintenance; Objectives of TPM; Wastes Eliminated in TPM; Equipment Maintenance Techniques; Benefits of TPM; Performance Measures of Maintenance System; Pillars of TPM.

### **Unit 10: Modern Production Management Tools**

Just-In-Time Manufacturing; Overview of JIT; Kanban; Flexible Manufacturing Systems(FMS); Total Quality Management; Quality Control Activities During; Product Cycle; Operating Quality Costs; ISO 9000 Series; Benefits of ISO 9000 Series; Steps in ISO 9000 Registration; Poka Yoke; Kaizen; Business Process Reengineering; Steps of

BPR; Applications of BPR; Supply Chain Management; Integrated Business Logistics; Lean Manufacturing.

**SUGGESTED READING:**

1. Production Planning and Inventory Control by Narsimhan, S.L., Mcleavy, D.W. & Billington, P.J., Publisher: PHI, New Delhi.
2. Production & Operations Management by Panneerselvam R, 2nd Edition  
Publisher: PRENTICE H
3. Operations Management by Shafer Scott M , Publisher: John Wiley
4. Succeeding in Project – Driven Organizations by Knutson Joan, Publisher: John Wiley
5. Production and Operations Management by Rogerto Russel & Taylor, Publisher: Prentice Hall,
6. Production and Operations Management by Roger Schmenner, Publisher: Prentice Hall
7. Production and Operations Analysis by Steven Nahmias, Publisher: McGraw Hill, 5<sup>th</sup> Edition, 2005
8. Production and Operations Management by Chase, Aquilano, Jacobs, Publisher: TMH, 10<sup>th</sup> Edition, 2004
9. Production and Operations Management by James Dilworth, Publisher: McGraw Hill International



**SYLLABUS**  
**MBA**  
**SPECIALIZATION: OPERATIONS MANAGEMENT**  
**SEMESTER – III**

**PROJECT MANAGEMENT**

**Sub. Code: MBA – OM -305**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Introduction**

Definition of a Project; an Historical Perspective on Project Management; Current Issues in Project Management; the Relationship between Project Management and General Management; the Project Management Knowledge Base.

**Unit 2: Structures and Framework**

The Project Model; the Four Phases of Project Management; the 7-S of Project Management; the Project Environment; the Complexity of Projects; the Structures of the Projects.

**Unit 3: Strategy and Project Management**

Why Strategy? Organizational Strategy and Projects; Project Management as a Strategic Capability; Resource Coordination; Project and Organizational Goals; Project Performance Measurement.

**BLOCK - II**

**Unit 4: Project Definition**

Developing the Concept; Scope Management; the Project Process; Work Breakdown Structure (WBS); Process Mapping; Establishing Check-Points; Stakeholder Management.

**Unit 5: Time Planning**

Time Planning: the Process; Gantt Charts; Estimating; Activity-on-Arrow; (A-O-A) Diagrams and Critical Path Analysis (CPA); Activity on Node (A-O-N) Diagrams; Activity on Arrow versus Activity on Node Method; Scheduling; Computer Assisted Project Planning; Fast-Track Projects.

### **Unit 6: Cost and Quality Planning**

Cost Planning Process; Cost-Estimating Techniques; Cost Build-Up; Cost Management; Budgets; the Quality Planning Process; Quality Conformance Planning; Quality Performance Planning.

### **Unit 7: Plan Analysis and Risk Management**

Analyzing Time Plans; Analyzing Cost Plans; Analyzing Quality Plans; Risk Management; Risk Quantification Techniques.

## **BLOCK - III**

### **Unit 8: Control of Projects**

Control System; Control of Major Constraints: Quality, Control of Major Constraints Monitoring; the Role of Project Management Information System (MIS); Change Control; Control of the Work of Development Projects: Intellectual Property.

### **Unit 9: Problem Solving and Decision Making**

The Problem Framework; Modeling Systems for Decision Making; Handling Uncertainty in Decision Making; Mathematical Modeling Techniques; Problem Solving Tools; Cause – Effect - Cause Analysis; Decision Trees; Simple Decision Frameworks; Decision Support Systems; the Importance of the Follow Up Actions.

### **Unit 10: Project Completion and Review**

Project Completion and Handover; Structuring Improvement Activities; Learning before Doing: the Role of External Knowledge; Learning by Doing: the Role of Audit and Review, Carrying out Revise; Justifying it all: Evaluate the Cost of Quality.

### **SUGGESTED READING:**

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

# **Specialization**

## **Supply-Chain Management**

- 1. Material Management**
- 2. Purchasing Materials Management**
- 3. Production Techniques**

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: SUPPLY-CHAIN MANAGEMENT**  
**SEMESTER – III**

**MATERIAL MANAGEMENT**

**Sub. Code: MBA–SCM-303**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Overview of Material Management**

Definition of Material Management and its Scope; Relation of Supply Chain Management with Material Management; Quality Assurance; MIS in Material Management; Organization of Material Functions; Material Planning; Overview of Material Requirement Planning.

**Unit 2: Purchasing Procedures**

Purchasing Procedures; Purchase Source Selection; Price Forecasting; Purchasing of Seasonal Commodities; Purchasing under Uncertain Situations; Purchasing Capital Equipment; International Purchasing; Preparing Purchase Documents; Purchasing Ethics; Negotiations; Vendor Management; E-commerce and Purchase Management.

**Unit 3: Store Management**

Definition of Store Management; Store Procedures; Incoming Material Control; Stock Accounting and Verification; Material Handling; Scrap Disposal; First in and First out; MIS Systems in Store Management; Documentation in Store Management; TQM Procedures in Store Management.

**BLOCK – II**

**Unit 4: Inventory Control**

Importance of Inventory Control; Inventory Classification; Inventory Valuation; Working Capital Requirement and Inventory Control; Economic Order Quantity Model; Codification; Catalogue Analysis; Value Engineering; Standardization; ABC Analysis; XYZ Analysis; Case Studies of Maruti Udyog and Asian Paints.

### **Unit 5: Input Systems of Inventory Management**

Glossary of Material Management Terms; ABC Inventory Control; Sampling Plan; Acceptance Situations; Administered Price; Activity based Costing; Accounting Systems; Equation Cost; Acquisition Cost; Advance Payment; Airway Bill; Foreign Exchange Regulations.

### **Unit 6: Importance of Material Management**

Evolution of Material Management into an Exacting Science; Knowledge Management in Material Management; Material Management and Material Science; Just In and Just Out; Import and Export Documentation in Material Management; Backward Integration and Material Management; Excise Documentation; Duty Drawbacks in Materials.

## **BLOCK – III**

### **Unit 7: Importance of E-commerce**

Definition of E-Procurement; Components of E-Procurement; Advantages of E-Procurement; Improving Profits through E-Procurement; Implementation of E-Procurement; Assessing an E-Procurement Package; Economics of Choosing an E-Procurement Package; Expertise Needed for E-Procurement Success; Amazon.com and E-Commerce.

### **Unit 8: ERP and its Implementation**

Definition of ERP; Importance of ERP; Globalization and ERP; Documentation and ERP; Evolution of ERP; ERP Developing as an Exacting Science; Selecting the Software; Cost of Implementation.

### **Unit 9: Other Issues**

Expertise to be Developed; Organizational Structure; Communication Skills; Key Result Areas; Management by Objectives; Stock out Situations; Engineering Spare Purchase; Raw Material Purchase; Recruitment and Training in the Material Management Function.

### **SUGGESTED READING:**

1. Purchasing and Material Management by Nair, Publisher: Vikas Publishing House, New Delhi.
2. Handbook of Materials Management by Gopal Krishnan, P, Publisher: Prentice Hall of India Pvt. Ltd., New Delhi.
3. Materials Management: An Integrated Approach by Gopalakrishnan, P. & Sundarshan, M, Publisher: Prentice Hall of India Pvt. Ltd., New Delhi.

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: SUPPLY-CHAIN MANAGEMENT**  
**SEMESTER – III**

**PURCHASING MATERIALS MANAGEMENT**

**Sub. Code: MBA-SCM – 304**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK – I**

**Unit 1: An Introduction to Materials Management**

Introduction; Operating Environment; the Supply Chain Concept; Manufacturing Planning and Control; Supply Chain Metrics; Capital Budgeting.

**Unit 2: Purchasing Policy and Procedure**

Policy Overview; Advantages and Disadvantages of Policy; Policy Role of Purchasing; Policy Conduct of Purchasing Personnel; Social and Minorities Business; Buyer-Seller Responsibilities; Policy Operational Issues; Purchasing Procedural Area.

**Unit 3: Negotiation**

Meaning of Negotiation; Negotiation Frame work; Purchase Requirement; Plan for Negotiation; Conduct the Negotiation; Execute the Agreement; Negotiation Planning; Party Strength and Weakness; Recognize Counterpart Needs; Identify Fact an Issue; Practice the Negotiation; Power the negotiation; Source of Negotiating Power; International Negotiation.

**BLOCK – II**

**Unit 4: Purchasing Law and Ethics**

Legal Authority and Personal Liability of Purchasing Manager; Laws of Agency; Legal Authority; Purchasing Ethics; Risk of Unethical Behaviour.; Types of Unethical Purchasing Behaviour; ISM Professional Code of Ethics; Supporting Ethical Behaviour; Acceptance and Rejection of Goods; Purchasing Law; Seller's and Buyer' Right; Patent and Intellectual Property Law; Unfair Trade Practice.

**Unit 5: Purchasing Management**

Introduction; Bills of Material; Material Requirements Planning Process; Using the Material Requirement Plan; Establishing Specifications; Functional Specification Description; Selecting Suppliers; Price Determination; Impact of Material Requirements Planning on Purchasing; Some Organizational Implications of Supply Chain Management.

## **Unit 6: Inventory Management**

Introduction; Aggregate Inventory Management; Item Inventory Management; Inventory and the Flow of Material; Supply and Demand Patterns; Functions of Inventories; Objectives of Inventory Management; Inventory Costs; Financial Statements and Inventory; ABC Inventory Control.

## **BLOCK – III**

## **Unit 7: Warehousing Management**

Meaning of Storage and Warehousing; Need of Storage or Importance of Storage; Types of Warehouses; Meaning of Warehouse; Warehouse Functionality; Principles of Warehouse Operation; Developing the Warehouse Resource; Warehousing Strategy; Planning the Distribution Warehouse; Initiating Warehouse Operations.

## **Unit 8: Packaging**

Consumer Packaging; Damage Protection; Physical Environment; Outside Elements; Material Utility; Unitization.

## **Unit 9: Supply Chain Information System E-Commerce**

Overview of E-Supply Chain; Supply Chain Information Flow; Map of SCM Systems; Drivers of New Supply Chain; Internal External Strategic Integration; Data Information Management; New Business Process; Replacement of Obsolete Systems; Implement ERP System; Purchasing Database and Data Warehouses; Electronic Data Interchange; Types of Systems; Information Visibility.

## **SUGGESTED READING:**

1. Introduction to Materials Management by Martin Christopher, Publisher: Pearson Education
2. Purchasing and Supply Management, by Dobler and Burt, Publisher: Tata McGraw Hill
3. Purchasing and Materials Management, by K.S Menon, Publisher: Sultan Chand and Sons
4. Handbook of Materials Management , by Gopalkrishnan, Publisher: Sultan Chand and Sons
5. Introduction to Materials Management by J.R. Tony, Arnold , Stephen N Chapman, Publisher: Pearson Education

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: SUPPLY-CHAIN MANAGEMENT**  
**SEMESTER – III**

**PRODUCTION TECHNIQUES**

**Sub. Code: MBA - SCM– 305**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Mark**

**BLOCK – I**

**Unit 1: An Introduction to Production Technique**

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

**Unit 2: Framework of Managing Production Operations**

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

**Unit 3: Forecasting Models**

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

**BLOCK –II**

**Unit 4: Product and Process Design**

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

**Unit 5: Capacity Strategies and Process Layout**

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



### **Unit 6: Work Measurement**

Traditional Engineering Dimension of Job Design; Behavioral Dimension of Job Design; Performance Dimension; Role of Accuracy; Work Measurement Techniques; Identifying the Three Major Activities Associated with Successful Project Processes; Diagram the Network of Interrelated Activities in a Project.

## **BLOCK - III**

### **Unit 7: Scheduling Project**

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

### **Unit 8: Quantity Discount Models and Spare Parts Inventory**

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

### **Unit 9: Managing the Competition**

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

### **SUGGESTED READING:**

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

# **Specialization**

## **Retail Management**

- 1. Overview of Retailing & Retail Formats**
- 2. Retail Strategies**
- 3. Retail Organization and Managing Retail Personnel**

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: RETAIL MANAGEMENT**  
**SEMESTER – III**

**OVERVIEW OF RETAILING AND RETAIL FORMATS**

**Sub. Code: MBA – RM-303**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit I: Overview of Retailing**

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

**Unit 2: Multi-channel Retailing**

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

**Unit 3: Management of Service**

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

**BLOCK - II**

**Unit 4: Types of Retailers - 1**

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

**Unit 5: Types of Retailers - 2**

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

## **Unit 6: Retail Customer**

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

## **BLOCK - III**

## **Unit 7: Product Management**

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

## **Units 8: Merchandise Management**

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

## **Unit- 9: Case Studies**

Big Bazaar-Indian Wal-Mart; Bharat Petroleum.

## **SUGGESTED READING:**

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

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: RETAIL MANAGEMENT**  
**SEMESTER – III**

**RETAIL STRATEGIES**

**Sub. Code: MBA-RM-304**

**Credits-03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: An Introduction to Retailing**

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

**Unit 2: Changing Paradigm of Retail in India**

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

**Unit 3: Strategic Process Planning in Retailing**

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

**BLOCK - II**

**Unit 4: Building and Sustaining Competitiveness: A Strategic Approach**

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

**Unit 5: Customer Relationship Management**

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

### **Unit 6: Financial Strategy**

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

## **BLOCK - III**

### **Unit 7: Pricing in Retailing**

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

### **Unit 8: Retail Location Strategy**

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

### **Unit 9: Growth Strategies**

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

### **SUGGESTED READING:**

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

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: RETAIL MANAGEMENT**  
**SEMESTER – III**

**RETAIL ORGANIZATION AND MANAGING**  
**RETAIL PERSONNEL**

**Sub. Code: MBA – RM-305**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Overview**

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

**Unit 2: Evolution of Retail Organization**

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

**Unit 3: Types of Retail Organization High Volume**

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

**BLOCK - II**

**Unit 4: Types of Retail Organization Low Volume**

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

**Unit-5: Human Resource Management Overview**

Gaining Competitive Advantages through Human Resource Management; Objectives of Human Resource Management; the Human Resource Triad; Special HR Conditions Facing Retailers; Designing the Organizational Structure for a Retail Firm; Matching Organization Structure to a Retail Strategy; Organization of a Single-Store Retailer and National Chain Store; Merchandise Management; Store Operations.

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

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

### **BLOCK - III**

## **Unit 7: Customer Relationship Management**

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

## **Unit 8: Case Studies**

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

## **Unit 9: Modern Concepts**

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

### **SUGGESTED READING:**

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



# **Specialization**

## **International Business Management**

- 1. Import Export Management**
- 2. International Marketing**
- 3. International Finance Management**

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: INTERNATIONAL BUSINESS MANAGEMENT**  
**SEMESTER – III**

**IMPORT EXPORT MANAGEMENT**

**Sub. Code: MBA-IB-303**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK-I**

**Unit 1: Import-Export Management: Overview**

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

**Unit 2: International Marketing: Environmental and Tariff Barrier**

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

**Unit 3: Non Tariff Barrier**

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

**BLOCK - II**

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

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

**Unit 5: Import Export Documentation**

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

## **Unit 6: Processing of Export Order**

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

## **BLOCK - III**

## **Unit 7: Marine Insurance**

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

## **Unit 8: Export Assistance of India**

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

## **Unit 9: Export Promotion Organization**

Export Promotion Organization; its Objectives; Importance of Institutional Infrastructure; Govt. Policy Making and Consultations; Indian Trade Promotion Organization (ITPO); Indian Institute of Foreign Trade (IIFT); Indian Institute of Packaging (IIP); Indian Counsel of Arbitration (ICA); Federation of Indian Export Organization (FIEO); Marine Products Exports Development Authority (MPEDA); Export Processing Zones (EPZ); 100% Export Oriented Units (EOUs); Facilities for Units in EOUs, EPZs, EHTPs & STPs; M. Visvesvaraya Industrial Research & Development Center (MVIRDC); Chamber of Commerce (COC).

## **Unit 10: Export Import Policy of India**

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

## **Unit 11: Risk Management and Business Continuity**

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

**SUGGESTED READING:**

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

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: INTERNATIONAL BUSINESS MANAGEMENT**  
**SEMESTER – III**

**INTERNATIONAL MARKETING**

**Sub. Code: MBA-IB-304**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - I**

**Unit 1: Introduction**

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

**Unit 2: Global Marketing Environment**

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

**Unit 3: Business Customs in Global Marketing**

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

**BLOCK - II**

**Unit 4: Analyzing and Targeting Global Opportunities**

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

**Unit 5: Global Marketing Strategy**

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

**Unit 6: Global Marketing Programs**

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

## **BLOCK III**

### **Unit 7: Branding**

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

### **Unit 8: Advertising**

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

### **Unit 9: Global Marketing**

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

### **SUGGESTED READING:**

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

**SYLLABUS**  
**MBA**  
**SPECIALIZATION: INTERNATIONAL BUSINESS MANAGEMENT**  
**SEMESTER – III**

**INTERNATIONAL FINANCE MANAGEMENT**

**Sub. Code: MBA–IB-305**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

**BLOCK - 1**

**Unit 1: Core Concept of International Finance Management**

Significance of International Financial Management; World Monetary System; Challenges in Global Financial Market; Multinational Finance System; International and Multinational Banking.

**Unit 2: International Banking and Finance**

Exchange Rate Regime: Historical Perspective; International Monetary Fund: Modus Operandi; Fundamental of Monetary and Economic Unit; Global Financial Market; Domestic and Offshore Market.

**Unit 3: International Banking and Finance**

Structure of Foreign Market; Forward Quotation and Contracts; Exchange Rate Regime and the Status of Foreign Exchange Market; International Trade in Foreign Market; International Trade in Banking Service; Monetization of Banking Operation.

**BLOCK - II**

**Unit 4: International Banking and Finance**

Structuring International Trade Transaction; Fundamental Equivalence Relationship; Structural Model for Foreign Exchange and Exposure Rates; Central Banking Intervention and Equivalence Approach; Issues in the Internalization Process of Foreign Investment and International Business.

**Unit 5: Foreign Exchange Risk Management**

Classification of Foreign Exchange and Exposure Unit; Management of Exchange Rate; Risk Exposure.

### **Unit 6: Balance of Payment**

Component of Balance of Payment; Collection, Reporting and Presentation of Statistics; International Flow of Goods, Service and Capital; Alternate Concept of “BOP Surplus” and “Deficits”.

## **BLOCK – III**

### **Unit 7: Currency and Interest Rates**

Currency and Interest Rates Futures; Currency Options; Financial Swap; Theories of Exchange Rate Movement; Arbitrage and Law of One Price; Inflation Risk and Currency Forecasting.

### **Unit 8: International Capital Budgeting**

Basics of Capital Budgeting; Issues in Financial Investment Analysis; International Project Appraisal; International Banking Crisis of 1982; Country Risk Analysis in International Banking.

### **Unit 9: Taxation**

Objective of Taxation on International Investment; U.S. Taxation of Multinational Investment Corporation; Tax Incentives for Foreign Trade.

### **SUGGESTED READING:**

1. International Financial Management by Apte, P.G, Publisher: Tata McGraw Hill
2. Multinational Financial Management by Shapiro, A.C., Publisher: Prentice Hall of India.
3. International Capita Budgeting by Buckley, A., Publisher: Tata McGraw Hill.