

Detailed Syllabus

For

‘MBA Industry Interactive Program’

With Specialization in

- ✓ Finance
- ✓ Human Resource
- ✓ Operations Management
- ✓ Marketing Management
- ✓ Retail Marketing

(SEMESTER SYSTEM)

Duration of the Program	:	2 Years
Eligibility for admission	:	Graduates in any discipline
Duration of Examination	:	3 Hours
Division of Marks	:	Internal – 25 Marks
	:	External – 75 Marks
Minimum Passing Marks	:	50 % in each component

Course Title : **MBA Industry Interactive Program**

Duration : **2 Years**

Semester 1:				
Course Title	Paper Code	Marks		
		Internal	External	Total
Principles of Management	MBA S1P1	25	75	100
Business Economics	MBAS1P2	25	75	100
Organizational Behavior	MBAS1P3	25	75	100
Accounting for Managers	MBAS1P4	25	75	100
Managerial Statistics	MBAS1P5	25	75	100
Business Law	MBAS1P6	25	75	100

Semester 2:				
Course Title	Paper Code	Marks		
		Internal	External	Total
Business Research Methods	MBAS2P1	25	75	100
Production Management	MBAS2P2	25	75	100
Financial Management	MBAS2P3	25	75	100
Marketing Management	MBAS2P4	25	75	100
Human Resource Management	MBAS2P5	25	75	100
Operations Research for Management	MBAS2P6	25	75	100

Semester 3:				
Course Title	Paper Code	Marks		
		Internal	External	Total
Management Information System	MBAS3P1	25	75	100
Elective 1	MBAS3**1	25	75	100
Elective 2	MBAS3**2	25	75	100
Elective 3	MBAS3**3	25	75	100

Semester 4:				
Course Title	Paper Code	Marks		
		Internal	External	Total
Management Information System	MBAS4P1	25	75	100
Elective 4	MBAS4**1	25	75	100
Elective 5	MBAS4**2	25	75	100
Elective 6	MBAS4**3	25	75	100

Elective Papers for Specialization in Human Resource:				
Course Title	Paper Code	Marks		
		Internal	External	Total
International Human Resources Management	MBAS3HR1	25	75	100
Labour Legislation	MBAS3HR2	25	75	100
Performance Management System	MBAS3HR3	25	75	100
Strategic Human Resource Management and Development	MBAS4HR1	25	75	100
Training and Development	MBAS4HR2	25	75	100
Wage and Salary Administration	MBAS4HR3	25	75	100

Elective Papers for Specialization in Finance:				
Course Title	Paper Code	Marks		
		Internal	External	Total
Corporate Finance	MBAS3FM1	25	75	100
Derivatives Management	MBAS3FM2	25	75	100
Insurance Management	MBAS3FM3	25	75	100
International Trade Finance	MBAS4FM1	25	75	100
Securities Analysis and Portfolio Management	MBAS4FM2	25	75	100
Strategic Financial Management	MBAS4FM3	25	75	100

Elective Papers for Specialization in Operations Management:				
Course Title	Paper Code	Marks		
		Internal	External	Total
Advanced Maintenance Management	MBAS3OM1	25	75	100
Computer Integrated Manufacturing	MBAS3OM2	25	75	100
Facilities Location and process design	MBAS3OM3	25	75	100
Advanced Operations Management	MBAS4OM1	25	75	100
Supply Chain Management	MBAS4OM2	25	75	100
Logistics Management	MBAS4OM3	25	75	100

Elective Papers for Specialization in Marketing Management:				
Course Title	Paper Code	Marks		
		Internal	External	Total
Consumer Behavior	MBAS3MM1	25	75	100
International Marketing	MBAS3MM2	25	75	100
Marketing Research	MBAS3MM3	25	75	100
Sales Management	MBAS4MM1	25	75	100
Services Marketing	MBAS4MM2	25	75	100
Advertising Management	MBAS4MM3	25	75	100

Elective Papers for Specialization in Retail Marketing:				
Course Title	Paper Code	Marks		
		Internal	External	Total
Fundamentals of Retail Management	MBAS3RM1	25	75	100
Retail Marketing	MBAS3RM2	25	75	100
Strategic Retail Management	MBAS3RM3	25	75	100
Ethics and Laws	MBAS4RM1	25	75	100
Retail Operations	MBAS4RM2	25	75	100
Store and Mall Management	MBAS4RM3	25	75	100

Semester 1: Course Content

- ✓ Principles of Management
- ✓ Business Economics
- ✓ Organizational Behavior
- ✓ Accounting for Managers
- ✓ Managerial Statistics
- ✓ Business Law

SEMESTER 1:

ACCOUNTING FOR MANAGERS

Paper Code: MBAS1P1

Unit 1: Introduction

- ✓ Accountancy, Accounting and Book-keeping
- ✓ Objectives of Accounting
- ✓ Fundamental Concepts of Accounting(Terminology used in Accounts)
- ✓ Classification of Accounts
- ✓ Principles and rules of accounting
- ✓ Branches of Accounting

Unit 2: Financial Accounting

- ✓ Single Entry System
- ✓ Basic Accounting Cycles (Journals, ledgers and trial balance)
- ✓ Construction and Analysis of Balance Sheet
- ✓ Construction and Analysis of Profit and Loss Account
- ✓ Construction and Analysis of Funds Flow and Cash Flow Statement
- ✓ Final Accounts of Non-corporate organizations (Sole proprietor and Partnership)
- ✓ Depreciation on Fixed Assets
- ✓ Bank Reconciliation Statement

Unit 3: Cost Accounting

- ✓ Understanding and classifying costs
- ✓ Cost Volume and Profit Analysis
- ✓ Allocation and Absorption of Overheads
- ✓ Marginal Costing
- ✓ Marginal Costing and Absorption Costing
 - Reconciliation Statement
- ✓ Variance Analysis
 - Standard Costing
 - Budget Costing
 - Budgets and Budgetary Controls
- ✓ Job Order Costing, Process Costing and Activity Based Costing

Unit 4: Management Accounting –I

- ✓ Introduction to Management Accounting

- ✓ Ratio Analysis
- ✓ Decision Making
 - Costs Concepts of Decision Making Process
 - Decision Situations
 - Sales Volume Decisions
 - Pricing and Special order pricing

Unit 5: Management Accounting –2 –

- ✓ Sell or Process Further Decisions
- ✓ Make/buy decisions
- ✓ Product Decisions
- ✓ Addition, deletion and alternation of Mix
- ✓ Plant shut down decision

Recommended Books:

1. M.Y.Khan & P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 2004.
2. Bhattacharya S.K.John Dearden Accounting for Managemnt text and cases – Vikas publishing house, New Delhi, 2000.
3. S.K Bhattacharyya John Dearden - Costing for Management - Vikas Publishing – 2002
4. Jain & Narang - Cost Accounting - Kalyani publisher – 2005
5. Maheswari SNN, Management Accounting and Financial Control, Mahavir Book Depot, Delhi

SEMESTER 1:

BUSINESS ECONOMICS

Paper Code: MBAS1P2

Unit 1 – Introduction to business economics, basic economic principles and objectives of the firm

- ✓ Definition, Nature and Scope
- ✓ Relationship with other areas in Economics
- ✓ Production Management
- ✓ Marketing, [Finance](#) and Personnel, Operations research
- ✓ The role of business economist.
- ✓ Significance in decision-making
- ✓ Managerial theories of firm
- ✓ Behavioral theories of firm
- ✓ Optimization techniques
- ✓ Optimization with calculus,
- ✓ New management tools of optimization.
- ✓ The concept of opportunity cost
- ✓ Incremental concept, scarcity
- ✓ Marginalism
- ✓ Equi-marginalism
- ✓ Time perspective
- ✓ Discounting principle
- ✓ Risk and uncertainty.

Unit 2: Demand & Supply Analysis

- ✓ Demand Analysis
- ✓ Law of Demand,
- ✓ Exceptions to the law of Demand
- ✓ Determinants of Demand
- ✓ Demand Analysis
- ✓ Elasticity of demand(Price, Income, Cross and Advertising Elasticity)
- ✓ Types and significance of Elasticity of Demand.
- ✓ Measurement of Elasticity of Demand
- ✓ Demand estimation –[Marketing research](#) approaches to demand estimation.
- ✓ Need for forecasting
- ✓ Forecasting techniques.
- ✓ Law of Supply
 - Supply Elasticity
 - Analysis and its uses for managerial decision making

Unit 3: Production & Cost Analysis

- ✓ Production concepts & analysis
- ✓ Production function,
- ✓ Marginal Rate of Technical Substitution,
- ✓ Isoquants and Isocosts
- ✓ Production function with one/two variables
- ✓ Cobb-Douglas Production Function
- ✓ Returns to Scale and Returns to Factors,
- ✓ Single variable-law of variable proportion
- ✓ Two variable-Laws of returns to scale.
Economies of scale
- ✓ Innovations and global competitiveness
- ✓ Cost concepts and analysis
- ✓ Determinants of cost
- ✓ Cost-output relationship in the short run and long run
- ✓ Short run vs. long run costs and its managerial uses
- ✓ Average cost curves
- ✓ Overall Cost leadership.

Unit 4: Market Structure and Pricing practices: _____

- ✓ Market Equilibrium and Average Revenue Concept.
- ✓ Market Structure:
- ✓ Perfect Competition (features, determination of price under perfect competition)
- ✓ Monopoly (Feature, pricing under monopoly, Price Discrimination)
Monopolistic (Features, pricing under monopolistic competition, product differentiation)
- ✓ Oligopoly (Features, kinked demand curve, cartels, price leadership)
Pricing Strategies
- ✓ Price determination
- ✓ Full cost pricing
- ✓ Product line pricing,
- ✓ Price skimming,
- ✓ Penetration pricing
- ✓ Multiple Product Pricing

Need for Government Intervention in Markets

- ✓ Price Controls
- ✓ Support Price
- ✓ Preventions and Control of Monopolies
- ✓ System of Dual Price

Unit 5: Macro economic concepts

- ✓ Concepts and various methods of its measurement
- ✓ National income accounting
- ✓ Definition and measurement of unemployment

- ✓ Inflation (type Market failures/public goods and causes)
- ✓ Business Cycle
- ✓ Profit concept and major theories of profits
- ✓ Dynamic Surplus theory
- ✓ Risk & Uncertainty bearing theory
- ✓ Innovation theory

Capital Budgeting

- ✓ Steps involved in project evaluation
- ✓ Concept of time value of money
- ✓ Methods of investment Appraisal: Discounted [Cash flow](#)
- ✓ Net Present Value. Internal Rate of Returns

Monetary and Fiscal Policies

- ✓ Trade Cycles

Recommended Books:

1. Business Economics – M.S Adhikary
2. Managerial Economics – O.P Chopra
3. Managerial Economics – Keat, Paul G, & Philips K.Y Young
4. Managerial Economics – Dr. K.M Veeraiah & Nagabhusan

SEMESTER 1:

BUSINESS LAW

Paper Code: MBAS1P3

Unit 1: Concept of Law & Indian Contract Act, 1872

- ✓ Society, State and Law
- ✓ Enforceability of Law
- ✓ Mercantile Law

Indian Contract Act, 1872

- ✓ Contract defined
- ✓ Elements of valid contract
- ✓ Classification of contracts
- ✓ Offer and Acceptance
- ✓ Consideration
- ✓ Capacity to contracts
- ✓ Free consent
- ✓ Legality of object and consideration
- ✓ Illegal agreements
- ✓ Termination of contracts
- ✓ Breach of contract
- ✓ Indemnity and Guarantee
- ✓ Laws of agency

Unit 2: Negotiable Instruments Act, 1881, Law of Agency, Sales of Goods Act, 1930 –

- ✓ Definition and characteristics of different types of negotiable instruments
- ✓ Parties to a negotiable instrument and their capacity
- ✓ Dishonor of cheques
- ✓ Discharge from Liability
- ✓ Crossing of cheques
- ✓ Bank drafts and Banker's cheques

Law of Agency

- ✓ Essentials, Kinds of agents
- ✓ Rights and Duties of Agent and Principal
- ✓ Creation of Agency
- ✓ Termination of Agency Bailment
 - Bailment Definition
 - Essential Elements

- Rights and Duties of Bailor and Bailee
- ✓ Pledge
 - Essentials
 - Rights and Duties of Pledger and Pledgee.

Sale of Goods Act, 1930

- ✓ Classification of goods
- ✓ Conditions & Warranties
- ✓ Passing of ownership rights
- ✓ Rights of an unpaid seller
- ✓ Remedies for breach of Contract of Sale of Goods

Unit 3: Companies Act, 1956

- ✓ Nature and kinds of companies, Formation
- ✓ Memorandum, Articles, Prospectus
- ✓ Capital
 - Shares
 - Debentures
 - Borrowing powers
 - Minimum subscription
- ✓ Appointment of Directors & Winding up of companies

Unit 4: Law of Partnership and Consumer Protection Act, 1986

Law of Partnership, 1932

- ✓ Definition & Essentials of Partnership
- ✓ Formation of Partnerships
- ✓ Kinds of Partners
- ✓ Authorities, Rights and Liabilities of Partners
- ✓ Registration of Partnership
- ✓ Dissolution of Partnership Firm

Consumer Protection Act, 1986

- ✓ Salient features and objectives of the Act
- ✓ Different Consumer redressal Forums
- ✓ Composition and jurisdiction of district, state and National forum

- ✓ Mode of complaints
- ✓ Procedures for disposal of complaints
- ✓ Penalty

Unit 5: FEMA & Other Laws

- ✓ FEMA -Meaning, Objectives and Scope

Other Laws relating to

- ✓ Patents & Trademarks
- ✓ Competition
- ✓ Copyright
- ✓ Packaging
- ✓ Fair Trade Practices
- ✓ Shops and Establishments
- ✓ Cyber Laws
- ✓ Banking Regulation
- ✓ Insurance Regulation

Recommended Books:

1. P. P. S. Gogna : A Textbook of Business Law, S. Chand & Co
2. M. S. Pandit & S. Pandit : Business Law, Himalaya Publishing.
3. K. R. Bulchandani : Business Law, Himalaya Publishing.
4. Akhileshwar Pathak - Legal Aspects of Business - 3rd Edition, Tata Mc GRAW HILL
5. Saravanavel & Sumathi- Business Law for Management
6. M C Kuchhal -Business Law -Vikas, 4/e, 2005
7. Business Law – S.S. Gulshan, Excel Books
8. N D Kapoor- Elements of Mercantile Law- Sultan Chand
9. Sima Majumdar - Students Manual to General & Commercial Laws, Taxmann
10. Bare Acts :
 - Indian Contract Act, 1872
 - Negotiable Instruments Act, 1881
 - Indian Partnership Act, 1932
 - Foreign Exchange Management Act, 1999
 - Sale Of Goods Act, 1930
 - Companies Act, 1956

SEMESTER 1:

MANAGERIAL STATISTICS

Paper Code: MBAS1P4

Unit 1: Descriptive statistics – Numerical, Tabular & Graphical methods

- ✓ Measures of Central Tendency
 - Arithmetic Mean, Geometric Mean, Harmonic Mean, Weighted average mean
 - Median and Mode
- ✓ Measures of Dispersion
 - Range, Inter-quartile range, Quartile Deviation, Standard Deviation
 - Variance, Co-efficient of Dispersion, Quartile Co-Efficient Of Dispersion
 - Mean deviation and Co-Efficient of Mean Deviation
 - Standard error
- ✓ Frequency Distribution
 - Sampling, sampling distribution, frequency distribution
- ✓ Graphical representation
 - Histogram, box plots, pie charts, scatter diagrams

Unit 2: Probability and Probability Distribution

- ✓ Definitions and rules of probability
 - Definition of Probability
 - Rule of Addition
 - Rule of Subtraction
 - Rule of Multiplication
- ✓ Conditional probability
 - Discrete Conditional Probability
 - Continuous Conditional Probability
- ✓ Probability Distribution (discrete and continuous)

- Binomial
- Poisson
- Uniform Distribution
- Normal Distribution
- ✓ Decision Theory
 - Normative
 - Descriptive
- ✓ Decision Tree Analysis

Unit 3: Testing of Hypothesis

- ✓ Null hypothesis(Bayes Theorem) and Alternative Hypothesis, Type 1 and Type 2 Errors
- ✓ One sample and two sample z tests
- ✓ One sample and two sample t tests
- ✓ Two sample f test for standard deviation
- ✓ Chi –square tests
 - Chi-Square as a test of Independence
 - Chi-Square as a test of Goodness of Fit

Unit 4: Correlation, Regression and ANOVA

- ✓ Correlation
 - Karl Pearson' s Coefficient of Correlation
 - Spearman' s Rank Correlation
- ✓ Regression
 - Linear Regression (slope and intercept)
 - Non Linear Regression

- Multiple Regression
- ✓ Anova -Testing the means

Unit 5: Time Series Analysis and Forecasting

- ✓ Secular Trend
 - Fitting the Linear Trend by the Least Squares Method
 - Second Degree Trend in a Time Series
 - Forecasts based on Second Degree Equation
- ✓ Cyclical Fluctuation
 - Residual Method
- ✓ Seasonal Variation
 - Moving Average Method
- ✓ Irregular Variation (Introduction)

Recommended Books:

1. Richard I Levin & David S Rubin - "Statistics for management", 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001
2. Gupta S.C. and Kapoor V.K - Fundamentals of Mathematical Statistics - Sultan Chand & Sons – 2002
3. S.P.Gupta – “Statistical methods”
4. Morse L.B., "Statistics for Business and Economics", HarperCollins college Publishers, New York, 1993
5. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2004

SEMESTER 1:

ORGANIZATION BEHAVIOR

Paper Code: MBAS1P5

Unit 1: Environmental and Organizational Context

✓ Introduction to Organizational Behavior:

Nature, Scope, Definition and Goals of Organizational Behavior, Foundations of Individual Behavior, Models of Organizational Behavior, Positive Organizational Behavior, Emerging aspects of Organizational Behavior: MBO, Managing Cultural

Diversity, Managing the Perception Process - Perception and Individual Decision Making.

✓ Environmental Context:

Information Technology, Globalization, Diversity and Ethics.

✓ Organizational Context: Foundations of Organization Structure, Design, Culture and Reward Systems.

Unit 2: Cognitive Process of OB

✓ Personality:

Definition of Personality, Determinants of Personality, Theories of Personality – Trait and Type theories, The Big Five Traits, Mytes-Briggs Indicator, Locus of Control, Type A and Type B Assessment of Personality.

✓ Values:

Definition, Personal and Organizational Values

✓ Attitude:

Definition, Effects of Employee Attitude. Emotions and Moods.

✓ Motivation:

Definition, Nature and Importance of Motivation, Motivational Needs and Processes, Achievement Motive. Theories of work motivation: Maslow's Hierarchy of Needs, McGregor's Theory 'X' and Theory 'Y'.

✓ Learning:

Definition, Significance of Learning, Theoretical Process of Learning - Behavioristic Theories, Cognitive Theories, Social Learning Theory. Principles of Learning - Law of Effect, Meaning of Reinforcement. Behavioral Management - Steps in the O.B Mod Process, Application of the O.B. Mod Process.

Unit 3: Dynamics of OB

✓ Stress:

Meaning and definition of Stress, Symptoms of Stress, Sources of Stress: Individual Level, Group Level, Organizational Level, Stressors, Extra Organizational Stressors, Effect of Stress – Burnouts, Stress Management – Individual Strategies, Organizational Strategies, Employee Counseling.

✓ Conflict:

Conflict in organizations, Nature of Conflict, Process of Conflict, Levels of Conflict – Intrapersonal and Interpersonal. Sources of Conflict, Effects of Conflicts, Conflict Resolutions. Power and Politics.

✓ Group and Teams:

Nature of Group, Types of Groups, Nature and Characteristics of team, Team Building, Effective Teamwork.

Unit 4: Managing and leading for high performance

✓ Performance Management:

Managing Performance through Job Design and Goal Setting. Behavioral Performance Management.

✓ Leadership:

Nature of Leadership. Leadership Styles, Activities and Skills. Traits of effective leaders.

Unit 5: Organizational Development

✓ Introduction:

Foundations of OD, Old and New Definitions of OD, Practitioners of OD.

✓ Managing OD Process:

Components of OD Process, Diagnosing using the Six Box Organizational Model and Third Wave Consulting. The Action Component: nature of OD intervention, analyzing discrepancies. The Program Management Component: Phases of OD Programs, creating parallel learning structures.

✓ Organizational Change:

An orientation to Change Management, Understanding yourself as an instrument of change. Specific types of Organizational change. Models of Change Management.

Recommended Books:

1. Organizational Behavior Text, Cases and Games by K. Aswathappa, Himalaya Publishing House, Mumbai, 2008.
2. Organizational Behavior by Fred Luthans, 12E.
3. Organizational Behavior by Super Robbins, 12E.

4. Organizational Behavior Human Behavior at Work by J. W. Newstrom, Tata McGraw Hill Publishing Company Limited, New Delhi, 12th Edition (2007).
5. Organizational Design, and Change by Gareth R. Jones, 5th Edition, Pearson Education.

SEMESTER 1:

PRINCIPLES OF MANAGEMENT

Paper Code: MBAS1P6

Unit 1: Concept & Evolution of Management

Concept of Management

- ✓ Nature & Importance
- ✓ Management : Art and Science
- ✓ Management as a Profession
- ✓ Management Vs. Administration,
- ✓ Management Skills
- ✓ Levels of Management

- ✓ Characteristics of Quality Managers

Evolution of Management

- ✓ Early contributions
- ✓ Taylor and Scientific Management
- ✓ Fayol's Administrative Management
- ✓ Bureaucracy
- ✓ Hawthorne Experiments and Human Relations
- ✓ Social System Approach
- ✓ Decision Theory Approach

Unit 2: Business Ethics, Social Responsibility & Planning

Business Ethics and Social Responsibility

- ✓ Concept
- ✓ Shift to Ethics
- ✓ Tools of Ethics

Planning

- ✓ Nature & Purpose
- ✓ Types of planning
- ✓ Steps involved in Planning
- ✓ Barriers to effective Planning
- ✓ Setting Objectives
- ✓ Process of Managing by Objectives
- ✓ Strategies, Policies & Planning Premises
- ✓ Forecasting
- ✓ Decision-making

Unit 3: Organizing

Organising

- ✓ Nature and Purpose
- ✓ Formal and informal organization
- ✓ Organization Theories
- ✓ Organization Chart
- ✓ Structure and Process
- ✓ Departmentation by difference strategies
- ✓ Line and Staff authority
- ✓ Benefits and Limitations
- ✓ De-Centralization and Delegation of Authority

- ✓ Staffing ,Selection Process -Techniques
- ✓ HRD
- ✓ Managerial Effectiveness.

Unit 4: Directing

Directing

- ✓ Scope: Human Factors , Creativity and Innovation
- ✓ Harmonizing Objectives
- ✓ The Core of Leadership Influence
- ✓ Functions of Leaders
- ✓ Leadership Style
- ✓ Leadership Development
- ✓ Types of Leadership
- ✓ Motivation Concept
- ✓ Motivation and Performance
- ✓ Hierarchy of needs
- ✓ Theories Of Motivation
- ✓ Approaches for Improving Motivation
- ✓ Pay and Job Performance
- ✓ Quality of Work Life
- ✓ Morale Building
- ✓ Motivational Techniques –Job Enrichment
- ✓ Communication
- ✓ Importance of Communication
- ✓ Process of Communication
- ✓ Barriers and Breakdown
- ✓ Effective Communication
- ✓ Electronic media in Communication

Unit 5: Controlling, Change & Development

Controlling

- ✓ System and process of Controlling
- ✓ Requirements for effective control
- ✓ The Budget as Control Technique
- ✓ Information Technology in Controlling
- ✓ Use of computers in handling the information
- ✓ Productivity – Problems and Management ,Control of Overall Performance
- ✓ Direct and Preventive Control, Reporting
- ✓ The Global Environment
- ✓ Globalization and Liberalization
- ✓ International Management and Global theory of Management

Change And Development

- ✓ Model for Managing Change
- ✓ Forces for Change
- ✓ Need for Change
- ✓ Alternative Change Techniques
- ✓ New Trends in Organisational Change

Recommended books:

1. Tripathy PC And Reddy PN, “Principles of Management”, Tata McGraw-Hill, 1999.
2. Decenzo David, Robbin Stephen A, “Personnel and Human Resources Management”, Prentice Hall of India, 1996
3. JAF Stomer, Freeman R. E and Daniel R Gilbert, “Management”, Pearson Education, Sixth Edition, 2004.

Semester 2 : Course Content

- ✓ Business Research Methods
- ✓ Production Management
- ✓ Financial Management
- ✓ Marketing Management
- ✓ Human Resource management
- ✓ Operations Research for Management

SEMESTER 2:

BUSINESS RESEARCH METHODS

Paper Code: MBAS2P1

Unit 1: Nature and importance of research and database

- ✓ Introduction:

Nature and Importance of research, the role of business research, aims of social research, research process, and pure research vs. applied research, qualitative research v/s quantitative research, exploratory research, descriptive research. Introduction to Statistics, Origin and Growth of statistics. Statistics and Research, Types of business problems encountered by the researcher; Problems and precautions to the researcher in India

- ✓ Data Base:

Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Tabulation of data and general rules of tabulation. Questionnaire and schedule of questions.

Unit 2: Process of research

- ✓ Measurement concepts:

Process of research: Steps involved in research process; various methods of research design, Measurement and Scaling concepts, attitude measurement, and questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement. Research Design: Meaning of Research Design. Functions and goals of Research Design, pilot study and developing a case study.

Unit 3: Measures of Central tendency, dispersion, correlation and regression analysis

- ✓ Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency vs. Measures of Dispersion, Normal distribution, Measures of Skewness and Interpretation.
- ✓ Correlation and Regression Analysis, method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific [applications](#).

Unit 4: Statistical Inference & Time series

- ✓ Statistical Inference: Introduction to Null hypothesis vs. alternative hypothesis, Tests of Hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences. Time series, utility of time series, components of time series, secular trend, seasonal variations, cyclical variations, irregular variations, measurement of trend, moving averages and measurement of seasonal variations, Factorial Analysis and Cluster Analysis.

Unit 5: Report writing and presentation

- ✓ SPSS and Report Presentation: Use of Statistical Package for Social Sciences
- ✓ Report writing –

Mechanics of report writing, preliminary pages, main body and appendices including bibliography, oral presentation, Diagrammatic and graphical presentation of data.

Recommended Books:

1. C.R . Kothari, Research Methodology Methods amp; Techniques, 2/e, Vishwa Prakashan, 2006.
2. William G. Zikmund, Business Research Methods, Thomson, 2006.
3. Dipak Kumar.Bhattacharya, Research Methodology, Excel Books, 2006
4. R.S. Bharadwaj, Business Statistics, Excel Books, 2006
5. Richard I Levin amp; David S.Rubin, Statistics for Management, 7/e. Pearson Education, 2005.
6. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, Tata McGraw-Hill Co. Ltd., 2006.
7. Gupta S.P. – Statistical Methods, Sultan Chand and Sons, New Delhi.2005.
8. U.K. Srivastava, G.V. Shenoy and S.C. Sharma – Quantitative Techniques for managerial decisions, New Age International, Mumbai, 2005.
9. Collis J and Hussey R- Business Research (Palgrave, 2003)
10. Cooper- Business Research (Tata McGraw-Hill)
11. Saunders- Research Methods for Business Students (Pearson Education, 3rd edition)
12. Beri- Marketing Research (Tata McGraw-Hill), 1993, 2nd ed.
13. David J. Luck and Ronald S. Ruben- Marketing Research (Prentice Hall of India), 1987, 7th ed.

SEMESTER 2:
FINANCIAL MANAGEMENT
Paper Code: MBAS2P2

Unit 1: Indian Financial System & time value of money

- ✓ Primary market,
- ✓ Secondary market
 - Stocks & commodities
 - Money market
 - Forex markets
- ✓ Derivatives
- ✓ Time Lines & notation
- ✓ Present value
- ✓ Future value
- ✓ Annuity
 - Present Value of Annuities
 - Future Value of Annuities
 - Growth Annuities

- ✓ Perpetuity
- ✓ Uneven Cash Flow Streams

Unit 2: Risk & Return

- ✓ Investment Returns
- ✓ Stand alone risk
- ✓ Risk in portfolio context
- ✓ Beta coefficient
- ✓ Risk v/s Rate of return
- ✓ Securities Market Line (SML)
- ✓ Basics of Securities Analysis & Portfolio Management
- ✓ Capital Market Line (CML)
- ✓ Basics of Capital Asset Pricing Model

Unit 3: Cost of capital

- ✓ Weighted average cost of capital (WACC)
- ✓ Cost of Preferred Stock
- ✓ Cost of Common Stock
- ✓ Marginal cost of capital
- ✓ Estimating Project risk
- ✓ Measuring Beta Risk

Unit 4: Valuation of Securities

- ✓ Bond Valuation
- ✓ Bond Yields
- ✓ Bonds with semi-annual coupons
- ✓ Assessing the risk of a bond
- ✓ Preferred Stock Valuation
- ✓ Common Stock Valuation
- ✓ Constant growth stocks
- ✓ Expected rate of return on constant growth stocks
- ✓ Concept of Yield and YTM

Unit 5: Capital Budgeting & Capital structure decisions

- ✓ Investment evaluation techniques
 - Net present value (NPV)

- Internal rate of return (IRR)
- Modified internal rate of return (MIRR)
- ✓ Profitability index
- ✓ Payback period & Discounted Payback Period
- ✓ Estimation of cash flow for new projects & replacement projects
- Planning the capital structure
- ✓ Leverages
 - Operating leverage
 - Financial leverage
 - Total leverage
- ✓ Theories of Capital Structure
 - N.I. Approach
 - NOI Approach
 - Traditional Approach
 - M-M Approach.

Recommended Books:

1. Brigham - Financial Mgmt, 10th Ed, Thomson Learning
2. Prasanna Chandra: Financial Management (TMH), 7/e
3. I.M. Pandey – Financial Management (Vikas), 9/e
4. M.Y. Khan & P.K. Jain – Financial Management (TMH), 5/e
5. Van Horne and Wachowicz: Fundamentals of Financial Management, Prentice Hall/
Pearson Education

SEMESTER 2:
HUMAN RESOURCE MANAGEMENT
Paper Code: MBAS2P3

Unit 1: Human resource management in organizations

- ✓ Human Resource Management in Organizations

Meaning & definition, Evolution of HRM, Why study HRM? Objectives, HRM Model, Scope & Functions of HRM, Role of a HR manager, Qualities of a HR Manager, HR Policies and Principles, Systems of HRM, Organization Structure: Line, Line & Staff, Functional and Matrix.

- ✓ Environment of Human Resource Management

External Forces: Political-legal, economic, technological, cultural forces, Internal Forces: Strategy, task and leadership, unions, organizational culture and conflict, professional bodies, Knowing the environment: Enacted environment, Domain and Domain consensus, Task Environment, Environment Scanning, HRM and Environment Scanning.

- ✓ Strategic Human Resource Management

Nature of strategies and Strategic Management, Strategic Management Process: Environmental Scanning, Strategic Formulation, Strategy Implementation, Strategy Evaluation, Importance of Strategic Management, Role of HRM in Strategic Management: Role in Strategy Formation, Role in Strategy Implementation.

✓ Human Resource Planning

Meaning & Definition, Importance of HRP, Factors affecting HRP, The Planning Process, Human Resource Planning and the government, Requisites for successful HRP, Barriers to HRP.

Unit 2: Job analysis & design, recruitment, orientation, training & development, performance appraisal & job evaluation

✓ Job Analysis and Design

Job Analysis and Competitive Advantage, The Process of Job Analysis, Methods of Collecting Job Data, Potential Problems with Job Analysis, Job Design, Factors affecting Job Design, Job Design Approaches, Contemporary Issues in Job Design.

✓ Recruitment and Selection

Recruitment: Definition, Objectives, Factors Governing Recruitment, Recruitment Process, Sourcing, Screening, Evaluation and Control, Philosophies of Recruitment. Selection: Definition, Selection as a source of Competitive Advantage, Organization for Selection, Selection Process, Barriers to Effective Selection.

✓ Orientation and Placement

Orientation Program, Purpose, Requisites of an Effective Program, Evaluation of Orientation Program, Problems of Orientation, Typical Orientation Problem, Placement, Procedure and Problems.

✓ Training and Development

Definition, Nature, Inputs in Training and Development, Gaps in Training, Training and Development as Source of Competitive Advantage, The Training Process, E-Learning, Impediments to effective Training, How to make training effective?

✓ Performance Appraisal and Job Evaluation

Definition, Objectives, Performance Appraisal and Competitive Advantage, Appraisal Process, Challenges of Performance Appraisal. Job Evaluation: Definition and Scope, Job Evaluation Process, Methods of Job Evaluation, Alternative to Job evaluation.

Unit 3: Remuneration, wages & salary, motivation, employee welfare, safety & health

✓ Remuneration

Components of Remuneration, Theories of Remuneration, Importance of an Ideal Remuneration, Factors Influencing Remuneration, Remuneration Plans and Business Strategy, Devising a Remuneration Plan, Challenges of Remuneration.

✓ Wage and Salary Administration

Factors affecting wages, Concept of Wage Incentive Schemes: Definition, types: financial – Time rate (Halsey & Rowan) Piece rate (Taylor, Merrick & Gantt), group & collective bonus plan – Scanlon & Profit sharing.

✓ Motivation

Definition, Importance, Motivational Challenges, Theories of Motivation, Early Theories, Contemporary Theory, Content Theory, Process Theory, Application of Motivation in – Rewards, Job Design, Empowerment, Participative Management, Employee Problems, Quality of Work Life and Other Motivational Techniques.

✓ Employee Welfare, Safety and Health

Meaning and Definition of Welfare, Merits and Demerits of Welfare, Types of Welfare activities, Approaches to Labor Welfare, Administration of Welfare Facilities. Safety – Meaning, Types, Need, Safety Program. Health – Physical Health, Mental Health, Noise Control, Work Stress, AIDS, Alcoholism and Drug Abuse, Violence in Work Place.

Unit 4: promotions, transfers, workers participation in management, industrial relation and industrial disputes

✓ Promotions, Transfers and Separation

Promotion: Purpose, Principles and Types. Transfers: Reasons, Principles and Types. Separation: Lay-off, Resignation, Dismissal or Discharge, Retrenchment, Voluntary Retirement Scheme.

✓ Workers' Participation in Management

Concept, Objectives, Levels of Participation, Forms of Worker Participation in Management: Board Level, Ownership, Complete Control, Work Committees, Joint Council, Joint Committees, Collective Bargaining, Job Enlargement and Enrichment, Quality Circle, Empowered Teams, TQM. Pre-Requisites of WPM, Importance and Limitations.

✓ Industrial Relations & Industrial Disputes

Nature of IR, Importance of IR, Approaches, Parties to IR, IR Strategy. Disputes: Nature, Causes, Settlement. Trade Unions: Nature, Strategic Choices, Why do employees join unions? Strategic Choices Before Unions, Union Tactics, Trade Union Movement in India, Trends in Trade Union Movement. Union-free Companies, Union Legislation.

Unit 5: Ethics and challenges in HRM, Human Resource audit, international HRM

✓ Ethics and Challenges in HRM

Ethics: Nature and Need, Sources of Business Ethics, Why is Ethics Important? Are Businessmen Ethical? Ethical Dilemmas, HR Ethical Issues, Managing Ethics, Ethics and Law, Corporate Culture and Ethical Climate, Improving Ethical Decision Making. Major Challenges of HRM: Outsourcing HR Activities, BPO and Call Centre, Call Centre Challenges, How to Balance Work with Life? Making HR Activities Ethical, Managing Diversity, Attitude Towards Unions, Globalization, Corporate Reorganizations, New Organizational Forms, Changing Demographics of Workforce, Changed Employee Expectation, Loss of Joy and Pleasure.

✓ Human Resource Audit –

Nature of Human Resource Audit, Benefits of HRM Audit, Scope of Audit, Audit and Personnel Research, Approaches to Human Resource Audit.

✓ International Human Resource Management

Domestic HRM and IHRM Compared, Managing International HR Activities, The Expatriate Problem.

Recommended Books:

1. Aswathappa.K, Human Resources Management
2. Michael Armstrong A handbook of HRM Practice
3. Robert L Mathis & John Harold Jackson Human Resource Management

SEMESTER 2:

MARKETING MANAGEMENT

Paper Code: MBAS2P4

Unit 1: Nature and scope of Marketing & Market environment

- ✓ Nature and scope of Marketing, Evolution, Various Marketing orientations, Marketing Vs Selling concept, Consumer Need, Wants and Demand concepts.
- ✓ Understanding the Market Environment – Assess the impact of micro and macro environment.
- ✓ Services: Importance, distinctive characteristics of services, service mix

Unit 2: Buyer Behaviour

- ✓ Buying motives

Meaning, Factors influencing buying behavior/ Buying motives, Buying habits, Diffusion of innovations, Stages in buying decision process, Organizational buying Vs House hold buying. Consumerism, Consumer Protection Act, 1986-An introduction Market segmentation, Targeting & Positioning Segmentation: Meaning, Need, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer/ Industrial markets. Targeting: Basis for identifying target customers, Target Market Strategies, Positioning: Meaning, Product differentiation strategies, Errors in positioning. [Marketing Mix](#) Decisions

Unit 3: Product & Pricing Decisions

✓ Product decisions:

Concept, product hierarchy, diffusion process, New product development, Product Life cycle, Product mix strategies. Concept of Branding, Brand perception, Brand equity, Packaging / Labeling: Packaging as a [marketing tool](#), requirement of good packaging, Role of labeling in packaging

✓ Pricing decisions

Pricing concepts for establishing value, Impact of Five “C”s on pricing, Pricing strategies-Value based, Cost based, Market based, Competitor based, New product pricing,

Unit 4: Distribution decisions & Marketing Communications

✓ Distribution decisions

Meaning, Purpose, Channel alternatives available to the marketing manager, Factors affecting channel choice, Channel design and [Channel Management](#) decision, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing)

✓ [Marketing Communication](#):

Concept of communication mix, communication objectives, steps in developing effective communication, stages in designing message, Advertising: Message content, Structure, Source, Advertising Budget, Measuring effectiveness of Ad. Hierarchy of effects in advertising Promotion: Promotion mix, kinds of promotion, Tools and Techniques of [sales promotion](#), Push pull strategies of promotion. Personal selling: Concept, Features, And Functions, Steps involved in Personal Selling Publicity / public relation: Meaning, Objective, Merits/Demerits. [Direct Marketing](#): Meaning, Features, Functions, Merits/Demerits, and Role of media in DM. Basic concepts of e-commerce, e-business, e-marketing, m-Commerce, and marketing.

Unit 5: Marketing Planning:

✓ Marketing planning:

Meaning, Concepts of Marketing plan, Steps involved in planning. Marketing organization: Evolution of Modern Marketing department, Factors influencing the size of the marketing organization, various types of marketing structures/organization
Marketing audit: Meaning, Features of marketing audit, various components of marketing audit.

Recommended Books:

1. Principles of Marketing- Philip Kotler, Kevin Lane Keller, Pearson, PHI,12th Edition,2006

2. Marketing Management, Tapan Panda, 2/e, Excel Publication
3. Marketing Management (Text & Cases in Indian Context), Dr. K. Karunakaran, HPH, 2007.
4. Fundamentals of Marketing Management, M J Etzel, B J Walker, William J Stanton, TMH, 13th Edition, 2005
5. Marketing Management-Rajan Saxena, TMH Publication, 3rd Edition.

SEMESTER 2

OPERATIONS RESEARCH

Paper Code: MBAS2P5

Unit 1: Introduction to Operations Research & Linear Programming:

- ✓ Development of operation research
- ✓ Definitions and scope of operations research
- ✓ Applications operations research

- ✓ Concept of Linear Programming
 - Graphical Method
 - Simplex Method
- ✓ Big M Method formulation
- ✓ Solution of Linear Programming problem

Chapter 3: Transportation Model & Assignment Model

- ✓ Definition of transportation model
- ✓ Formulation and solution of transportation models
 - N-W
 - Row minima
 - Column minima
- ✓ Least cost method
- ✓ Vogel's approximate method

- ✓ Optimality considerations

Assignment Model

- ✓ Definition of assignment model
- ✓ Comparison with transportation model
- ✓ Formulation and solution of balanced and unbalanced assignment problems

Unit 3: Theory of Games & Sequencing Models

- ✓ Terminology
- ✓ Pure strategy
- ✓ Dominance principle
- ✓ Mixed strategies 2 x 2 games
- ✓ 2 x n games and m x 2 games
- ✓ Dominance principle
- ✓ Graphic method of solving simple problems

Sequencing Models

- ✓ Sequencing problems
- ✓ Processing 'n' jobs through two machines
- ✓ Processing 'n' jobs through 3 machines

Unit 4: Project management

- ✓ PERT and CPM
- ✓ Crash time
- ✓ Crash cost trade off
- ✓ Resource leveling and resource allocation
- ✓ Non linear programming model formulation
- ✓ Graphic method of solving simple problems

Unit 5: Replacement

- ✓ Introduction to replacement
- ✓ Applications of replacement model
- ✓ Individual and group replacement of items
- ✓ Replacement of Equipment that deteriorates with time (without change in money value and Change in money value)

✓

✓ Decision theory

- Decision Making
- Risk, uncertainty and conflict
- Decision Tree Approach

Recommended Books:

1. Anand Sharma, Operations Research - Himalaya Publishing House, 2004.
2. Operations Research, Kantiswaroop P.K. Gupta and Manmohan Sultan Chand & Sons 2001.
3. Operations Research, Dr. S.D. Sharma, Kedamath Ram Natha & Co 2002.
4. Kalavarthy S, Operations Research, Vikas Publishers House Pvt Ltd., 2002.
5. Franks S. Buknick Mcleavey Richard Mojena, Principles of operations research management, AITBS Publishers, 2002.
6. S.S.V.K. Kapoor, Operations research techniques for management Sultan Chand & Sons 2001.
7. Richard Bronson & Govindasami Naadimuthu SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF operations research 2nd ed., Tata Mcgraw hill edition 2004.
8. Operations Research by Natrajan, Balasubramani and Tamilarasi, Pearson Edition.
9. Operations research by N.D. Vohra , Tata Mc Graw Hills,
10. Operations Research by Hira and Gupta, S Chand New Delhi.

SEMESTER 2:

PRODUCTION MANAGEMENT

Paper Code: MBAS2P6

Unit 1: Introduction To Production Management & Planning & Forecasting

Production Management (POM) – Need, History, System, Types, functions and communication in PM. Computer Integrated Manufacturing and Services Systems. Relationship of Production with Other Management Functions. Interdepartmental Relationship. Production Strategies.

Planning and forecasting:

Introduction to Strategic, Tactical, Operational, Aggregate and Capacity Planning. Planning Product Design and Development – Applications of CAD, Expert Systems, Standardization, Group Technology (GT) and Research and Development. Forecasting – Types, Methods (Qualitative and Quantitative), Types of Variation in Data, Minimising Forecasting Errors and Selection of Forecasting Methods. Logistics: Concept – Significance – Distribution Network Planning System – Freight and Insurance. Packaging: Principles, Functions and Types. Supply Chain Management – Strategic Role – Intra and Inter Organization.

Unit 2: Facility, Layout Location And Work Measurement:

Facility Location Decisions (FLcD) – Selections of Country, Region and Site. Facility Layout Decision (FlyD) – Types (Fixed Position, and Production, Process, Flexible), Methodologies (Distance Minimizing, Computer software systems (CRAFT, CORELAP, ALDEP), Line

Balancing and Performance Ratios, Work Measurement Methods (WM) - Time study, Methods-Time Measurement, Work Sampling, White Color Measurement and Learning Curves, Using WM to Increase Productivity.

Unit 3. Material and inventory management:

Material Management (MM) – Handling Technology (Robots, Automated storage and Retrieval Systems (ASRS) and Methods (JIT, Kanban, ABC Systems) Inventories: Definition – Classification – Need – Merits and Demerits. Independent Demand Inventory Models – Fixed order system, Basic EOQ, EBQ Models, Quantity Discount Models. Dependent Demand Inventory Models – MRP and MRP II Systems Introduction to ERP, E-business and E-operations Strategies. WIP – Impact of Reduced Setup Time – Relationship Between Manufactured Lead Times and Level of WIP Inventory in Complex Manufacturing Environment.

Unit 4: Quality Management:

Quality Defined – Quality Policy – Quality Objectives – Leadership for Quality – Quality and Organization Culture – Change Management – Team Building – Costs of Quality – Organization Wide Quality Management – Quality principles: Deming, Juran, Crosby, Ishikawa, Taguchi – Quality Awards: Malcom baldrige. Acceptance Sampling - Control Charts – Pareto Anaysis - Quality Circle - Zero Defects Program - ISO 9000, ISO 14000, QS 900 Series – Outlines, Application and Prerequisites – Poka Yoke (Mistake Proofing) – Ishikawa Fish Bone Diagram – House of Quality – Nominal Group Techniques – Quality Audit and Quality Manual - Application of Computer in Production and Operations.

Unit 5: Scheduling And Project Management Methods:

Johnson's Algorithm for Job Sequencing (n job thro' 2 machines, n jobs thro' 3 machines, n jobs thro' m machines and 2 jobs thro' m machines). Use of Gantt Charts, Queuing Analysis and Critical Ratios as Methods for Job Scheduling. PERT / CPM – Drawing the Network, Computation of Processing Time, Floats and Critical Path. Resource Leveling Techniques.

Recommended Books:

1. Total Quality Management – Sundarrajan
2. Quality Control & Total Quality Management – Jain
3. The essence of Total Quality Management - Hunsen & Ghare

4. Riggs. J L - Production system, planning, analysis and control – John Wiley and sons, New York.
5. Samuel Eilon – Production planning and control.
6. Materials & Logistics Management - L.C.Jhamb
7. Logistics & Supply Chain Management – Christopher
8. Supply Chain Management - Sunil Chopra

Semester 3 : Course Content

- ✓ Management Information System

SEMESTER 3:

MANAGEMENT INFORMATION SYSTEM

Paper Code: MBAS3P1

Unit 1: Foundation of Information System and Management

Components and resources of information systems Information system activities ,Types of information systems: Operations support systems and Management support systems
Management Information Systems: Definition, role and impact of MIS, Introduction to Management, Approaches to Management, Functions of the managers: Management effectiveness, planning, organizing, staffing, coordinating and directing, MIS as a support to the management and a tool for management Process

Unit 2: Applications of MIS

Manufacturing Sector: Introduction, Personal Management, Marketing Management, Accounting and Finance Management, Production Management, Materials Management and Marketing Management, MIS Applications in Banking and Insurance Sector
Service Sector: Introduction, MIS applications in service industry, Cross-Functional Enterprise Systems: Introduction, Collaboration systems in Manufacturing, Enterprise application Integration, Transaction Processing systems, Implementation Challenges: Integration, implementing IT, End user Resistance and Involvement, Change Management

Unit 3: Enterprise Management Systems

Introduction, Enterprise Resource Planning (ERP) systems: Basic features, benefits, selection, implementation, EMS and MIS Business Process Re-engineering (BPR): Introduction, Business process, Process and Value stream model of the organization, MIS and BPR

Unit 4: Customer Relationship Management

Customer relationship Management: Introduction, What is CRM? Three phases of CRM, Benefits, challenges and trends in CRM Supply Chain Management: What is SCM? Role of SCM, Benefits, challenges and trends in SCM Electronic Commerce Systems: Introduction, scope, B2C, B2B and C2C, Essential e-Commerce processes, Electronic Payment Processes, e-Commerce Applications

Unit 5: Decision Support Systems & Executive Information systems

Decision support systems: Concept and philosophy, Using Decision Support systems: What-if analysis, sensitivity analysis, Goal-seeking analysis, Optimization analysis, Introduction to Data Warehouse: Architecture, Organization and Management of Data Warehouse, Implementation, Data Mining for Decision support. Enterprise Information portal and knowledge management systems, Introduction to Artificial Intelligent systems, Knowledge Based Expert systems and GIS

Recommended Books:

1. O'Brien J., "Management Information Systems: Managing Information Technology in the Business Enterprise", 6th Edition, Tata McGraw-Hill Publishing Company Limited
2. Jawadekar W., "Management Information Systems", 2nd Edition, Tata McGraw-Hill Publishing Company Limited
3. Post G., Anderson D., "Management Information Systems", 3rd Edition, Tata McGraw- Hill Publications
4. Gupta U., "Management Information Systems: A Managerial Perspective", Galgotia, ISBN 81 – 7515 – 085 – 8

Semester 4 : Course Content

- ✓ Strategic Management

SEMESTER 4:

STRATEGIC MANAGEMENT

Paper Code: MBAS4P1

UNIT 1

Introduction

- ✓ Meaning and Nature of Strategic Management
- ✓ Its importance and relevance
- ✓ Characteristics of Strategic Management
- ✓ The Strategic Management Process
- ✓ Relationship between a Company's Strategy and its Business Model

Strategy formulation

- ✓ Developing Strategic Vision and Mission for a company
- ✓ Setting Objectives – Strategic Objectives and Financial Objectives
- ✓ Balanced score card
- ✓ Company Goals and Company Philosophy
- ✓ The hierarchy of Strategic Intent
- ✓ Merging the Strategic Vision Objectives and Strategy into a Strategic Plan

UNIT 2

Analyzing a company's External Environment

- ✓ The Strategically relevant components of a company's external environment
- ✓ Industry Analysis
 - Porter's dominant economic features
- ✓ Competitive Environment Analysis
- ✓ Porter's five force model
- ✓ Industry driving forces
- ✓ Key success factors concept and implementation.

Analyzing a company's resources and competitive position

- ✓ Analysis of the company's present strategies
- ✓ SWOT Analysis
- ✓ Value chain Analysis
- ✓ Bench marking.

UNIT 3:

Generic Competitive Strategies

- ✓ Low cost, Differentiation, Best cost ,Focused Strategies
- ✓ Strategic alliances
- ✓ Collaborative partnerships
- ✓ Mergers and acquisition
- ✓ Joint Ventures Strategies
- ✓ Outsourcing Strategies
- ✓ International Business level strategies

UNIT 4

- ✓ Formulating long term and Grand Strategies
- ✓ Tailoring Strategy to fit specific Industry and company situation

- ✓ Long term objectives for Grand Strategies
- ✓ Innovation, Integration and diversification
- ✓ Conglomerate Diversification
- ✓ Retrenchment, Restructuring and turnaround
- ✓ GE nine cell planning grid and BCG Matrix.

UNIT 5

Strategy Implementation

- ✓ Operationalizing strategy
- ✓ Annual Objectives
- ✓ Developing Functional strategies
- ✓ Developing and communicating concise policies.
Institutionalizing the strategy Structure
- ✓ Leadership and Culture.
- ✓ Ethical Process and corporate social responsibility

Strategy Audit and Controls

- ✓ Strategic review and audit
- ✓ Strategic control guiding and evaluating strategies
- ✓ Establishing Strategic controls
- ✓ Operational Control Systems
- ✓ Monitoring performance and evaluating deviations
- ✓ Challenges of strategy Implement

RECOMMENDED BOOKS:

1. Strategic Management – An Integrated Approach by Charles W.L. Hill, Gareth R..Jones
–BIZTANTRA, 6/e, 2004/05

2. Strategic Management by David Hunger

3. Crafting and executing strategy by Arthur A. Thomson Jr., A. J. Strickland III

4. John E. Gamble-Tata McGraw Hill, 14/e, 2005

5. Competitive Advantage by Michael E Porter, Free press, NY

Elective Papers for Specialization in Human Resource:

- ✓ International Human Resource Management
- ✓ Performance Management System
- ✓ Training and Development
- ✓ Labor Legislation
- ✓ Strategic Human Resource Management and Development
- ✓ Wage and Salary Administration

ELECTIVE PAPERS FOR SPECIALIZATION IN HUMAN RESOURCE:

INTERNATIONAL HUMAN RESOURCES MANAGEMENT

Paper Code: MBAS3HR1

Unit 1: Introduction to IHRM

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

Unit 2: Strategies for International Growth

Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances

Unit 3: Recruitment, Selection and Staffing in International context & International Labor Relations

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

Key issues, response of labor unions to MNCs

Unit 4: Performance Management & International Compensation

A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issue

Unit 5: Training and Development in International Context & HRM practices in different countries

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

HRM practices in different countries-

Japan, USA, UK, Turkey, Middle East, India and China.

Recommended Books:

1. The Global Challenge- framework for international human resource management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin
2. International Human Resource Management-Peter J Dowling, Denice E Welch, Cengage Learning
3. International Human Resorce Management, K Aswathappa, Sadhna Das, Mc Graw Hill Companies
4. International Human Resource Management, Tony Edwards, Chris Rees, Person Education
5. International Human Resource Management - Monir H Tayeb – Oxford University Press - 2005.
6. International Human resource Management – PL Rao, Excel Books

ELECTIVE PAPERS FOR SPECIALIZATION IN HUMAN RESOURCE:

LABOUR LEGISLATIONS

Paper Code: MBAS3HR2

Unit 1: Introduction To Labour Legislation

- ✓ Philosophy of Labour Laws
- ✓ Labour Laws, Industrial Relations and Human Resource Management
- ✓ Labour Laws: Concept, Origin, Objectives and Classification
- ✓ International Labour Organization — International Labour Organization and Indian Labour Legislations
- ✓ Indian Constitution and Labour Legislations
- ✓ Labour Policy, Emerging Issues and Future Trends

Unit 2: Laws on Working Conditions

- ✓ The Factories Act, 1948
- ✓ The Mines Act, 1952
- ✓ Shops and Establishment Law
- ✓ Plantation Labour Act, 1951
- ✓ Contract Labour (Regulation and Abolition Act, 1986)
- ✓ Child Labour (Prohibition and Regulation Act, 1986)

Unit 3: Industrial Relations Laws

- ✓ Trade Union Act, 1926
- ✓ Industrial Disputes Act, 1947-I
- ✓ Industrial Disputes Act, 1947-II
- ✓ Industrial Employment (Standing Orders) Act, 1946
- ✓ Industrial Discipline and Misconduct
- ✓ Domestic Enquiry

Unit 4: Wages And Labour Laws

- ✓ Minimum Wages Act, 1948
- ✓ Payment of Wages Act, 1936
- ✓ Payment of Bonus Act, 1965
- ✓ Equal Remuneration Act, 1976

Unit 5: Laws for Labour Welfare and Social Security

- ✓ Social Security Legislation: An Overview
- ✓ The Workmen's Compensation Act, 1923
- ✓ The Employees' State Insurance Act, 1948
- ✓ The Maternity Benefit Act, 1961
- ✓ The Employee's Provident Fund and Miscellaneous Provision Act, 1952
- ✓ The Payment of Gratuity Act, 1972

Recommended Textbooks:

1. Labour Legislations- Jayaprakash Reddy R

2. Labour Legislation in India/C.M. Chaudhary and Arvind Jain. Jaipur, Indus Valley, 2002
3. Dynamics of Industrial Relations, C B Mamoria, Himalaya Publishing house, 2008
4. Industrial Relations, B.D.Singh, Excel Books, 2005
5. Industrial Relations, C. S. Venkata Ratnam, Oxford University Press, 2006.
6. Industrial Relations in India, Ratna Sen Macmillan, 2007
7. Industrial Relations, Monal Arora, Excel Books, 2007
8. Industrial Relations, T.N.Chhabra and R.K.Suri, Dhanpat Rai & Co, 2005
9. Industrial Relations & Labour Laws, S.C.Srivastava , Vikas Publishing Pvt. Ltd. 2007

ELECTIVE PAPERS FOR SPECIALIZATION IN HUMAN RESOURCE:

PERFORMANCE MANAGEMENT SYSTEM

Paper Code: MBAS3HR3

Unit 1: Introduction & Performance Planning & Analysis

- ✓ Definition of performance Management

- ✓ Aims and Role of performance Management in organization
- ✓ Characteristics of an ideal PM S
- ✓ Dangers of poorly implemented PM system
- ✓ Role of appraisals in Performance Management
- ✓ Performance management process
- ✓ Relevance of objectives in organizations
- ✓ Organizational & individual performance
- ✓ Performance management & human resources management
- ✓ Performance planning
- ✓ Performance Analysis
- ✓ KPAs
- ✓ Components of Performance planning
- ✓ Objectives of performance Analysis
- ✓ Process of Performance Analysis

Unit 2: Appraisal Systems & Performance Appraisal System Implementation

- ✓ Introduction
- ✓ Purpose of Appraisal
- ✓ Pros & Cons of Appraising
- ✓ Methods of Appraising
- ✓ Who can Appraise
- ✓ Appraisals & HR Decisions
- ✓ Defining performance
- ✓ Determinants of performance
- ✓ Performance dimensions
- ✓ Approaches to measuring performance
- ✓ Diagnosing the causes of poor performance

- ✓ Differentiating task from contextual performance
- ✓ Choosing a performance measurement approach.
- ✓ Measuring results and behaviors
- ✓ Gathering performance information
- ✓ Implementing performance management system.
 - Operationalizing change
 - Implementing process
 - Factors affecting implementation
 - Pitfalls in implementation

Unit 3: Conducting Staff Appraisals & Performance Review & Discussion

- ✓ Introduction(need & skills required)
- ✓ The role of the appraiser
- ✓ Job description & job specification
- ✓ Appraisal methods
- ✓ Raters errors
- ✓ [Data collection](#)
- ✓ Conducting an appraisal interview
- ✓ Follow up & validation
- ✓ Present thoughts & future directions
- ✓ Significance of review
- ✓ Process of performance review
- ✓ Performance rating
- ✓ Performance appraisal factors
- ✓ Methods & errors
- ✓ Reducing raters bias
- ✓ Performance review discussions

- ✓ Objectives
- ✓ Requisites
- ✓ Process
- ✓ Role of mentoring
- ✓ Coaching in performance review discussions

Unit 4: Approaches in Performance Management & Employee Development

- ✓ Traditional practices
- ✓ Recent approaches
- ✓ Case studies in performance management in select organization
- ✓ Personal Development plans,
- ✓ 360 degree feed back as a developmental tool
- ✓ Performance management & reward systems
- ✓ Performance linked remuneration system
- ✓ Performance linked career planning & promotion policy

Unit 5: Performance Consulting

- ✓ Concept
- ✓ The need for performance consulting
- ✓ Role of the performance consulting
- ✓ Designing and using performance relationship maps
- ✓ Contracting for performance consulting services organizing performance improvement department

Recommended Books:

1. Appraising & Developing Managerial Performance-.T. V. Rao
2. Performance Management, Herman Aguinis, Pearson Education, 2007

3. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill
4. “Prem Chadha”, Performance Management, Macmillan, 2008
5. “Herman Aguinis”, Performance Management, Pearson education, 2008.
6. “Peter Ward”, 360 Degree Feedback, Jaico publishing house,2006.
7. Dewakar Goel”, Performance Appraisal & Compenstion Management, Prentice Hall of India, 2008.
8. “B.D.Singh”, Compenstion & Reward Management, Excel Books, 2007
9. . “R.K.Sahu”, Performance Management System, Excel Books , 2007.
10. “Srinivas . R. Kandula”, Performance Management”, PHI, 2006.

ELECTIVE PAPERS FOR SPECIALIZATION IN HUMAN RESOURCE:
STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Paper Code: MBAS4HR1

Unit 1: Introduction to Strategic HRM

- ✓ Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

Unit 2: Human Resource Environment & Human Aspects of Strategy Implementation

- ✓ Technology and structure; Workforce diversity; Demographic changes, Temporary and contract labour; Global environment; Global competition, Global sourcing of labour; WTO and labour standards.
- ✓ Behavioral issues in strategy implementation; Matching culture with strategy, Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics.

Unit3: Recruitment and Retention Strategies

- ✓ Online recruitment; Employee referrals; Recruitment process outsourcing, Head hunting; Executive education; Flexi timing; Telecommuting Quality of work life; Work - life balance; Employee empowerment Employee involvement; Autonomous work teams

Unit 4: Training and Development Strategies

- ✓ Creating a learning organization; Competency mapping; Multi-Skilling, Succession planning; Cross cultural training

Unit 5: Performance Management Strategies, Reward and Compensation Strategies, Retrenchment Strategies & Global HR Strategies

- ✓ Defining key result areas (KRA); Result based performance, Linking performance to pay; Merit based promotions
- ✓ Performance based pay; Skill based pay; Team based pay broad banding; Profit sharing; Executive Compensation; Variable pay
- ✓ Downsizing; Voluntary retirement schemes (VRS), HR outsourcing; Early retirement plans; Project based employment
- ✓ Introduction to global HR strategies; Developing HR as a value added function

Recommended Books

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Human Resource Management – Garry Dessler, PHI, New Delhi
3. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
4. Strategic HRM - Michael Armstrong, Kogan page, London
5. Strategic HRM – Agarwal, Oxford university press, New Delhi

ELECTIVE PAPERS FOR SPECIALIZATION IN HUMAN RESOURCE:

TRAINING AND DEVELOPMENT

Paper Code: MBAS4HR2

Unit 1: Introduction to Training and Development & Process of Training

- ✓ Introduction to Employee learning and Development
- ✓ Meaning and Distinction - Education, Training and Development

- ✓ The Forces Influencing Working and Learning
- ✓ Types of Training
- ✓ Aligning training function to business strategies
- ✓ Challenges in training
- ✓ Concept of Skills Inventory
- ✓ Need Analysis to Evaluation including Training Budgets
- ✓ Methods of Training Needs Assessment
- ✓ Training Delivery - Use of various training methodologies and their impact on training effectiveness
- ✓ Training Feedback and Analysis
- ✓ Training Evaluation - Need for evaluation, Concept of Return on Investment, Cost-Benefit Analysis, Developing Models of Training Evaluation for Technical and Behavioral Training

Unit 2: Prerequisites to Effective Training & Training Methods

- ✓ Creating a climate for training
- ✓ Principles of Learning - Understanding Learning Styles of the trainees
- ✓ Adult Learning
- ✓ Why people resist training?
- ✓ Overcoming resistance to training
- ✓ Traditional Training Methods: Presentation Methods, Hands-on Methods,
- ✓ Group Building Methods
- ✓ Choosing Training methods.

- ✓ E-Learning & Use of Technology in Training
- ✓ Technology & Multimedia
- ✓ Computer-Based Training
- ✓ Developing Effective Online Learning
- ✓ Blended Learning, Simulations
- ✓ Mobile Technology & Training Methods
- ✓ Intelligent Tutoring Systems
- ✓ Distance Learning
- ✓ Technologies for Training Support
- ✓ Technologies for Training Administration
- ✓ Learning Management Systems (LMSs)

Unit 3: Training Evaluation

- ✓ Reasons for Evaluating Training
- ✓ Overview of the Evaluation Process
- ✓ Outcomes Used in the Evaluation of Training Programs
- ✓ Determining Whether Outcomes Are Good
- ✓ Evaluation Practices
- ✓ Evaluation Designs
- ✓ Threats to Validity
- ✓ Types of Evaluation Designs
- ✓ Considerations in Choosing an Evaluation Design

- ✓ Determining Return on Investment
- ✓ Determining Costs, Measuring Human Capital and Training Activity

Unit 4: Employee Development & Career & Career Management

- ✓ Introduction
- ✓ Approaches to Employee Development
- ✓ The Development Planning Process
- ✓ Company Strategies for Providing Development,
- ✓ Special Issues in Training and Employee Development.
- ✓ Introduction & Importance
- ✓ A Model of Career Development
- ✓ Career Stages
- ✓ Career Management Systems
- ✓ Roles of Employees, Managers and Company in Career Management
- ✓ Evaluating Career
- ✓ Special Challenges in Career Management.

Unit 5: Changes in Training Needs for Modern Organizations

- ✓ Concept and Need for Learning Organizations
- ✓ Training for - Trainers - Trainer Certifications
- ✓ Creativity
- ✓ Managing Change
- ✓ Leadership

- ✓ Team Playing and Effective Group Dynamics
- ✓ Managing differences at workplace
- ✓ Effective Communication
- ✓ Managing Cultural Diversity
- ✓ Sensitivity Training
- ✓ Total Quality Management

Recommended Books:

1. Employee Training & Development – Noe
2. Training Instruments for HRD - Uday Pareek
3. Effective training-Systems, strategies and practices, 2nd edition, Blanchard, Pearson education
4. Training for organizational transformation – Rolf Lynton & Udai Pareek, Sage Publications, N Delhi
5. Effective HR Training Development Strategy – Dr. Ratan Reddy, HPH, 2005

ELECTIVE PAPERS FOR SPECIALIZATION IN HUMAN RESOURCE:

WAGE AND SALARY ADMINISTRATION

Paper Code: MBAS4HR3

Unit 1: Introduction to Compensation System

Compensation meaning, objectives, Nature of compensation, Types of compensations, compensation responsibilities Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

Unit 2: Managing Compensation

Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing [salary](#) matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy.

Unit 3: Variable Pay

Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans- Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans

Unit 4: Executive Compensation

Executive compensation elements of executive [compensation](#) and its management, International compensation Management, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs

Unit 5: Managing Employee Benefits

Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, [Employee](#) benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package.

Recommended Books:

1. Compensation & Reward Management, BD Singh, Excel Books

2. Compensation, Milkovich & Newman, TMH
3. Wage and Salary Administration- Alka Gupta
4. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
5. Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
6. Compensation Management, Er Soni Shyam Singh, Excel Books.

Elective papers for specialization in Finance:

- ✓ Corporate Finance
- ✓ Derivatives Management
- ✓ Insurance Management
- ✓ International Trade Finance
- ✓ Securities Analysis and Portfolio Management
- ✓ Strategic Financial Management

ELECTIVE PAPERS FOR SPECIALIZATION IN FINANCE:

CORPORATE FINANCE

Paper Code: MBAS3FM1

UNIT 1: Industrial Finance

- ✓ Indian Capital Market
- ✓ Basic problem of Industrial Finance in India
- ✓ Equity
- ✓ Debenture financing
- ✓ Guidelines from SEBI procedures
 - Advantages
 - Disadvantages
- ✓ Cost of various sources of Finance
- ✓ Short term-working capital finance

- ✓ Estimating working capital requirements
- ✓ Approach adopted by Commercial banks
- ✓ Commercial paper

UNIT 2: Finance for Rehabilitation

- ✓ Finance for rehabilitation of sick units
- ✓ Public deposits and inter corporate investments
- ✓ Finance from international sources and financing of exports
- ✓ Role of EXIM bank and commercial banks

UNIT 3: Advanced Financial Management

- ✓ Appraisal of Risky Investments
- ✓ Certainty equivalent cash flows and risk adjusted discount rate
- ✓ Risk analysis in the context of DCF methods using Probability
- ✓ Nature of cash flows
- ✓ Sensitivity analysis
- ✓ Simulation and investment decision
- ✓ Decision tree approach in investment decisions

UNIT 4: Financing Decision

- ✓ Simulation and financing decision
- ✓ Discounting of current ratios
- ✓ Cash inadequacy and cash insolvency
- ✓ Determining the probability of cash insolvency
- ✓ Financing decision in the Context of option pricing model and agency costs - Interdependence of investment - financing and Dividend decisions

UNIT 5: Corporate Governance

-
- ✓ Corporate Governance
 - ✓ SEBI Guidelines
 - ✓ Corporate Disasters and Ethics
 - ✓ Corporate Social Responsibility
 - ✓ Stakeholders and Ethics
 - ✓ Ethics Managers and Professionalism

Recommended Books:

1. I.M.Pandey, 'Financial Management', Vikas Publishing House Pvt., Ltd., 8th Edition, 2004.
2. Machiraju, 'Indian Financial System', Vikas Publishing House P.Ltd, 2nd Edition, 2002
3. Comparative Corporate Governance: 'The State of the Art and Emerging Research', by Klaus Hopt.
4. Thomas E.Copeland and J.Fred Weston – 'Financial Theory & Corporate Policy', Addison – Wesley Publishing Company.
5. Raj Aggarwal – 'Capital budgeting under uncertainty'. Prentice Hall Englewood Cliffs, New Jersey, 1993.
6. Cooley – 'Advances in Business Financial Management', The Dryden Press 1990.
7. Periodicals like Journal of Institute of Company Secretaries, India

ELECTIVE PAPERS FOR SPECIALIZATION IN FINANCE:

DERIVATIVES MANAGEMENT

Paper Code: MBAS3FM2

UNIT 1: Introduction

- ✓ Derivatives
- ✓ Definition
- ✓ Types
- ✓ Forward Contracts
- ✓ Futures Contracts
- ✓ Options
- ✓ Swaps
- ✓ Differences between Cash and Future Markets
- ✓ Types of Traders
- ✓ OTC and Exchange Traded Securities
- ✓ Types of Settlement

- ✓ Uses and Advantages of Derivatives
- ✓ Risks in Derivatives

UNIT 2: Futures Contract

- ✓ Specifications of Futures Contract
- ✓ Margin Requirements
- ✓ Marking to Market
- ✓ Hedging using Futures
- ✓ Types of Futures Contracts
- ✓ Securities
- ✓ Stock Index
- ✓ Futures
- ✓ Currencies and Commodities
- ✓ Delivery Options
- ✓ Relationship between
 - Future Prices
 - Forward Prices and Future Spot Prices

UNIT 3: Options

- ✓ Exchange Traded Options
- ✓ OTC Options
- ✓ Specifications of Options
- ✓ Call and put Options
- ✓ American and European Options
- ✓ Intrinsic Value of Options
- ✓ Time Value of Options
- ✓ Option payoff options on Securities
- ✓ Stock Indices
- ✓ Currencies and Futures
- ✓ Options pricing models
- ✓ Differences between future and Option contracts

UNIT 4: Swaps

- ✓ Definition of SWAP
- ✓ Interest Rate SWAP

- ✓ Currency SWAP
- ✓ Role of Financial Intermediary
- ✓ Warehousing
- ✓ Valuation of Interest rate SWAPs
- ✓ Currency SWAPs Bonds and FRNs
- ✓ Credit Risk

UNIT 5: Derivatives in India

- ✓ Evolution of Derivatives Market in India
- ✓ Regulations
- ✓ Framework
- ✓ Exchange
- ✓ Trading in Derivatives
- ✓ Commodity Futures
- ✓ Contract Terminology Specifications for Stock Options and Index Options in NSE
- ✓ Contract Terminology and specifications for stock futures and Index futures in NSE
- ✓ Contract Terminology and Specifications for Interest Rate Derivatives

Recommended Books:

1. John.C.Hull, 'Options, Futures and other Derivative Securities', Prentice Hall India Pvt., Ltd.,
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – Prentice Hall India Pvt., Ltd.,
3. P.Vijaya Bhaskar and B.Mahapatra, 'Derivatives simplified – An Introduction to Risk Management', Response Books, Sage Publication Pvt., Ltd.,
4. David Dubofsky – 'Option and Financial Futures – Valuation and Uses' –McGraw Hill International Edition

ELECTIVE PAPERS FOR SPECIALIZATION IN FINANCE:

INSURANCE MANAGEMENT

Paper Code: MBAS3FM3

UNIT 1: Introduction to Insurance and Fundamentals/Principles of Life Insurance

Introduction to Insurance

- ✓ What is Insurance?
- ✓ Purpose and Need of Insurance.
- ✓ How Insurance Works.
- ✓ The Business of Insurance – Pooling of Risks & Resources.
- ✓ Insurance as a Social Security Tool.
- ✓ Role of Insurance in Economic Development.

Fundamentals / Principles of Life Insurance

- ✓ Principles of Life Insurance

- ✓ Financial Planning and Insurance
- ✓ Life Insurance Products
- ✓ Pensions and Annuities
- ✓ Risk Assessment & Underwriting
- ✓ Premium Setting
- ✓ Product Development
- ✓ Design and Evaluation
- ✓ Reinsurance
- ✓ Claims Management
- ✓ Marketing and Servicing
- ✓ IT Applications
- ✓ Tax planning
- ✓ Legal Framework

UNIT 2: Life Insurance Technique: Basics and Application

Basics

- ✓ Demographical bases
- ✓ Life insurance products
- ✓ Single premiums
- ✓ Single recurrent and periodic premium insurance Products
- ✓ Mathematical provisions
- ✓ Life insurance products
 - Endowment
 - Life annuity
 - Unit and index linked
 - Pension funds

Application

- ✓ Life insurance with benefits linked to investment performance
- ✓ The valuation of the life insurance business
- ✓ Portfolio Evaluation tools
- ✓ Risks and Solvency
- ✓ Life Reinsurance
- ✓ Pension Funds and Occupational Pension Schemes

UNIT 3: Non Life Insurance Technique: Basics and Application

Basics

- ✓ Actuarial Model for calculation of premium rates
- ✓ Risk classification
- ✓ Non-life technical provisions

Applications

- ✓ Non-life Reinsurance and capital allocation
- ✓ Non-life Products – personal line
- ✓ Non-life Products commercial line
- ✓ Financial management of Cat Risks
- ✓ Claims management

UNIT 4: Fundamentals / Principles of General Insurance and Insurance Documents

Fundamentals

- ✓ Principles of General Insurance
- ✓ General Insurance Products (Fire, Motor & Health)
- ✓ Terminology
- ✓ Perils
- ✓ Clauses and Covers
- ✓ Risk Assessment & Underwriting
- ✓ Product Design
- ✓ Development and evaluation
- ✓ Loss prevention and control
- ✓ Claims Management
- ✓ Reinsurance
- ✓ Marketing and Servicing
- ✓ IT applications
- ✓ Legal framework and documentation

Insurance Documents

- ✓ Proposal Forms
- ✓ Policy Forms
- ✓ Cover Notes
- ✓ Certificate of Insurance
- ✓ Endorsements
- ✓ Renewal Notice
- ✓ Other Insurance Documents

UNIT 5: Legislative and Regulatory Matters and Accounting and Control in Insurance Companies

Legislative and Regulatory Matters

- ✓ Insurance Act, 1938
- ✓ The Insurance (Amendment) Act, 2002
- ✓ General Insurance Business (Nationalization) Amendment Act, 2002
- ✓ I.R.D.A. Regulations, 2002

Accounting & Control in Insurance Companies

- ✓ Accounting and control in insurance companies
- ✓ Structure and analysis of insurance accounting
- ✓ European Directive on Financial statements for insurance companies
- ✓ IAS and IFRS in the insurance sector
- ✓ Performance ratios for insurance companies
- ✓ Principles and tools for control in insurance companies
- ✓ Insurance company controlling: key indicators

Recommended Books:

1. Principals of Insurance- Holioke
2. Principals of Insurance- Mishra
3. Insurance Law Manual- Taxman

ELECTIVE PAPERS FOR SPECIALIZATION IN FINANCE:

INTERNATIONAL TRADE FINANCE

Paper Code: MBAS4FM1

UNIT 1: International Trade

- ✓ Meaning and Benefits
- ✓ Basis of International Trade
- ✓ Foreign Trade and Economic Growth
- ✓ Balance of Trade (BOT)
- ✓ Balance of Payment (BOP)
- ✓ Current Trends in India
- ✓ Barriers to International Trade
- ✓ WTO
- ✓ Indian EXIM Policy

UNIT 2: Export and Import Finance

- ✓ Special need for Finance in International Trade
- ✓ INCO Terms (FOB, CIF, etc)

- ✓ Payment Terms
 - Letters of Credit
 - Pre Shipment
 - Post Shipment Finance
- ✓ Forfeiting
- ✓ Deferred Payment Terms
- ✓ EXIM Bank
- ✓ ECGC and its schemes
- ✓ Import Licensing
- ✓ Financing methods for import of Capital goods

UNIT 3: FOREX Management

- ✓ Foreign Exchange Markets
- ✓ Spot Prices and Forward Prices
- ✓ Factors influencing Exchange rates
- ✓ The effects of Exchange rates in Foreign Trade
- ✓ Tools for hedging against Exchange rate variations
- ✓ Forward, Futures and Currency options
- ✓ FEMA
- ✓ Determination of Foreign Exchange rate and Forecasting

UNIT 4: Documentation in International Trade

- Export Trade Documents
 - Bill of exchange
 - Commercial Documents
- ✓ Performa
- ✓ Commercial
- ✓ Consular
- ✓ Customs
- ✓ Legalized Invoice
- ✓ Certification of Origin Certificate Value
- ✓ Packing List
- ✓ Weight Certificate
- ✓ Certificate of Analysis and Quality
- ✓ Certificate of Inspection
- ✓ Health certificate
- ✓ Transport Documents
 - Bill of Landing

- Airway Bill
- Postal Receipt
- ✓ Multimodal Transport Document
- ✓ Risk Covering Document
 - Insurance Policy
 - Insurance Cover Note
- ✓ Official Document
 - Export Declaration Forms
 - GR Form
 - PP Form
 - COD Form
 - Softer Forms
- ✓ Export Certification
- ✓ Certification of Origin
- ✓ GSPS – UPCDC Norms

UNIT 5: Export Promotion Schemes

- ✓ Government Organizations Promoting Exports
- ✓ Export Incentives
- ✓ Duty
- ✓ Exemption
- ✓ IT Concession
- ✓ Marketing Assistance
- ✓ EPCG, DEPB
- ✓ Advance License
- ✓ Export Promotion
 - EPZ
 - EQU
 - SEZ
 - Export House

Recommended Books:

1. Apte P.G., 'International Financial Management' – Tata McGraw Hill
2. Larceny & Bhattacharya, 'International Marketing' - Sultan Chand & Sons.
3. B.M.Wali and AB Kalkumdrikas, 'Export Management' - Sterling Publishers Pvt., Ltd

ELECTIVE PAPERS FOR SPECIALIZATION IN FINANCE:

SECURITIES ANALYSIS & PORTFOLIO MANAGEMENT

Paper Code: MBAS4FM2

UNIT 1: Introduction and Financial markets

Introduction

- ✓ Concepts of investment
- ✓ Financial and non-financial forms of investment
- ✓ Objectives of financial investment
- ✓ Investment methods
- ✓ Security and non-security forms of investment
- ✓ Sources of investment information
- ✓ Investment Instruments

Financial markets

- ✓ Primary and secondary markets
- ✓ Major players and instruments in secondary market
- ✓ Functioning of stock exchanges
- ✓ Trading and settlement procedures at NSE & BSE
- ✓ Stock markets guidelines on primary & secondary markets

UNIT 2: Valuation of securities, Analysis of Risk and Return

Valuation of Securities

- ✓ Bond and fixed income instruments valuation
- ✓ Bond pricing theorems
- ✓ Duration of bond and immunization of interest risk
- ✓ Term structure of interest rate
- ✓ Determination of yield curves
- ✓ Valuation of equity and preference shares
- ✓ Dividend capitalization & CAPM

Analysis of risk & return _____

- ✓ Concept of total risk
- ✓ Factors contributing to total risk
- ✓ Systematic and unsystematic risk
- ✓ Default risk
- ✓ Interest rate risk
- ✓ Market risk
- ✓ Management risk
- ✓ Purchasing power risk
- ✓ Risk & risk aversion
- ✓ Capital allocation between risky & risk free assets
- ✓ Utility analysis

UNIT 3: Fundamental & Technical Analysis _____

- ✓ Fundamental & Technical Analysis of equity stock
- ✓ Concept of intrinsic value
- ✓ Objectives and beliefs of fundamental analysts
- ✓ Economy-Industry- Company framework
- ✓ Economic analysis and forecasting
- ✓ Theory of Technical Analysis
- ✓ Points and figures chart & bar chart
- ✓ Contrary opinions theory
- ✓ Confidence index - RSI, RSI
- ✓ Moving average analysis
- ✓ Japanese Candlesticks

UNIT 4: Stock Market Prices _____

- ✓ Behavior of stock market prices
- ✓ The market mechanism
- ✓ Testable hypothesis about market efficiency
- ✓ Implications of efficiency market
 - Hypothesis for Security Analysis and Portfolio Management (SAPM)
- ✓ Asset pricing theories
- ✓ CAPM & Arbitrage pricing theories

UNIT 5: Modern Portfolio Theory and Portfolio performance evaluation

Modern Portfolio Theory

- ✓ Asset allocation decision
- ✓ Dominant & Efficient portfolio
- ✓ Simple diversification
- ✓ Markowitz diversification model
- ✓ Selecting an optimal portfolio
- ✓ Sharpe single index model
- ✓ Determination of corner portfolio
- ✓ Process of portfolio management
- ✓ International Diversification

Portfolio performance evaluation _____

- ✓ Sharp & Treynor & Jensen's measure
- ✓ Portfolio revision
 - Active and passive strategies in portfolio revision
 - Formula plans in portfolio revision
- ✓ Mutual funds
 - Types
 - Performance evaluation of mutual funds
 - Functions of [Asset Management](#) Companies

Recommended Books:

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2nd Edition, 2005
2. Security Analysis & Portfolio Management, S.Bhat, Excel Books
3. Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage Learning
4. Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson, PHI

5. Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003
6. Reilley & Brown – Investment Analysis & Portfolio Mgmt. – Thomson Learning, 7/e, 2004

ELECTIVE PAPERS FOR SPECIALIZATION IN FINANCE:

STRATEGIC FINANCIAL MANAGEMENT

Paper Code: MBAS4FM3

UNIT 1: Introduction

- ✓ Financial Planning
- ✓ Analyzing Financial Performance
- ✓ Approaches to Financial
- ✓ Planning
- ✓ Short – Term Financial Planning

UNIT 2: Corporate Restructuring

- ✓ Strategic Alliances
- ✓ Divestiture
- ✓ Ownership Restructuring
- ✓ Leveraged Buyouts
- ✓ Sell Offs
- ✓ Leveraged Recapitalizations
- ✓ Distress Restructuring

UNIT 3: Turn Around Strategies

- ✓ Mergers & Amalgamations
- ✓ Financial Frame Work
- ✓ Merger as a Capital
- ✓ Budgeting Decision
- ✓ Legal and Tax Aspects
- ✓ Post Merger Integration Issue
- ✓ Acquisition / Take over
 - Codes and Procedures
 - Techniques
 - Defensive Strategies
 - Cross Boarder Deals

UNIT 4: Corporate Sickness

- ✓ Corporate Sickness – The Magnitude
- ✓ Different Interpretation of Sickness
- ✓ Causes of Sickness
- ✓ Turnaround
- ✓ Types of Turnaround
- ✓ Basic Approaches
- ✓ Surgical vs. Humane
- ✓ Phases in Turnaround Management

UNIT 5: Strategic Cost Management

- ✓ Strategy and Cost Management
- ✓ Strategy Formulation and Cost System Design
- ✓ Alternate Strategies
- ✓ Objectives of Cost Management Systems
- ✓ Causes and Symptoms of Broken Cost System
- ✓ Remedies
- ✓ Cost of Quality and Long – Term Profitability
- ✓ Activity Based Costing Principles
- ✓ Activity Based Management
- ✓ Target Costing

Recommended Books:

1. Sharplin, 'Strategic Management'; McGraw Hill
2. Weston J.Fred & E.F.Brigham ' Managerial Finance'; Drydon Press
3. James. C. Van Horne, 'Financial Management and Policy', Prentice Hall of India (p) Ltd.,
4. M.Y.Khan, 'Financial Services', Tata McGraw Hill – 3rd Edition.
5. Richard A.Brealey and Stewart C.Myers, 'Principles of Corporate Finance', Tata McGraw Hill.
6. Pradip M.Khandwalla, 'Innovative Corporate Turnarounds', Saga Publications, New Delhi.
7. Pradip M.Khandwalla, 'The fourth Eye', Saga Publications, New Delhi.
8. Khar baunder O.P. and Stallworthy E.A, 'Company Resource: How to Manage a Business Turnaround' (Heinemann, London).

Elective papers for specialization in Marketing Management:

- ✓ Advertising Management
- ✓ Consumer Behavior
- ✓ International marketing
- ✓ Marketing Research
- ✓ Sales Management
- ✓ Services Marketing

ELECTIVE PAPERS FOR SPECIALIZATION IN MARKETING MANAGEMENT:

ADVERTISING MANAGEMENT

Paper Code: MBAS4MM3

Unit 1: Overview of Advertising Management

Meaning, nature and scope of Advertising; Advertising and other promotional tools; Role of advertising in promoters mix; Process of advertising; Customer and competitor analysis; STP strategies for advertising. STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives - The Budget Decision - Preparing the Product and Media Brief

Unit 2: Campaign Planning

Message creation; Copywriting; Role of creativity in copywriting; Media planning; Testing for advertising effectiveness; Preparation and choice of methods of advertising budget; Ethical and social issues in advertising; Management of advertising agencies; Role of advertising in natural development

Unit 3: Ad Layout

Visualization of Ad Layout - Elements of [Ad Copy](#) and Creation -Principles of verbal versus visual thinkers, Styles and Stages in advertising copy creation -Copy (Pre-) Testing methods and measurements.

Unit 4: Media Decisions

Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research. The [Internet](#) as an Advertising Medium: Tracking Website visits page views, hits, and click-stream analysis, permission marketing and privacy, ethical concerns.

Unit 5: Measuring Effectiveness

Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of [Integrated Marketing Communication](#) and Image Building.

Recommended books:

1. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall, India.
2. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill.
3. Sandage, Fryburger & Rotzoll: ADVERTISING; Irwin.
4. Belch E. George & Belch A. Michael, "Advertising and Promotion", 5 edition, Tata McGraw Hill, New Delhi, 2001.
5. Parameswaran, "Brand building advertising: concepts and cases", Tata McGraw Hill, New Delhi, 2002.

ELECTIVE PAPERS FOR SPECIALIZATION IN MARKETING MANAGEMENT:

CONSUMER BEHAVIOR

Paper Code: MBAS3MM1

UNIT I: Introduction

Consumer behavior – concepts – dimensions of consumer behaviors – application of consumer behavior knowledge in marketing decisions – approaches to the study of consumer behavior.

UNIT 2: Consumer as an Individual

Consumer needs and motives – personality and consumer behavior – consumer perception – learning – consumer attitudes – attitude formation and change – communication and persuasion – self image – life style analysis.

UNIT 3: Consumers in their Social and Cultural Settings

Group dynamics and consumer reference groups – Family – Social class cultural and sub-cultural aspects – cross cultural consumer behavior.

UNIT IV: Consumer Decision Process and Post-Purchase Behavior

Personal influence and opinion leadership – diffusion of innovations – consumer decision – making process – models of consumer decision process – Nicosia- Howard Sheth and Engel- Kollat model- post purchase behavior – Consumer expectation and satisfaction – managing dissonance – consumer loyalty–types of loyalty programmes.

UNIT V: Additional Dimensions

Consumerism – consumer protection – difficulties and challenges in predicting consumer behavior – online consumer behavior – organizational and industrial buyer behavior – consumer behavior in Indian context – emerging issues.

Recommended Books:

1. Consumerbehavior- Leon Schiffman, Lesslie Lazar Kanuk- Pearson/PHI,8/E
2. Consumerbehavior- Hawkins, Best, Coney-TMH,9/e,2004
3. Consumerbehavior in Indian Perspective – Suja Nair – Himalaya Publishers, 2004
4. Consumerbehavior- Satish k Batra & S H H Kazmi, Excell Books

ELECTIVE PAPERS FOR SPECIALIZATION IN MARKETING MANAGEMENT:

INTERNATIONAL MARKETING

Paper Code: MBAS3MM2

UNIT1: Introduction

- ✓ Objectives of International Marketing
- ✓ Challenges and Opportunities in International Marketing
- ✓ Quality Considerations in International Marketing
- ✓ Underlying forces of International Marketing

UNIT 2: Global marketing

- ✓ Global Marketing Environment
 - Economic Environment
 - Socio - Cultural Environment
 - Legal and Statutory Frame Work

- ✓ Global Marketing Information System and Research
- ✓ Limitations of Global Marketing

UNIT 3: Planning for International Marketing

- ✓ Market Analysis
- ✓ Foreign Market Entry Strategies

UNIT 4: Pricing

- ✓ Factors influencing pricing decisions
- ✓ Physical Distribution for International Marketing
- ✓ Channels for Distribution
- ✓ Inventory Decisions
- ✓ Use of Virtual Channels in International marketing

UNIT 5: Export Promotion

- ✓ Financing of exports
- ✓ Export Incentives
- ✓ Role played by Government in Export Promotion
- ✓ Custom Clearance procedures for export cargo

Documentation and procedural complexities

- ✓ Registration with various Agencies
- ✓ Compulsory Quality Control
- ✓ Processing Export Orders

Recommended Books:

1. International Marketing - Cateora
2. Managing International Marketing - Varkey
3. Creating Market across the Globe : Strategies for business excellence - Korwar
4. Essence of International Marketing - Stan Paliwoda
5. Global Marketing Management - Warren J. Keegan
6. International Marketing Management - Subhash Jain

ELECTIVE PAPERS FOR SPECIALIZATION IN MARKETING MANAGEMENT:

MARKETING RESEARCH

Paper Code: MBAS3MM3

UNIT 1: The Marketing Research System

- ✓ The Marketing Research System

Definition of MR - Basic and Applied Research - the' Research Process - Types of Research - Steps in MR Process - Research Design - Data Sources - Marketing [Information System](#).
Different approaches to Marketing Research - Scope and obstacles in acceptance

UNIT 2: Market Development Research

- ✓ Various sources of market information

Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services. Marketing research techniques.

- ✓ Cool hunting

socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods

UNIT 3: Marketing Mix Research

- ✓ Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking

package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research.

- ✓ Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis
- ✓ Exploratory designs – Descriptive designs - Longitudinal and cross-sectional analysis

UNIT 4: Research Techniques

- ✓ Qualitative research techniques

- Based on questioning: Focus groups, Depth interviews, Projective techniques
- Based on observations: ethnography, grounded theory, participant observation

- ✓ Causal research

- Basic experimental designs – internal and external validity of experiments

UNIT 5: Research Analysis

✓ Primary data

Questionnaire design - Administration and analysis considerations in design - Attitude measurement – scaling techniques. Observation method of primary [data collection](#). Web based primary data collection – issues of reach, analysis, accuracy, time and efficiency.

✓ Sampling

Sampling methods – sampling and non sampling errors – sample size calculation (Numericals expected) – population and sample size - large and small samples - practical considerations in determining sample size.

✓ [Data analysis](#)

Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation, simple and multiple regression, Factor analysis. Hypothesis testing – Types of tests and test selection, One sample test, Two-Independent Sample tests, Two-related sample tests. Chi-square test, tests for large and small samples. (Numericals expected). Descriptive and Inferential Statistics - Anova, Ancova, Manova, Factor, Cluster, Discriminant Analysis -Report [Writing](#) - Presentation of Data - Diagrammatic -Pareto analysis - Ishikawa diagrams.

Recommended Books:

1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn
3. Marketing Research – Nargundkar.
4. Marketing Research – Beri
5. Marketing Research – Measurement & Methods – Donald S.Tull, Del I.Hawkins
6. Marketing Research –Aakar, Kumar, Day
7. Market Research - D.J.Luck, M.G.Wales
8. Marketing Research - David Aakar, Geotge S.Day

ELECTIVE PAPERS FOR SPECIALIZATION IN MARKETING MANAGEMENT:

SALES MANAGEMENT

Paper Code: MBAS4MM1

UNIT 1: Introduction

Introduction to sales management: Meaning, Evaluation, Importance, [Sales Management](#), Functions of sales management, Trends in modern sales management, SPIN Selling Personal Selling, Personal selling: Objectives, Steps, Strategies, Determining sales force profile, Product & market analysis, Determining sales force size, Customer oriented selling strategies, Emerging

Trends in Sales Management, Elementary study of sales organizations, Qualities and responsibilities of sales manager. Types of sales organizations.

UNIT 2: Sales Structure

Organization Structure, Sales management structure, Sales management positions, Inter departmental relations, Selling skills & Selling strategies: Selling and Business Styles, selling skills, situations, selling process, [sales presentation](#).

Handling customer objections, Follow-up-action.

UNIT 3: Sales Territory

Management of [Sales Territory](#) & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting sales Quota, Sales budget, determine sales budget, Targets& territories, Sales Process: Prospecting, Building rapport, Presentation, Handling objections, closing the sales, Building relationships.

UNIT 4: Sales force recruitment

Sales force recruitment: Selection, Training, Motivation, Compensation, Evaluation & supervision Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation- Meaning, Types compensation plans and evaluation of sales force by performance and appraisal process.

UNIT 5: Distribution Logistics

Distribution logistics: Elements Of Physical Distribution, Ware Housing& Inventory Decision, Transportation, [Distribution Channels](#)& Creating Channels, Deciding The Number & Location Of Channel Members, Selection & Appointment Of Dealers, Managing Dealer Network, Dealer Relations & Dealer Motivation, Dealer Training, Performance Appraisal Of Dealers

Recommended Books:

1. Sales Management by Charlesm. Futrell, 6/e, 2003, Thomson South Western
2. Sales & Distribution Management by Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press
3. Managing of Sales Force by Spiro Stanton Rich, 11/e,2003, TMH
4. “Krishna .K.Havaldar and Vasant. M. Cavall”, Sales & Distribution Management, TMH, 2007.
5. Sales & Retail Management an Indian Perspective by Dr. S.L.Gupta, 1/e,2007, Excell books
6. Salesmanship And Sales Management – P.K. Sahu & K.C. Raut,3/e, Vikas Publishing House
7. Sales Management- Douglas J Dalrymple, William L Crowe- John Wiley & Co.

ELECTIVE PAPERS FOR SPECIALIZATION IN MARKETING MANAGEMENT:

SERVICES MARKETING

Paper Code: MBAS4MM2

UNIT 1: Introduction to Services Marketing

Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to gaps model and SERVQUAL dimensions.

UNIT 2: Focus on Customers

Assessing service marketing opportunities – customer expectations and perceptions of services – customer behaviour specific to usage of services – service markets segmentation – market targeting and selection.

UNIT 3: Service Design

Levels of service product – Service life cycle – new service development – service blueprinting – physical evidence and service scape – competitive differentiation of services – service positioning strategies – developing positioning maps – pricing of services – methods and specific issues.

Unit 4: Service Delivery

People in services – service process – distributing service direct distribution, channel functions, channels selection, impact of information technology – designing communications mix for promoting services – building service customer relationships and service recovery – role of internal marketing in service delivery.

UNIT 5: Marketing Strategies for Different Services

Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

Recommended Books:

1. Kenneth E Clow, et. al "Services Marketing Operation Management and Strategy" Biztantra, New Delhi, 2004.
2. Chiristopher H.Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.
3. Halen Woodroffe, "Services Marketing", McMillan Publishing Co, New Delhi 2003.

**Elective papers for specialization in Operations
Management:**

- ✓ Advanced Maintenance Management
- ✓ Advanced Operations Management
- ✓ Computer Integrated Manufacturing
- ✓ Facilities Location And Process Design
- ✓ Logistics Management
- ✓ Supply Chain Management

ELECTIVE PAPERS FOR SPECIALIZATION IN OPERATIONS MANAGEMENT:

ADVANCED MAINTENANCE MANAGEMENT

Paper Code: MBAS3OM1

UNIT1: Concept of Maintenance

- ✓ Objectives and functions of Maintenance
- ✓ Types of Maintenance
- ✓ Maintenance Strategies
- ✓ Organization for Maintenance
- ✓ Five Zero Concept

UNIT 2: Failure Data Analysis

- ✓ Mean Time between Failures (MTBF)
- ✓ Mean Time to Failure (MTTF)
- ✓ Useful Life
 - Survival Curves
 - Repair Time Distribution
 - Breakdown Time Distribution
 - Poisson, Normal and Exponential Distribution
- ✓ Availability of Repairable Systems
- ✓ Maintainability Prediction
- ✓ Design for Maintainability

UNIT3: Maintenance Planning & Replacement Decisions

- ✓ Maintenance Planning
 - Overhaul and Repair
 - ◆ Meaning and Difference
 - ◆ Optimal Overhaul Repair
 - Replace Maintenance Policy for Equipment subject to breakdown
- ✓ Replacement Decisions
 - Optimal Interval between Preventive Replacement of equipment subject to breakdown
 - Group Replacement

UNIT 4: Maintenance Systems

- ✓ Fixed Time Maintenance
- ✓ Condition Based Maintenance
- ✓ Operate to Failure
- ✓ Opportunity Maintenance
- ✓ Design Out Maintenance
- ✓ Total Productive Maintenance

UNIT 5: Advanced Techniques

- ✓ Reliability Centered Maintenance(RCM)
- ✓ Total Productivity Maintenance(TPM)

- Philosophy and Implementation
- ✓ Signature Analysis
 - Master Management Information Systems(MMIS)
 - Expert Systems
 - Concept of Tero technology
- ✓ Reengineering Maintenance Process

Recommended Books:

1. Maintenance Engineering & Management – R.C.Mishra & K.Pathak, PHI, 2005
2. Industrial Maintenance Management – Sushil Kumar Srivatsava, S.Chand & Company, 2005
3. Gopalakrishnan, P. Banerji, A.K., "Maintenance and Spare Parts Management", Prentice Hall of India, 2004

ELECTIVE PAPERS FOR SPECIALIZATION IN OPERATIONS MANAGEMENT:

ADVANCED OPERATIONS MANAGEMENT

Paper Code: MBAS4OM1

UNIT 1: Introduction

- ✓ Current Challenges in operations Management
- ✓ Product Development Considerations
 - Value Engineering
 - Concurrent Engineering

UNIT 2: Design

- ✓ Robust Design
- ✓ Modular Design
 - Selection and Justification of Advanced manufacturing Technology

UNIT 3: Operations Strategy

- ✓ Strategic Capacity Planning for products & Services
- ✓ Scheduling for Batch processing
- ✓ The Design & Scheduling of Flow Processing System
- ✓ Production Planning & Control
- ✓ Routing, Sequencing, loading
- ✓ Scheduling – master scheduling

UNIT 4: Value Chains

- ✓ Operating Value Chains

- Information technology & Value Chain Material Management & Supply Chain
- ✓ Inventory
 - Special Inventory Models
 - Selective inventory Control
- ✓ Operations Decision Making
- ✓ Acceptance Sampling

UNIT 5: Trends in operations Management

- ✓ Lean Manufacturing
- ✓ Resource Requirement Planning
- ✓ Synchronous Manufacturing & Theory of Constraints
- ✓ Agile Manufacturing

Recommended Books:

1. Advanced operations management - R. P. Mohanty, S. G. Deshmukh, 1/e Pearson Education
2. Operations management : Processes & Value chains – Lee J. Krajewski & Larry P. Ritzman, Indian adaptation, Pearson
3. Operations Management for Competitive advantage – Richard Chase & Nicolas Aquilano, 10/e, TMH
4. Operations Management, Ray wild, 6/e, Thomson
5. Operations management, William Stevenson, 8/e, TMH
6. Operations Management – Roberta S. Russell & Bernard W. Taylor, Pearson / PHI

7. Operations Management – Norman Gaither & Greg Frazier, 9/e, Thomson.

ELECTIVE PAPERS FOR SPECIALIZATION IN OPERATIONS MANAGEMENT:

COMPUTER INTEGRATED MANUFACTURING

Paper Code: MBAS3OM2

UNIT 1: Introduction

- ✓ Introduction
- ✓ Evolution and Benefits
- ✓ Subsystems of CIM
- ✓ Key Challenges
- ✓ Automated Systems
 - Elements
 - Functions

- Levels

UNIT 2: Computers and Computers Communication

- ✓ Hardware and Software systems required for implementing CIM Systems
- ✓ Communication in CIM
 - Communication Matrix
 - Network Architecture
 - Techniques

UNIT 3: Design and Production

- ✓ Fundamentals of Design and production
- ✓ Computer Aided Design
 - 3D Modeling packages
- ✓ Finite Element Analysis packages and transportability
- ✓ Introduction to Part Programming
- ✓ Tool Management
- ✓ NC, CNC and DNC Machines
- ✓ Data Logging and Acquisitions
- ✓ Automated Data Collection

UNIT 4: Manufacturing Systems

- ✓ Meaning and definition
- ✓ Components
- ✓ Classification and Functions
- ✓ Flexible Manufacturing Systems
 - Components
 - Applications and benefits

- Planning and Implementation Issues
- ✓ Group Technology
 - Part Families
 - Classification and Coding

UNIT 5: Current Status

- ✓ Concurrent Engineering
- ✓ Role of Expert Systems in CIMS
- ✓ Robotics – Overview
- ✓ Types in CIMS
- ✓ Automated Guided vehicles
 - Types and Technology
 - Control

Recommended Books:

1. Vajpayee Kant. S, Principles of Computer Integrated Manufacturing, Prentice Hall India, Second Indian Reprint, 2005
2. Mikell P.Groover, Automation, "Production Systems and Computer Integrated Manufacturing" PHI, 2001.
3. Ronald G.Askin, "Modelling and Analysis of manufacturing" John Wiley & Sons, 1993.

ELECTIVE PAPERS FOR SPECIALIZATION IN OPERATIONS MANAGEMENT:

FACILITIES LOCATION AND PROCESS DESIGN

Paper Code: MBAS3OM3

UNIT 1: Introduction

- ✓ Facilities Requirements
- ✓ Need for Layout Studies
- ✓ Different Kinds of Layout
 - Fixed Position Layout
 - Process Layout
 - Cell Layout
 - Product Layout
- ✓ Model Classification
- ✓ Mode of selection

UNIT 2: Plant Layout and Location

Plant Layout

- ✓ Types of Layout problems
 - Concept
 - Advantages and Disadvantages
- ✓ Factors influencing Plant layout
- ✓ Organization of the Layout
- ✓ Procedure of Plant Layout
- ✓ Tools and Techniques of Plant Layout
- ✓ Flow Charts and Analysis
- ✓ Layout Designing

- ✓ Material Handling Equipments
- ✓ Material Handling Principles

Plant Location

- ✓ Nature
- ✓ Theories of Plant Location
 - Weber's Theory of Industrial Location
 - Sargant Florence's Theory of Location
- ✓ Factors Influencing Location
 - Qualitative Factors
 - Quantitative Factors
- ✓ Simple Plant Location Problems
- ✓ Network Location Problems

UNIT 3: Process Management and Strategy

- ✓ Process View of Organizations
- ✓ Performance measures
- ✓ Product Attribute and Process Competencies
- ✓ Process Design
- ✓ Planning Control
- ✓ Strategic Positioning and Operational Effectiveness
- ✓ Strategic Fit
- ✓ Matching products and Processes
- ✓ Operations Frontier and Trade Offs

UNIT 4: Process Flow

- ✓ Process Flow
- ✓ Key Measures
- ✓ Flow Time and Flow Rate
- ✓ Inventory Analysis
- ✓ Process Flow Chart
- ✓ Flow Time Measurement
- ✓ Flow Rate and Capacity Analysis
- ✓ Managing Flow Variability
- ✓ Process Integration
- ✓ Lean Operations
- ✓ Process Synchronization and Improvement

UNIT 5: Materials Management

- ✓ Definition-1
- ✓ Costs Involved with Inventory-1
- ✓ Economic Order Quantity-2
- ✓ ABC Analysis -1
- ✓ Materials Requirement Planning - 1
- ✓ Just in Time production
- ✓ Total Quality Management
- ✓ Acceptance Sampling
- ✓ Control Charts
- ✓ Quality Circle
- ✓ Zero Defects Program

- ✓ ISO Standards
- ✓ Application of Computer in production and operations

Recommended Books:

1. Richard Francis, L. Leon McGinnis, F. Jr., John White, A., "Facility Layout and Location - an Analytical Approach", Prentice Hall of India., 2nd Ed.
2. Ravi Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel, "Managing Business Process Flows: Principles of Operations Management" Pearson Education, 2006
3. Adam, EE & Ebert: RJ Production and Operations Management, 6th Ed, New Delhi, Prentice Hall of India, 1995
4. Amrine Harold T, etc, Manufacturing Organization and Management, Englewood Cliffs, New Jersey, Prentice Hall of India, 1993

ELECTIVE PAPERS FOR SPECIALIZATION IN OPERATIONS MANAGEMENT:

LOGISTICS MANAGEMENT

Paper Code: MBAS4OM3

UNIT 1: Introduction

- ✓ Definitions and Scope of Logistics
- ✓ Functions & objectives of Logistics Management
- ✓ Customer Value Chain
- ✓ Services Phases and Attributes
- ✓ Value Added logistics Services
- ✓ Role of logistics in Competitive Strategy
- ✓ Customer Service Policies and Integrated Logistics Management

UNIT 2: Warehousing and Materials handling

- ✓ Types
- ✓ Site Selection
- ✓ Decision Model
- ✓ Layout Design
- ✓ Costing
- ✓ Virtual Warehouse
- ✓ Introduction to State and Central Warehouse Acts
- ✓ Material handling Equipment and Systems
 - Role of Material Handling in logistics

- Stocking policies
- Storage and Handling Capacities
- Automated Material Handling
- ✓ Storage Systems of materials
 - Principles
 - Benefits
 - Methods

UNIT 3: Performance Measurement and Costs

- ✓ Performance Measurement
 - Need for Performance Measurement
 - Systems, Levels and Dimensions
 - Internal and External Performance Measurement
 - Logistics Audit
- ✓ Logistics Costs
 - Concept of Total logistics Cost
 - Accounting methods
 - Identification of Costs
 - Time Frame and Formatting

UNIT 4: Transporting and Packaging

- ✓ Transporting

- Evolution of Transportation System
- Infrastructure and Networks
- Freight Management
- Route Planning
- Containerization
- ✓ Modal Characteristics
 - Inter-modal Operators and Transport Economies
- ✓ Packaging
 - Principles
 - Functions and Types
 - Concepts
 - Materials and Cost
 - Consumer and Industrial Packaging
 - Infrastructure
 - Customs Issue
 - Service utilization Models

UNIT 5: Current Status

- ✓ Logistics Information Systems
 - Needs, Characteristics and Design
- ✓ E-Logistics
 - Structure and Operation

- ✓ Logistics Resource Management
- ✓ Automatic Identification Technologies
- ✓ Warehouse Simulation
- ✓ Reverse Logistics
 - Scope, Design
 - Competitive Tool
- ✓ Global Logistics
 - Operational and Strategic Issues
 - Strategic Logistics Planning

Recommended Books:

1. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, Indian Reprint 2004.
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, Prentice Hall India, 2005.
3. Strategic Logistics Management - Lambert

ELECTIVE PAPERS FOR SPECIALIZATION IN OPERATIONS MANAGEMENT:

SUPPLY CHAIN MANAGEMENT

Paper Code: MBAS4OM2

UNIT 1: Introduction

- ✓ Fundamentals of SCM
- ✓ Strategic role of SCM in the Organization
- ✓ Different Phases of Decision
- ✓ Supply Chain
- ✓ Drivers of Supply Chain Performance
- ✓ Structuring Supply Chain Drivers
- ✓ Intra and Inter Organization Supply Chain
- ✓ Overview of Supply Chain Models and Modeling Systems

UNIT 2: Strategic Sourcing

- ✓ In-sourcing and Out-Sourcing
 - Types of purchasing strategies
- ✓ Supplier Evaluation
- ✓ Selection and Measurement

- ✓ Supplier Quality Management
- ✓ Creating a world class supply base
- ✓ World Wide Sourcing
- ✓ Integration of supply chain with corporate strategy - Cost efficiency across supply chain - Impact on Customer Service
- ✓ Role of computer and IT in supply chain

UNIT 3: Supply Chain network

- ✓ Distribution Network Design
 - Role
 - Factors Influencing
 - Options
 - Value Addition
- ✓ Models for Facility and Capacity Location
- ✓ Impact of Uncertainty on network Design
- ✓ Network Design Decisions using Decision Trees
- ✓ Distribution Centre Location Models
- ✓ Supply Chain Network Optimization models

UNIT 4: PLANNING DEMAND, INVENTORY AND SUPPLY

- ✓ Overview of Demand Forecasting in the Supply Chain
- ✓ Aggregate planning in the Supply Chain
- ✓ Managing Predictable Variability
- ✓ Managing Supply chain Cycle Inventory
- ✓ Uncertainty in the Supply Chain

- Safety inventory
- Determination of optimal level of product Availability
- ✓ Coordination in the Supply Chain

UNIT 5: Current Status

- ✓ E-Business
 - Framework
 - Role of Supply Chain in E-business
 - B2B practices
- ✓ Supply Chain IT Framework
- ✓ Internal Supply Chain Management
- ✓ Fundamentals of Transaction Management
- ✓ Supplier Relationship Management
- ✓ Information Systems Development
- ✓ Packages in Supply Chain – eSRM, eLRM, eSCM
- ✓ Supply Base Management

Recommended Books:

1. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.
3. Purchasing & Supply Management - Dobler and Burt
4. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.

Elective papers for specialization in Retail Marketing:

- ✓ Ethics and Laws
- ✓ Store and Mall Management

- ✓ Retail Operations
- ✓ Strategic Retail Management
- ✓ Retail Marketing
- ✓ Fundamentals of Retail Management

ELECTIVE PAPERS FOR SPECIALIZATION IN RETAIL MARKETING:

FUNDAMENTALS OF RETAIL MANAGEMENT

Paper Code: MBAS3RM1

Unit 1: The Retail Environment

- ✓ Introduction
- ✓ Definition and Scope of Retailing
- ✓ Emergence of Organizations of Retailing
- ✓ Prospects of Retailing in India
- ✓ The Role of Location in Retail

Unit 2: Global and Domestic Overview of Retailing

- ✓ Overview of Retail Process
- ✓ Global Scenario of Retailing
- ✓ Key Drivers of Retailing in India
- ✓ Growth of Organized Retail in India
- ✓ Importance of Retail Sector

Unit 3: Retailing in Indian Economic Scenario

- ✓ Contribution of Retail to Indian Economy
- ✓ Functions of Retailing in Indian Economy
- ✓ Geography of Demand and Supply
- ✓ Classification of Retailers
- ✓ Activities of Retailers
- ✓ FDI in Indian Retail

Unit 4: Trends in Retailing

- ✓ Best Practices in Retailing
- ✓ The Changing Retail environment
- ✓ Projected Trends
- ✓ Retail Research
- ✓ Retail Audits
- ✓ Online Retailing and e-Tailing – difference between retailing and e-Tailing

Unit 5: Franchising

- ✓ Introduction to Franchising
- ✓ Franchising in India
- ✓ Types of Franchise Agreements
- ✓ Franchise Operations Arrangements
- ✓ Dynamics of Franchisee – Franchisor Relationship
- ✓ Key Success Factors in Franchising
- ✓ International Franchising

Recommended Books:

1. Retailing: Integrated Retail Management by James R Ogden and Denise T Ogden
2. Retail Management – A Strategic Approach by Barry Berman and Joel Evans
3. Retail Management by Gibson G Vedamani
4. Retail Management by Swapna Pradhan
5. Retail Management by Chetan Bajaj
6. Retail Management by Rosemary Varley and Mohammed Rafiq
7. Retail Management by Uniyal and Sinha
8. Retail Management by Levy and Weitz
9. Art of Retailing by A J Lamba

ELECTIVE PAPERS FOR SPECIALIZATION IN RETAIL MARKETING:

RETAIL MARKETING

Paper Code: MBAS3RM2

Unit 1: Overview of Retail Marketing

- ✓ Introduction
- ✓ Role, Relevance and Trends
- ✓ Marketing Role of Retailer
- ✓ Marketing and Retail Environment in Twenty-First Century

Unit 2: Retail Consumer

- ✓ The Buying Function
- ✓ Types of Consumer
- ✓ Purchase Behavior

- ✓ Understanding Shoppers and Shoppers' Behavior

Unit 3: Retail Market Segmentation and Marketing Mix

- ✓ Introduction to Retail Market Segmentation
- ✓ Criteria for Effective Segmentation
- ✓ Market Segmentation Process and Dimensions of Segmentation
- ✓ Retail Marketing Mix – Introduction
- ✓ Composition of Key Marketing Mix Elements
- ✓ Retail Mix Planning

Unit 4: Retail Marketing Strategies

- ✓ Store Location and Positioning
- ✓ Direct Marketing
- ✓ Personal Selling
- ✓ Advertising
- ✓ Sales promotion
- ✓ Brand management
- ✓ Marketing Audit

Unit 5: Services Marketing

- ✓ Service Retailing
- ✓ Defining Service Objectives
- ✓ Mapping Service Process
- ✓ Setting standards and Developing a Service Strategy
- ✓ Service Qualities to be Measured
- ✓ Implementation after Monitoring and Measuring Service Quality
- ✓ Creating Relationship – Relationship marketing in Retail
- ✓ Customer Relationship Management
- ✓ Retailing in Banking and other Financial Services – Mutual Funds and Insurance

Recommended Books:

1. Retailing: Integrated Retail Management by James R Ogden and Denise T Ogden

2. Retail Management – A Strategic Approach by Barry Berman and Joel Evans
3. Retail Management by Gibson G Vedamani
4. Retail Management by Swapna Pradhan
5. Retail Management by Chetan Bajaj
6. Retail Management by Rosemary Varley and Mohammed Rafiq
7. Retail Management by Uniyal and Sinha
8. Retail Management by Levy and Weitz
9. Art of Retailing by A J Lamba

ELECTIVE PAPERS FOR SPECIALIZATION IN RETAIL MARKETING:

STRATEGIC RETAIL MANAGEMENT

Paper Code: MBAS3RM3

Unit 1: Nature of Strategic Planning

- ✓ Introduction to Strategic Planning
- ✓ Retailer's Mission and Vision
- ✓ Setting Company Objectives
- ✓ Retail Strategy Planning Process
 - Operational Excellence
 - Product Differentiation
 - Customer Intimacy
- ✓ Market Entry Strategies
- ✓ Contingency Planning
- ✓ Strategy Monitoring Systems

Unit 2: Market Expansion Strategies

- ✓ Growth Strategies
- ✓ Market Penetration
- ✓ Market Development
- ✓ Product Range Development
- ✓ Diversification
- ✓ Michael Porter's five Forces Model
- ✓ Strategies for Declining Market

Unit 3: Competitive Strategies in the Retail Environment

- ✓ Understanding Competitors and Competition
- ✓ Competition Assessment
- ✓ Competitive Strategies
- ✓ Horizontal and Vertical Strategies

Unit 4: Strategic Finance in Retail

- ✓ Introduction
- ✓ Managing Retail financially
- ✓ Marketing Cost Analysis
- ✓ Market Related Valuation
- ✓ Strategic Financial Planning

Unit 5: Retail Formats

- ✓ Retail Formats and Their Evolution
- ✓ Store Formats in Retail Parlance
- ✓ Types of Store Formats
- ✓ The Impact of Scalability of Store Formats

Recommended Books:

1. Retailing: Integrated Retail Management by James R Ogden and Denise T Ogden

2. Retail Management – A Strategic Approach by Barry Berman and Joel Evans
3. Retail Management by Gibson G Vedamani
4. Retail Management by Swapna Pradhan
5. Retail Management by Chetan Bajaj
6. Retail Management by Rosemary Varley and Mohammed Rafiq
7. Retail Management by Uniyal and Sinha
8. Retail Management by Levy and Weitz
9. Art of Retailing by A J Lamba

ELECTIVE PAPERS FOR SPECIALIZATION IN RETAIL MARKETING:

RETAIL OPERATIONS

Paper Code: MBAS4RM2

Unit 1: Store Operating Parameters

- ✓ Introduction to Store Operations
- ✓ Dipstick Parameters
 - Customer Transactions
 - Stocks
 - Space
 - Employees
- ✓ Operational Financial Parameter
- ✓ Using Strategic Resource Model in Retail Operations
- ✓ Designing a Performance Program

Unit 2: Product and Merchandising Management

- ✓ Product Planning
- ✓ Product Life Cycle Management
- ✓ Introduction to Merchandising – Concept, Importance and Functions
- ✓ Merchandising Buying and handling
- ✓ Steps in Merchandising Planning
- ✓ Markups and Markdowns in Merchandise Management
- ✓ Shrinkage in Retail Merchandise Management
- ✓ Gross Margin Return on Inventory
- ✓ Visual Merchandising and Displays

Unit 3: PERT, CPM and Total Quality Management

- ✓ Application of PERT and CPM in Retailing
- ✓ TQM in Retailing
 - Satisfy the Customer
 - Satisfy the Supplier
 - Continuous Improvement

Unit 4: Logistics

- ✓ Retail Logistics
- ✓ Inventory and Supply Chain Management in Retail
- ✓ Security Measures
- ✓ Footfalls Management

Unit 5: Retail Management Information Systems

- ✓ Retail Technology and Automation
- ✓ Role of Retail Technology in Store Operating Processes
- ✓ Retail Technology and CRM
- ✓ Human Resources and Executive Information Systems
- ✓ Retail Automation in Merchandise and SCM Systems

Recommended Books:

1. Retailing: Integrated Retail Management by James R Ogden and Denise T Ogden
2. Retail Management – A Strategic Approach by Barry Berman and Joel Evans
3. Retail Management by Gibson G Vedamani
4. Retail Management by Swapna Pradhan
5. Retail Management by Chetan Bajaj
6. Retail Management by Rosemary Varley and Mohammed Rafiq
7. Retail Management by Uniyal and Sinha
8. Retail Management by Levy and Weitz
9. Art of Retailing by A J Lamba

ELECTIVE PAPERS FOR SPECIALIZATION IN RETAIL MARKETING:

STORE AND MALL MANAGEMENT

Paper Code: MBAS4RM3

Unit 1: Store and Location Planning

- ✓ Store Planning
- ✓ Types of Stores
- ✓ The Circulation Plan
- ✓ Floor Space Management
- ✓ Store Façade
- ✓ Location Planning
- ✓ Catchment Area Analysis
- ✓ Factors Affecting Location Decision
- ✓ Location Based Retail Strategies

Unit 2: Store Design and Layout

- ✓ Interiors and Exteriors

- ✓ Retailing Image Mix
- ✓ Effective Retail Space Management
- ✓ Space Mix
- ✓ Display Mix
- ✓ Types of Layouts
- ✓ Factors Affecting Store Layout

Unit 3: Store Administration

- ✓ Floor Space Management
- ✓ Planogram
- ✓ Managing Store Inventories
- ✓ Quick Response Inventory Planning
- ✓ Managing Displays
- ✓ Cashiering Process
- ✓ Managing In-Store Promotion and Events

Unit 4: Mall Management

- ✓ Introduction
- ✓ The Emergence of Mall in India
- ✓ New Mall Concepts
- ✓ Mall Design
- ✓ Facilities Management
- ✓ Crowd and Footfalls Management

Unit 5: Mall Monitoring and Quality Management

- ✓ Factors influencing Mall Establishments
- ✓ Aspects in Quality Management
- ✓ Customer perception of Malls in India
- ✓ Statistical Methods used in Mall Performance
- ✓ Reasons for Failure of Some Malls in India

Recommended Books:

1. Retailing: Integrated Retail Management by James R Ogden and Denise T Ogden
2. Retail Management – A Strategic Approach by Barry Berman and Joel Evans
3. Retail Management by Gibson G Vedamani
4. Retail Management by Swapna Pradhan
5. Retail Management by Chetan Bajaj
6. Retail Management by Rosemary Varley and Mohammed Rafiq
7. Retail Management by Uniyal and Sinha
8. Retail Management by Levy and Weitz
9. Art of Retailing by A J Lamba

ELECTIVE PAPERS FOR SPECIALIZATION IN RETAIL MARKETING:

ETHICS AND LAWS

Paper Code: MBAS4RM1

Unit 1: Introduction

- ✓ Ethics and Laws Defined
- ✓ Difference Between Ethics and Laws

Unit 2: The Field of Ethics in Retail

- ✓ Differences in Ethical Perspective
- ✓ The Profit-Principle Relationship
- ✓ Culture and Ethical Perspective
- ✓ How to Run an Ethical Business

Unit 3: Theft and Loss

- ✓ Theft by Employees
- ✓ Pre-Employment Integrity Screening Measures
- ✓ Shoplifters
- ✓ Supervising the Selling Floor

- ✓ Theft Prevention Process
- ✓ Other Loss Prevention Strategies
- ✓ Loss Prevention System
- ✓ Asset Control Policies
- ✓ Internet Fraud

Unit 4: Specific Laws That Affect Retailers

- ✓ Sale of Goods Act
- ✓ Trademark Regulations
- ✓ Patents and IPR
- ✓ Laws Pertaining to Franchising and Leasing
- ✓ Antitrust Laws
- ✓ Horizontal Agreements
- ✓ Vertical Agreements
- ✓ Consumer Protection Act
- ✓ Corporate Disclosure Act
- ✓ Government Response to Violation of Laws

Unit 5: Regulations

- ✓ Regulatory Bodies
- ✓ Regulations Specific to E-tailing

Recommended Books:

1. Retailing: Integrated Retail Management by James R Ogden and Denise T Ogden
2. Retail Management – A Strategic Approach by Barry Berman and Joel Evans
3. Retail Management by Gibson G Vedamani
4. Retail Management by Swapna Pradhan
5. Retail Management by Chetan Bajaj
6. Retail Management by Rosemary Varley and Mohammed Rafiq
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9. Art of Retailing by A J Lamba