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- 20 Past Tense / III Person / Singular / Feminine
- 21 Past Tense / III Person / Plural / Feminine
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Accounting & Finance for Managers

SYLLABUS

UNIT 1 : INTRODUCTION TO FINANCIAL ACCOUNTING

- * Introduction to Accounting
- * Meaning
- * Evolution of Accounting
- * Importance of Accounting
- * Users of financial statements
- * Financial, Cost and Management Accounting
- * Finance Function and Accounting
- * Accounting and Other Disciplines
- * Accounting as a Career and Profession
- * Place of Accounting Officers in the Organization
- * Auditing and Internal Control
- * Forms of Organizations and Effect on Accounting.

UNIT 2 : ACCOUNTING PRINCIPLES

- * Accounting Concepts and Convention
- * Accounting Policies
- * Generally Accepted Accounting Principles (GAAP)
- * International Financial Reporting Standards (IFRS)
- * Indian Accounting standards (Ind AS)
- * India's Roadmap to Convergence with IFRS

UNIT 3 : PRESENTATION OF FINANCIAL STATEMENTS : BALANCE SHEET

- * Conceptual Basis of a Balance Sheet
- * Capital and Revenue Expenditure and Receipts
- * Classification of Items on a Balance Sheet
- * Assets - Fixed Assets, Investments, Current Assets, Fictitious Assets, Contingent Assets
- * Liabilities - Owner's Fund, Long Term Liabilities, Current Liabilities and Provisions, Contingent Liabilities
- * Format of Balance Sheet
- * Balance Sheet Equation
- * Preparing Balance Sheet

UNIT 4 : THE INCOME STATEMENTS

- * Measurement of Profit
- * Format of Profit and Loss Account
- * Profit and Loss Account of a Manufacturing Concern
- * Appropriation of Profit
- * Advantage of Profit and Loss Account

UNIT 5 : MECHANICS OF ACCOUNTING

- * Classification of Accounts
- * Double Entry System
- * Overview of Accounting Cycle
- * Preparing Journals
- * Subsidiary Books
- * Purchase Day Book
- * Sales Day Book
- * Cash Book
- * Petty Cash Book
- * Journal Proper
- * Ledger
- * Preparation of Trial Balance
- * Accounting Errors and their Rectification
- * Bank Reconciliation Statement (BRS)
- * Computerized Accounting

UNIT 6 : FIXED ASSETS AND DEPRECIATION ACCOUNTING

- * Cost of Fixed Assets
- * Depreciation
- * Method of Computing Depreciation
- * Fixed Installment Method or Straight Line Method (SLM)
- * Diminishing/Reducing Balance Method or Written Down Value Method (RBM)
- * Accounting Treatments for Transactions
- * Recording Depreciation in Asset Account
- * Recording Depreciation in Provision for Depreciation Account
- * Recording Sale of Asset
- * Change in the Method of Depreciation
- * Impairment of Assets

UNIT 7 : COMPANY ACCOUNTS : ACCOUNTING FOR SHARES AND DEBENTURES

- * Shares and Share Capital
- * Issue of shares
- * Share Issue: Payments in installment
- * Buyback of shares
- * Debentures and bonds

UNIT 8 : COMPANY ACCOUNTS : FINANCIAL STATEMENTS

- * Income statement/ Profit and Loss Account
- * Balance sheet
- * Company Annual Report

UNIT 9 : CASH FLOW STATEMENT

- * Cash and cash equivalents
- * How Cash Flow Statement looks like?
- * Cash Flow Activities
- * Operating Activities
- * Investing Activities
- * Financing Activities
- * Some Special Items
- * Interest and Dividends
- * Non-cash Transactions
- * Free cash flow
- * Fund flow statement
- * Analysis of Cash Flow Statement
- * Cash Realization Ratios:
- * Coverage Ratio
- * Sources and usage percentage
- * Preparation of Cash Flow Statement

UNIT 10 : FINANCIAL STATEMENT ANALYSIS

- * Techniques for financial statement analysis
- * Horizontal Analysis: Comparative and Trend Statements
- * Vertical Analysis: Common Size
- * Liquidity ratios: Current and Quick Ratio
- * Solvency ratios: D/E, Interest Coverage
- * Profitability ratios: GP, NP, EBIT, EBDITA, EPS

- * Return Ratios: ROI, ROE
- * Turnover ratios
- * Analysis of Stock and Debtors
- * Working Capital Management
- * Stock prices and financial data: P/E

UNIT 11 : COST ACCOUNTING : CONCEPTS AND METHODS

- * Cost Centre and Cost Unit
- * Elements of Costs
- * Classification of Overheads
- * Classification of Costs
- * Methods of Costing
- * Specific Order Costing - Job Costing, Batch Costing, Contract Costing
- * Continuous Operation Costing - Process Costing, Operating Costing
- * Cost Sheet
- * Solved Illustration

UNIT 12 : MARGINAL COSTING AND CVP ANALYSIS

- * Absorption costing and Marginal costing
- * Applications of Marginal Costing
- * Segregation of Semi-Variable costs
- * Marginal Cost Statement
- * Break Even Analysis
- * Solved Illustration

UNIT 13 : STANDARD COSTING AND VARIANCE ANALYSIS

- * Variance Analysis
- * Cost Variances
- * Direct Material Variances
- * Direct Material Labour Variances
- * Overhead Variances - Variable Overhead Cost Variances, Fixed Overhead Cost Variances
- * Sales Variances

UNIT 14 : BUDGETARY CONTROL

- * Budgetary Control
- * Types of Budgets
- * Preparation of Budgets

- * Sales Budget
- * Production budget
- * Material Purchase Budget
- * Cash Budget
- * Other functional budget
- * Master Budget
- * Fixed and Flexible budgets
- * Zero Based Budgeting

UNIT 15 : INTRODUCTION TO FINANCIAL MANAGEMENT

- * Finance and other discipline
- * Nature and scope of financial management
- * Functions of Financial Management
- * Role of Finance Manager
- * Objectives of the firm

UNIT 16 : FINANCIAL MARKETS AND SOURCES OF FINANCE

- * Financial Markets
- * Money Market Instruments
- * Capital Market
- * Sources of Finance
- * Long Term Sources
- * Short Term Sources
- * International Sources

UNIT 17 : COST OF CAPITAL AND CAPITAL STRUCTURE

- * Cost of capital
- * Cost of Debt
- * Cost of Preference shares
- * Cost of Equity Capital
- * Weighted Average Cost of Capital (WACC)
- * Capital Structure
- * Net Income Approach (NI)
- * Net Operating Income (NOI)
- * Modigliani – Miller Model (MM)
- * Traditional Approach
- * Solved Illustrations

UNIT 18 : LEVERAGE ANALYSIS

- * Operating Leverage
- * Financial Leverage
- * Combined Leverage

UNIT 19 : CAPITAL BUDGETING

- * Time Value of Money
- * Investment Appraisal techniques
- * Pay Back Period
- * Accounting Rate of Return (ARR)
- * Net Present Value (NPV)
- * Internal Rate of Return
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- * Solved Illustrations

UNIT 20 : WORKING CAPITAL MANAGEMENT

- * Operating Cycle
- * Determinants of Working Capital
- * Types of Working Capital
- * Importance of Working Capital
- * Components of Working Capital
- * Measuring Working Capital Requirement

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Business Environment

SYLLABUS

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- * Business Environment Factors and their Implications
- * Social Factors
- * Economic Factors
- * Cultural Environment
- * Technological Factors
- * Political Factors
- * Legal Factors
- * Ecological Factors
- * Government Policies, Labour and Legal Factors
- * Market Conditions, Locational and other related Factors
- * Macroeconomic Concepts
- * Output and Income
- * Unemployment
- * Inflation and Deflation

UNIT 2 : PLAN FORMULATION AND IMPLEMENTATION

- * Planning and the Need for Planning
- * Planning in Independent India
- * Planning Commission Social Factors
- * Objectives of Economic Policy
- * Economic Growth
- * Reduction of Economic Inequalities,
- * Employment for All
- * Economic Self Reliance
- * Modernization
- * Addressing of Imbalance in the Country
- * Implementation (Financial Administration)
- * Monetary and Fiscal Policies
- * Monetary Policy
- * Instruments of Monetary Policy
- * Fiscal Policy
- * Properties of Budget
- * Five Year Plans
- * First Five Year Plan (1951-56)
- * Second Five Year Plan (1956-61)
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- * The Industries (Development and Regulation) Act, 1951 (IDRA)
- * Public Private Partnership
- * Umbrella definition of PPPs in India
- * Essential Conditions in the Definition
- * Other Good Practices
- * Exclusionary List
- * The PPP Process and Examples
- * Project Preparation
- * Procurement
- * Development
- * Operations
- * Privatization and Disinvestment
- * Msme
- * Sick Industrial Companies Act, 1985
- * Company Law
- * Mrtp Act
- * Competition Act, 2002

UNIT 4 : LABOUR LAWS

- * Factories Act, 1948
- * Minimum Wages Act 1948
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UNIT 5 : GOVERNMENT INFLUENCE ON INCOME, PLANNING, PRICES AND PRODUCTION

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- * Parameters and Factors Associated with Pricing Policy
- * Pricing Policy Relationship with International Prices

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UNIT 7 : FINANCIAL SYSTEM

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- * Financial Institutions
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- * Unit Trust of India
- * General Insurance Corporation of India

- * Export Import Bank of India
- * Tourism Finance Corporation of India
- * NABARD
- * National Housing Bank
- * Reserve Bank of India
- * Commercial Banks
- * Co-operative Bank
- * Non-Banking Financial Companies
- * Securities and Exchange Board of India
- * Insurance Regulatory and Development Authority
- * Financial Instruments
- * Industrial finance and industrial financial institutions
- * The Financial Markets

UNIT 8 : SOCIETAL ENVIRONMENT AND THE SOCIAL RESPONSIBILITY OF BUSINESS

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- * Corporate Social Responsibility
- * National voluntary guidelines on social, environmental and economics responsibilities of business
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- * Applicability
- * Content and structure
- * Consumerism
- * Components of consumerism
- * Consumer protection act, 1986

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- * Issue of Shares by Indian Companies under FCCB/ADR/GDR
- * FDI in an Indian Company
- * MNCs
- * Foreign Exchange Management Act, 1999 (FEMA)
- * Objectives and Extent

UNIT 10 : NATIONAL INCOME, BUSINESS CYCLE, HUMAN DEVELOPMENT, POVERTY

- * National Income
- * Concepts of National Income
- * Methods of calculating National Income
- * Importance of National Income Analysis
- * Business Cycle
- * Cycle with Trend
- * Four Phase of Business Cycle
- * Causes of Business Cycles

- * Human Development
- * HDI Dimensions and Indicators
- * Pillars of Human development
- * Human Development Index
- * Poverty
- * Absolute Poverty
- * Relative Poverty
- * Magnitude of Poverty in India
- * Causes of Poverty in India
- * Reduction in Poverty

UNIT 11 : RURAL DEVELOPMENTS, AGRICULTURE AND BUSINESS, INFRASTRUCTURE AND BUSINESS, PROBLEM OF GROWTH

- * Rural Development
- * Importance of Rural development
- * Problems of rural development
- * Greening rural development
- * Agriculture and Business
- * Role of Agriculture in Economic Development
- * Agriculture Productivity
- * The Agro Based Industry
- * Infrastructure and Business
- * Characteristics of Infrastructure
- * Core Infrastructure Industries
- * Human Development Index
- * Problem in Growth
- * The Promoters have study these factor carefully

UNIT 12 : FORMS OF BUSINESS ORGANISATION, EMERGING TRENDS OF BUSINESS, ENVIRONMENTAL POLLUTION

- * Forms of Business Organisation
- * Sole Proprietorship
- * Partnership
- * Joint Hindu Family
- * Cooperative Society
- * Emerging Trends in Business
- * Franchising
- * Network Marketing
- * Business Processing Outsourcing
- * E-Commerce
- * M-Commerce
- * Environmental Pollution
- * Air Pollution
- * Noise Pollution
- * Water Pollution

Economics for Managers

SYLLABUS

UNIT 1 : INTRODUCTION TO MANAGERIAL ECONOMICS

- * Economics: An Introduction
- * Managerial Economics
- * Basic Concepts
- * Plan for the books

UNIT 2 : MARKET EQUILIBRIUM

- * Supply and Demand
- * Market Equilibrium
- * Market Mechanism and the Role of Government

UNIT 3 : Demand Theory

- * Analysis of Demand
- * Determinants of Demand
- * Changes in the Demand Curve
- * Elasticity of Demand

UNIT 4 : SUPPLY ANALYSIS

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- * Changes in the Supply Curve

UNIT 5 : ECONOMICS OF PRODUCTION

- * Basic Concepts
- * Production with One Variable
- * Production with Two Variables
- * Returns to Scale

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- * Production with the Cost-Minimizing Inputs
- * Long-Run Costs
- * Learning Curve

UNIT 7 : PERFECT COMPETITION

- * Meaning and Characteristics of Perfect Competition
- * Price and Output Determination under Perfect Competition

UNIT 8 : MONOPOLY

- * Meaning and Characteristics of Monopoly
- * Price and Output Determination under Monopoly
- * Perfect Competition and Monopoly
- * Monopoly Power
- * Social Cost of Monopoly Power and Competition Commission

UNIT 9 : MONOPOLISTIC COMPETITION

- * Characteristics of Monopolistic Competition
- * Equilibrium under Monopolistic Competition

UNIT 10 : OLIGOPOLY

- * Oligopoly and its Characteristics
- * Oligopoly Models

UNIT 11 : PRICING UNDER DIFFERENT STRUCTURES- PRICING PRACTICES

- * Cost Oriented Pricing
- * Strategy Oriented Pricing
- * Customer Oriented and Other Pricing Practices

UNIT 12 : NEW THEORIES OF FIRM

- * Baumol's Theory of Sales Revenue Maximisation
- * Williamson's Model of Managerial Discretion
- * Marris's Model of the Managerial Enterprise
- * The Behavioural Model of the firm

UNIT 13 : PROJECT EVALUATION

- * Project Evaluation
- * Project Appraisal Techniques

UNIT 14 : RISK AND UNCERTAINTY

- * Risk and Uncertainty
- * Risk Preferences
- * Risk management

UNIT 15 : TECHNOLOGICAL CHANGE

- * Defining Technology
- * Factors contributing to technological change

UNIT 16 : EXTERNALITIES AND ENVIRONMENTAL ISSUES

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- * Externalities and Environmental issues

UNIT 17 : INFORMATION ASYMMETRY AND GAME THEORY APPLICATIONS FOR MANAGERS

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- * Game Theory
- * Basic Concepts

UNIT 18 : MEASURING NATIONAL INCOME AND CONCEPTS

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- * Method to calculate GDP in India
- * Other national income accounting measures
- * Statement of National product and Related Aggregates of India
- * GDP growth in India

UNIT 19 : CONSUMPTION, INVESTMENT AND SAVINGS

- * Consumption and Saving:
- * Determinants of Consumption:
- * Investment:
- * Shifts in the Investment Demand Curve
- * Saving and Investment pattern in India:

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- * Monetary Policy
- * Instruments/Tools of Monetary Policy
- * Defining IS and LM curves
- * Explaining Monetary policy with IS and LM curves
- * Limitation of IS-LM model
- * Monetarist school of thought
- * Keynesian v/s Monetarism (New classical economists)
- * Changing Paradigm of Monetary policy

UNIT 21 : FISCAL POLICY

- * Fiscal Policy
- * Demand-side fiscal policy
- * Fiscal policy and IS-LM Model
- * Crowding out effect:
- * New Classical View of Fiscal Policy
- * Supply side Fiscal Policy
- * Combined effect of Monetary and Fiscal Policy

UNIT 22 : BUSINESS CYCLES

- * Business Cycles
- * Theory of Business Cycle
- * Aggregate Demand and Business Cycles:
- * Business cycle and Multiplier model
- * Effect of Fiscal Policy on Output
- * Limitations of Multiplier model
- * Real Business Cycles

Management Process & Organisational Behaviour

SYLLABUS

UNIT 1 : INTRODUCTION TO MANAGEMENT AND ORGANISATIONAL BEHAVIOR

- * Management Defined
- * Nature of Management
- * Importance of Management
- * Managerial Roles
- * Interpersonal Roles
- * Informational Roles
- * Decisional Roles
- * Levels of Management
- * Top Level Management
- * Middle Level Management
- * First Level Management
- * Managerial Skills
- * Technical Skills
- * Human Skills
- * Conceptual Skills
- * Diagnostic Skills
- * Scope of Management
- * Human Resource Management
- * Financial Management
- * Production Management
- * Marketing Management
- * Functions of Management
- * Organizational Behavior
- * Importance of Organizational Behavior
- * OB Model

UNIT 2 : EVOLUTION OF MANAGEMENT THOUGHTS

- * Classical Approach
- * Scientific Approach (1900)
- * Administrative Theory- Henry Fayol
- * Bureaucracy- Max Weber
- * Neoclassical Approach
- * Hawthorne Studies- Elton Mayo
- * Human Relations Approach
- * Behavioral Approach
- * Quantitative Approach
- * System Approach
- * Contingency Approach
- * Modern Approach
- * Contribution of Peter Drucker

UNIT 3 : PLANNING

- * Introduction
- * Unit objectives
- * Meaning of Planning
- * Nature of Planning
- * Importance of Planning
- * Essentials of a Sound Plan
- * Planning Premises
- * Steps in Planning
- * Limitation of Planning
- * Types of Plan
- * Standing Plan
- * Single use plan
- * Levels of Planning
- * Strategic Planning
- * Tactical Planning
- * Operational Planning
- * Contingency Planning
- * Short Term and Long Term Planning
- * Management of Objective (MBO)
- * Concept of Management by Objectives
- * Process of MBO
- * Importance of MBO
- * Limitation of MBO

UNIT 4 : COORDINATING AND ORGANIZING

- * Concept of Coordination
- * Difference between Coordination and Cooperation
- * Need and Significance of Coordination
- * Principles of Coordination
- * Approaches and Techniques for Achieving Effective Coordination
- * Concept of Organizing
- * Steps in Organizing Process
- * Span of Control
- * Determinants of Span of Control
- * Gracunas Theory of Span of Control
- * Authority
- * Power
- * Difference between Authority and Power
- * Delegation of Authority
- * Principles of Delegation
- * Problems in Delegation
- * Centralization
- * Decentralization
- * Difference between Centralization and Decentralization
- * Factors responsible for Centralization and Decentralization

UNIT 5 : DEPARTMENTATION AND STRUCTURAL FORMATS

- * Steps in Designing Organization Structure
- * Factors Effecting Organizational Design
- * Features of a Good Organization Structure
- * Departmentation
- * Basis of Departmentation
- * Departmentation by Function
- * Departmentation by Product
- * Departmentation by Territory
- * Departmentation by Customer
- * Departmentation by Process
- * Types of Organization Structure
- * Traditional Concept
- * Modern Concept

UNIT 6 : DIRECTING AND CONTROLLING

- * Concept of Directing
- * Significance of Directing
- * Principles of Directing
- * Concept of Controlling
- * Significance of Controlling
- * Limitation of Controlling
- * Controlling Process
- * Essentials of Effective Control
- * Techniques of Control
- * Supervision
- * Analysis and Interpretation of Financial Statements
- * Budgetary Control
- * Breakeven Analysis
- * Return on Investment
- * Management by Objectives
- * PERT /CPM Techniques
- * Management Information System
- * Management Audit
- * Human Resource Accounting
- * Responsibility Accounting
- * Human Resistance to Control
- * Overcoming Resistance to Control

UNIT 7 : INDIVIDUAL BEHAVIOR

- * Perception
- * Factors Affecting Perception
- * Attribution Theory
- * Distortions in Perception
- * Personality
- * Determinants of Personality
- * Personality Traits

- * The Big Five Model
- * Important Personality Characteristics Relevant to Organisational Behaviour
- * Attitude
- * Attitude and Behaviour : Cognitive Dissonance Theory
- * Major Job Attitude
- * Emotional Intelligence

UNIT 8 : MOTIVATION

- * Motivation Defined
- * Forms of Motivation
- * Theories of Motivation
- * Maslow's Hierarchy of Needs Theory
- * ERG Theory
- * McGregor X and Y Theory
- * Herzberg Motivation Hygiene Theory
- * McClelland's Theory of Needs
- * Vroom Expectancy Theory
- * Equity Theory
- * Goal Setting Theory

UNIT 9 : GROUPS AND DECISION MAKING

- * Group Defined
- * Formal Group
- * Informal Group
- * Stages in Group Development
- * Group Properties
- * Group Norms
- * Roles
- * Status
- * Group size
- * Group Cohesiveness
- * Relationship between Group Productivity, Norms and Cohesiveness
- * Understanding Difference between Work Groups and Teams
- * Creating effective Teams
- * Decision Making
- * Types of decisions
- * Steps in Scientific Decision Making
- * Alternative Models in Decision Making
- * Techniques of Group Decision Making
- * Difference between Individual and Group Decision Making
- * Committee

UNIT 10 : LEADERSHIP

- * Leadership Defined
- * Leadership Theories
- * Trait Based Approach
- * Behavioral Approach

- * Contingency Approach
- * Modern Theory of Leadership

UNIT 11 : ORGANIZATIONAL CONFLICT

- * Conflict Defined
- * Functional and Dysfunctional Conflict
- * Process of Conflict
- * Causes of Conflict
- * Intra Individual Conflict
- * Interpersonal Conflict
- * Group Conflict
- * Managing Conflict
- * Conflict Resolution strategies
- * Conflict Stimulation strategies

UNIT 12 : ORGANIZATIONAL CULTURE AND CHANGE MANAGEMENT

- * Organization Culture
- * Determinants of Organization Culture
- * Creating and Sustaining Culture
- * Impact of Organization Culture
- * Organizational Change
- * Forces of Change
- * Response to Change
- * Management of Planned Change
- * Lewin's Three Step Model
- * Managing Resistance to Change

Research Methodology and Communications

SYLLABUS

UNIT 1 : RESEARCH FUNDAMENTALS AND TERMINOLOGY

- * Definition of Research
- * Objectives of Research
- * Characteristics of Good Research
- * Important Research Concepts
- * The Language of Research
- * Concepts
- * Constructs
- * Definitions
- * Variables
- * Propositions and Hypothesis
- * Theory
- * Models

UNIT 2 : IMPORTANCE OF RESEARCH IN MANAGEMENT DECISIONS

- * Characteristics of Management Decisions
- * Importance of Research in Management Decision Making
- * Management Areas of Decision Making
- * Types of Research and Management Decisions
- * Limitations of Business Research
- * Newer Trends in Decision Making Through Research

UNIT 3 : DEFINING RESEARCH PROBLEM

- * Defining the Research Problem
- * Problem Identification Process
- * Research Proposal
- * Purpose of a Research Proposal
- * Components of a Research Proposal

UNIT 4 : FORMULATION OF HYPOTHESIS

- * What is a Hypothesis?
- * Some Basic Concepts Concerning Testing of Hypothesis
- * Types of Hypothesis
- * Procedure for Testing of Hypothesis

UNIT 5 : RESEARCH DESIGN

- * What is Research Design?
- * Classification of Research Designs
- * Exploratory Studies
- * Descriptive Studies
- * Causal Studies

UNIT 6 : EXPERIMENTAL DESIGN

- * What is Experimentation?
- * Various Concepts and Definitions
- * Conducting an Experiment
- * Validity in Experimentation
- * Classification of Experimental Designs

UNIT 7 : METHODS OF DATA COLLECTION

- * Primary and Secondary Data
- * Primary Data Sources
- * Surveys
- * Observations
- * Interviews
- * Secondary Data Sources

UNIT 8 : SAMPLING AND SAMPLING DISTRIBUTION

- * Some Basic Concepts
- * Census and Sample Methods
- * Sampling Methods
- * Sampling and Non Sampling Errors
- * Sampling Distribution
- * Law of Large Numbers and Central Limit Theorem

UNIT 9 : ATTITUDE MEASUREMENT AND SCALES

- * Concept of Measurement and Scaling
- * Measurement Scales
- * Statistical Analysis Based on Scales
- * Characteristics of Good Measurement
- * Sources of Error in Measurement
- * Scaling Techniques
- * Comparative Scales
- * Non-comparative Scales

UNIT 10 : REPORT WRITING AND PRESENTATION

- * Types of Research Reports
- * Research Report Components
- * Writing the Report
- * Considerations while Writing the Draft
- * Presentation Considerations

UNIT 11 : INTRODUCTION TO COMMUNICATION AND FACTORS INFLUENCING ITS EFFECTIVENESS

- * The Communication Process
- * Barriers to Effective Communication
- * Environmental Factors
- * Overcoming Environmental Factors
- * Individual Factors
- * Overcoming Individual Factors
- * Cultural Factors
- * Overcoming Cultural Factors

UNIT 12 : UNDERSTANDING BUSINESS COMMUNICATION

- * What is Business Communication?
- * Internal Communication
- * External Communication
- * Communication Flows in an Organization
- * Prominent Communication Channels in Organizations
- * Changing Landscape of Business Communication
- * Managing diversity through communication
- * Ethical communication
- * Developing Skills for Effective Business Communication
- * Presentation Skills
- * Negotiation Skills
- * Giving and receiving feedback
- * Managing difficult conversations.

UNIT 13 : EFFECTIVE BUSINESS COMMUNICATION

- * Effective Business Communication – Organizational Context
- * Business Meetings
- * Business Presentations
- * Emails
- * Business Reports
- * Effective Business Communication – Importance for Individuals
- * Preparing Resume
- * Presenting Self

UNIT 14 : COMMUNICATING ELECTRONICALLY

- * Defining electronic communication
- * Types of electronic communication
- * Emails
- * Voicemails
- * Videoconferences

- * Electronic newsletters and brochures
- * Screensavers
- * Intranet
- * Social media platforms
- * Evaluating the utility of electronic media
- * Advantages
- * Limitations / challenges
- * Tips for using the electronic media effectively

UNIT 15 : LEADERSHIP COMMUNICATION

- * Defining leadership
- * Focus of leadership communication
- * Building organizational identity and image
- * Building stakeholder commitment by aligning their interests
- * Seeking stakeholder feedback
- * Shaping organizational culture
- * Building high performance teams
- * Conducting / managing difficult conversations
- * Delivering good, bad or neutral messages / decisions
- * Choosing an effective medium of communication
- * Skills / attributes for effective leadership communication
- * Understanding self as a leader
- * Practice reflection
- * Presenting self as a leader

Syllabus

BUSINESS ETHICS AND CORPORATE GOVERNANCE

UNIT - 1 : AN INTRODUCTION OF BUSINESS ETHICS

Business Ethics —Meaning of Business Ethics —Definition of Business Ethics — Business Ethics and its issues —Morality —Ethics and the Law —Importance of Business Ethics —Influences of Business Ethics

UNIT - 2 : EASTERN AND WESTERN ETHICAL THOUGHTS

Universal Norms And Geographically Different Culture—Cultural Values—Manners-Indicator of Values—One Humanity, Many Values—Manners—Universal versus Particular Values—Nature of Values—Theory and Practice

Suitability of Eastern Values to Western Business—Western Models—Eastern Values—Social Dilemma—Integrated Business

Do Indian Values Hinder Business—Caste System—Negative Image—Augmentation of Values—Clash of Cultures—Values Withstand Challenges

Progressive Business Dharma—Values are Static—Values Are Dynamic—Codes Based on Values—Business Dharma—Dharma-The Fundamental Principle

UNIT - 3 : DECISION MAKING: MORAL REASONING AND ITS APPLICATIONS

Understanding Decision Making

Nature of Decision Making—What is Decision Making? —Intention or Inner Decisions—Relationship of Intention, Action, Morality and Law—Analysis of an Individual Decision Maker—Analysis of Social/Group/Organizational Decision Making—Basic Assumption of Society—Society or organization and intelligent order—Public opinion, common good, and progress—Common goal, achievement, and happiness—Decision-making body

Decision Making Process—Cognitive Development Necessary for Decision Making—Individual and Organizational Development of Moral Decision Making—Pre-Conventional Moralit-Conventional Morality—Post-Conventional Morality

Classification of Decision Making—Classification of Decision Making—Normative Model—Descriptive Model

UNIT - 4 : WORKPLACE, INDIVIDUALS, WORKERS AND MORALS

Factors Influencing Ethics at the Workplace

Issues Related To Ethics At The Workplace—Conflicts of Interest—Fairness and honesty—Communications—Discrimination—Recruitment Practices—Screening Practices—Promotion Practices—Conditions of Employment—Dismissal—Harassment

Importance of Ethics at the Workplace

Guidelines for Maintaining Ethics at the Workplace

Rights & Duties of Employees

Firm's Duties to the Employees—Wages—Health and Safety—Job Satisfaction

UNIT - 5 : CHALLENGES OF ENVIRONMENTAL ETHICS

Principles of Environmental Ethics—Extending our Moral stand—Radical Ecology

Environmental Challenges As Business Opportunities—Sustainable Development as Corporate Strategy—Shifting Nature of Competition in Emerging Economics—New Opportunities of Product Differentiation—Increasing Profitability and Minimizing Risk

Role of the Government

UNIT - 6 : INDIAN THOUGHTS FOR BUSINESS

Business in Ancient India

Strategies and Structures—Features as Strategies—Proper attention and encouragement to business sector—Development of commercial towns, trade centres, parts and infrastructure—Promotion of Guilds and merchant classes—Self-employment, freedom and regulations—Initiatives and innovations—Superior quality of products and services—Character and principles in business
Structure of Business—Different types of organizations—Role for the state and private sectors—State as the player, facilitator, regulator and benefactor

UNIT - 7 : SOCIAL SUSTAINABILITY AND BUSINESS

Business as A Sustainable Development

Implications for Business

Practical Considerations

Positive Signs of Change

Enhancing Management Systems—Perform a stakeholder analysis —Set sustainable development policies and objectives —Design and execute an implementation plan —Develop a supportive corporate culture—Develop measures and standards of performance— Prepare reports—Enhance internal monitoring processes

Management Leadership—Self-assessment —Deciding on a strategy —Strategy implementation —Small business and private company considerations

UNIT - 8 : CORPORATE GOVERNANCE

Corporate Governance

Need and Importance

Problems and Issues—Flow of Information—Accounting transparency practice and expression—Cost of Monitoring

Best Practices For Corporate Governance—Conduct and Actions of Directors and the Boards—Operational levels—Reporting at the account levels—Enhancing the democracy at the shareholder level

The Board And Corporate Governance—Constitution—Responsibilities—Executive & Non-Executive Directors—Process of Corporate Governance—The Board—Definition of ‘Board of Directors’—Roles of the Board of Directors—Structure & Makeup of the Board of Directors—Role Non-Executive Directors—Role of Auditor—Growth of Corporate Governance

UNIT - 9 : CORPORATE GOVERNANCE: THEORIES AND MODELS

Theory of Stakeholder
Stewardship Theory
Agency Theory
Separation of Ownership and Control
Corporate Governance Mechanism
Anglo-American Model
German Model
Japanese Model
Indian Model
Code of Conduct for Corporate—Code of Conduct Board

UNIT - 10 : CORPORATE SOCIAL RESPONSIBILITY

Understanding Corporate Social Responsibility CSR—Definition of CSR—
CSR responsibilities—Economical responsibilities—Legal responsibilities—Ethical
responsibilities—Philanthropic responsibilities—Objectives of CSR—CSR tactics
CSR in India
Examples of CSR—Tata Steel Limited—Reliance Industries Limited—Bharat
Petroleum

UNIT - 11 : CORPORATE GOVERNANCE CODE

Emergence of Corporate Governance Code—Cadbury Committee—Board of
directors or governors—Executive directors—Non -executive directors—
Reporting practices—Organization for Economic Co-operation and
Development—Sarbanes—Oxley Act 2002—Development of Indian Corporate
Governance—Misgovernance and Corruption—Emergence of Corporate
Governance—Some Salient Features—Assumption of Best Practices—Code of
Ethical Conduct—Board of Directors—Failure of Corporate Governance—Ethics
and Corporate Governance

UNIT - 12 : CORPORATIONS IN THE NEW WORLD ORDER AS STARTUPS

Definition - Startup Company
Evolution of Startup
Business Partnering
Culture
Co-founders
Startup investing—Evolution of investing—Investing rounds—Investing online
Internal Startups
Re-starters
Trends and Obstacles

Quantitative Techniques in Management (MBA 204)

SYLLABUS

UNIT 1 **LINEAR PROGRAMMING**

- ❖ Basic Structure of LP Problem
- ❖ Properties of the LP Model
- ❖ Application Areas of Linear Programming
- ❖ General Mathematical Model of LPP
- ❖ Formulation of LP Model
- ❖ Examples on LP Model Formulation
- ❖ Solution of LPP
 - Graphical LP Solution
- ❖ Some Special Cases in LP Solution
- ❖ Solution of LPP Using Simplex Method
- ❖ Special Cases in Simplex Method
- ❖ Sensitivity Analysis

UNIT 2 **LINEAR PROGRAMMING - POST OPTIMAL ANALYSIS**

- ❖ Dual problem
 - Construction of Dual Problem
- ❖ Primal Dual Relationship
- ❖ Direct calculations for simplex table
- ❖ Economic interpretation of dual variables
- ❖ General simplex algorithm
- ❖ Post optimal analysis
 - Changes in the problem to affect feasibility
 - Changes affecting Optimality

UNIT 3 **TRANSPORTATION MODEL**

- ❖ Transportation Model
- ❖ Steps in Solution Process
 - Initial Basic Feasible Solution
 - Method of Multiplier for Optimality Test

UNIT 4 **ASSIGNMENT MODEL**

- ❖ General Model of Assignment Problems
- ❖ The Hungarian Method
- ❖ Unbalanced Assignment Problem
- ❖ Travelling Salesman Problem

UNIT 5 QUEUING THEORY

- ❖ Need for Queuing Analysis
- ❖ Elements of a Queuing Model
- ❖ Kendall Notations of Queuing System
- ❖ Steady State Queuing System Analysis
- ❖ Analysis of M/M/1 Queuing System

UNIT 6 DECISION THEORY

- ❖ Zone of Decision Making
- ❖ Steps in Decision Making Process
- ❖ Example to Demonstrate Preparation of Pay off Table
- ❖ Decision Making Under Uncertainty
 - The Maximax Criterion (Optimistic Criterion)
 - The Maximin Criterion (Pessimistic Approach)
 - The Maximax Regret Criterion (Opportunity Lost Decision Criterion)
 - The Realism Criterion
 - Criterion of Insufficient Reason
- ❖ Decision Making Under Risk
- ❖ Expected Value of Perfect Information (EVPI)
- ❖ Minimising Expected Losses
- ❖ Decision Tree
 - Bayesian Revision of Probabilities

UNIT 7 THEORY OF GAMES

- ❖ Assumptions, Definitions and Classification of games
- ❖ Two person zero sum game
- ❖ Mixed Strategies
- ❖ Graphical Method
- ❖ Linear Programming Method

UNIT 8 SIMULATION

- ❖ What is Simulation?
 - Benefit of Simulation
 - Limitations of Simulation
- ❖ Steps in Simulation Process
- ❖ Monte Carlo Simulation
- ❖ Application to Queuing Problems
- ❖ Application to Marketing Problems

UNIT 9 PROBABILITY

- ❖ Important Terms
- ❖ Calculation of Probability
- ❖ Theorems of Probability
- ❖ Calculation of Probability of at least One Event
- ❖ Conditional Probability Theorem

- ❖ Bernoulli Theorem
- ❖ Bayes Theorem : (Revising Prior Estimates)

UNIT 10 PROBABILITY DISTRIBUTION

- ❖ Discrete and Continuous Random Distributions
- ❖ Probability Distribution
- ❖ Expected Value of a Random Variable
- ❖ Binomial Distribution
- ❖ Measures of Central Tendency and Dispersion for the Binomial Distribution
- ❖ Poisson Distribution
 - Mean and Variance of a Poisson Distribution
- ❖ Normal Distribution
 - Probability Density function of a Normal Distributions

UNIT 11 REGRESSION AND CORRELATION ANALYSIS

- ❖ Regression Analysis
 - Estimation Using the Regression Line
- ❖ The Standard Error of Estimate
- ❖ Coefficient of Determination
- ❖ Correlation Analysis
 - Coefficient of Determination
 - Coefficient of Correlation

UNIT 12 TESTING OF HYPOTHESIS

- ❖ Introduction to Hypothesis Testing
- ❖ Concept Behind Hypothesis Testing
- ❖ Process of Hypothesis Testing
- ❖ Type I and Type II Error
- ❖ Two-Tailed and One- Tailed Tests of Hypothesis
- ❖ Deciding of Distribution for Hypothesis Testing
- ❖ Hypothesis Testing of Proportions : Large Sample
- ❖ Hypothesis Testing of Means when the Population Standard Deviation is not Known
- ❖ Meaning of Chi-Square Test
- ❖ The Chi-Square Distribution
- ❖ Useful Points while using the Chi-Square Test

Marketing Management (MBA 204)

SYLLABUS

UNIT 1 INTRODUCTION TO MARKETING MANAGEMENT

- * Marketing Management
- * Marketing is Commitment
- * Definition of Marketing
- * Marketing Planning and Process
- * Association of Needs and Offerings
- * Selling and Marketing
- * A complete Scenario through a Marketer's Imagination
- * Consumer Behaviour and Buying Decision Process
- * Marketing Mix
- * Marketing Research
- * Customer Relationship Management
- * Sales
- * Production to production of technology to production of other goods
- * Marketing Mix with a comprehensive perspective
- * Holisitic Marketing Dimensions
- * Marketing Environment

UNIT 2 DEVELOPING MARKETING STRATEGIES AND PLANS

- * What does value implies literally?
- * Value offered has to justifiably match with the value perception of customer
- * Value and Value Chain
- * Focus- Value Chain and Value
- * Enhancing Value throughout
- * Planning-Span, Scope and Attributes
- * Span
- * Scope
- * Attributes/ Components of a Marketing Plan

UNIT 3 CAPTURING CUSTOMER INSIGHTS

- * Marketing research, analysis and forecasting
- * What is that a company should understand?
- * How should companies get to know and learn?
- * Information gathering and analysis a synchronized approach
- * Marketing Research
- * Definition, relevance and process of marketing research
- * Marketing research process
- * Research planning (research approach and research in methodology)
- * Types of research design
- * Data collection
- * Sample size

- * Analysis
- * Forecasting
- * Demand Forecasting methods and Logic
- * Understanding Consumers and Customers to achieve their Satisfaction and Loyalty.
- * Factors influencing Consumer Behaviour
- * Decision on Buying

UNIT 4 CONNECTING WITH CUSTOMERS

- * Understanding Customers
- * Achievement of Satisfaction and Loyalty
- * Segmentation Targeting and Positioning
- * Basis of Segmentation
- * Geography
- * Demography
- * Psychography
- * Behavior
- * Business Market Segmentation

UNIT 5 BUILDING STRONG BRANDS

- * Positioning
- * Positioning Defined
- * Competition
- * Brand Identity
- * Brand Strength
- * Brand Equity
- * Product life cycle and positioning

UNIT 6 SHAPING THE MARKET OFFERINGS

- * A composite view of products and services
- * Product by Definition
- * Definition of Product by American Marketing Association
- * Services by Definition
- * Classification and attributes of products
- * Classification and attributes differentiation
- * Differentiation and the 4Ps
- * Steering the product life
- * Product hierarchy
- * Product system and Mix
- * Packaging
- * Labeling
- * Warranties
- * Guarantees
- * A view of services as offerings
- * Pricing
- * Price and quality Perception
- * Broader process of setting prices and few types of prices
- * Some important pricing methods

UNIT 7 DELIVERING VALUE

- * Distribution- Channel Management
- * Channels
- * Role and type of channels
- * Channel Management
- * E-Business, Retailing and Wholesaling
- * Retailing
- * Life cycle phases in retailing
- * Non-store retailing
- * Retailing organizations
- * Wholesale

UNIT 8 COMMUNICATING VALUE

- * Integrated marketing communication
- * Advertising
- * Sales promotion
- * Public relations and publicity
- * Direct and interactive marketing
- * Word-of-mouth marketing
- * Personal selling
- * Direct Marketing
- * Brand Equity
- * Brand Awareness
- * Brand Images
- * Elements of the communication process
- * Steps of effective communication
- * Sales promotion
- * Personal form of communications
- * The sales force

UNIT 9 CREATING LONG TERM GROWTH

- * Why do Companies introduce new Product and Services
- * Product Development and emergence of new Products.
- * New Product Development
- * Global Markets
- * Holistic Marketing - The Future

UNIT 10 RURAL MARKETING

- * Rural Marketing
- * Meaning and Concept
- * Comparison of Rural and Urban Markets
- * Strategies of Rural Marketing
- * Understanding Rural Market
- * Communicating to Rural Audience
- * Developing Rural Specific Products
- * Adapting Localized Way of Distribution

- * Challenges in Rural Markets
- * Opportunity in Rural Marketing
- * Importance of Rural Market
- * Socio Economic Changes in Rural India
- * Information Technology and Rural India
- * Four A's of Rural Marketing

UNIT 11 TECHNOLOGY AND MARKETING

- * Technology and Marketing
- * Social Media Marketing
- * E-Marketing
- * Search Engine Optimization (Seo)
- * Email Marketing
- * Display Advertising
- * Pay per Click
- * Blogging, Podcasting, Rss
- * Social and Business Networking
- * Product Opinion Sites. Forums
- * Affiliate Marketing and Syndication on the Internet
- * Running an Internet Marketing Services Business
- * Global Internet Marketing. Localization and Customization
- * Trust In Internet Marketing. Ethical and Legal Issues.

UNIT 12 MARKETING ETHICS

- * Marketing Ethics
- * Fundamental issues in the Ethics of marketing
- * Principles of Ethical Marketing
- * Specific issues in marketing ethics
- * Responsibilities of the Marketer
- * Ethical issues in Political Marketing
- * Ethical challenges of social marketing
- * Marketing in Synchronization and Synonymity with Social Relevance
- * Strategic Businesses with Social Relevance

Human Resource Management (MBA 205)

SYLLABUS

UNIT 1 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

- * Nature of HRM
- * Scope of HRM
- * Objectives of HRM
- * Functions of HRM
- * Strategic Human Resource Management
- * Skills and Proficiency of HR managers

UNIT 2 HUMAN RESOURCE PLANNING

- * Objectives of Human Resource Planning
- * Requirements of Effective HRP
- * Human Resource Planning Process
- * Manpower Demand Forecasting Techniques
 - * Managerial Judgment
 - * Ratio Trend Analysis
 - * Regression Analysis
 - * Work Study Technique
 - * Delphi Technique
- * Job Analysis : Concept
- * Job Analysis : Process
- * Introduction to Human Resource Information System (HRIS)
- * Benefits of HRIS

UNIT 3 TALENT ACQUISITION

- * Sources of Recruitment
- * Recruitment Process
- * Alternatives to Recruitment
- * Introduction to Selection
- * Selection Process
- * Orientation and Induction
- * Induction Process

UNIT 4 HUMAN RESOURCE TRAINING AND DEVELOPMENT

- * Difference between Training and Development
- * Need for Training
- * Importance of Training
- * Training Process
- * Evaluation of Training
- * Types of Training
- * Selection of a Training Method
- * Introduction to Executive Development
- * Objectives of Executive Development
- * Methods of Executive Development

UNIT 5 MOTIVATION IN ACTION

- * Importance and Benefits of Motivation
- * Features and Characteristics of Motivation
- * Tools of Motivation
 - * Job Characteristic Model
 - * Alternative Work Arrangement
 - * Empowerment
 - * Participative Management
 - * Quality of Work Life (QWL)
 - * Motivation Through Variable Pay Programs
 - * Mentoring
 - * Employee Counseling

UNIT 6 PERFORMANCE APPRAISAL

- * Performance Appraisal: Concept and Definition
- * Job Evaluation Vs. Performance Appraisal
- * Objectives of Performance Appraisal
- * Basis of Performance Appraisal
- * Performance Appraisal Process
- * Problems in Performance Appraisal
- * Essentials of an Effective Performance Appraisal
- * Methods and Techniques of Performance Appraisal
 - * Process of Management by Objectives
 - * Importance of Management by Objectives
 - * Limitations of Management by Objectives

- * Introduction of 360 Degree Performance Appraisal
- * Benefits of 360 Degree Performance Appraisal

UNIT 7 COMPENSATION MANAGEMENT

- * Objectives of Compensation Planning
- * Factors influencing Compensation Planning
- * Types of Compensation
- * Characteristics of a Desirable Wage Plan
- * Methods of Wage Payment
- * Wage Theories
- * Wage Structure and Wage Policy
- * State Regulation of Wages
- * Incentive Plans
 - * Individual Based Incentive Plans
 - * Group or Team Based Incentive Plan
 - * Organization Wide Incentive plan
- * Bonus
- * Fringe Benefits
 - * Need of Fringe Benefits
 - * Types of Fringe Benefits

UNIT 8 EMPLOYEE DISCIPLINE

- * Types of Discipline
- * Causes of Indiscipline
- * Disciplinary Actions
- * Steps in a Disciplinary Actions
- * Features of an Effective Disciplinary Action

UNIT 9 EMPLOYEE GRIEVANCE AND COLLECTIVE BARGAINING

- * Causes of Grievance
- * Effects of Grievance
- * Elements Required for an Effective Grievance Handling
- * Steps in Grievance Handling
- * Benefits of Grievance Handling
- * Industrial Disputes : Definition
- * Indian Industry : Grievance Management

- * Collective Bargaining : Concept and Definition
- * Features of Collective Bargaining
- * Objectives of Collective Bargaining
- * Bargaining Issues
- * Types of Bargaining
- * Steps in Collective Bargaining
- * Collective Bargaining in India

UNIT 10 HUMAN RESOURCE ACCOUNTING, AUDIT AND HUMAN RESOURCE INFORMATION SYSTEM

- * Concept of Human Resource Accounting
- * Objectives of Human Resource Accounting
- * Advantages of Human Resource Accounting
- * Methods of Human Resource Accounting
 - * Historical Cost Method
 - * Replacement Cost Method
 - * Present Value and Economic Value Method
 - * Asset Multiplier Method
- * Controlling Manpower Cost
- * Concept of HR Audit
- * Objectives of HR Audit
- * HR Audit Process
- * Concept of Human Resource Information System
- * Information Provided by HRIS
- * Objectives and Purpose of HRIS
- * Advantages of HRIS
- * Essentials of Good HRIS
- * Limitations of HRIS
- * Significance of HRIS in Today's Corporate World

UNIT 11 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

- * Globalization
- * Globalization in 21st century
- * Benefits of Globalization
- * Threats from Globalization
- * Concept of International Human Resource Management

- * Difference between Global HRM and Domestic HRM
- * External Factors impacting IHRM
- * IHRM Activities
 - * HR planning
 - * International Recruitment and Selection Policy
 - * Training and Development
 - * Expatriate Remuneration
 - * Performance Appraisal of an Expatriate
 - * Repatriation

Production & Operations Management (MBA 203)

SYLLABUS

UNIT 1 NATURE AND SCOPE OF OPERATIONS

- ❖ Operations Management : A system's Perspective
- ❖ Operations Management Function
- ❖ Challenges in Operations Management
- ❖ Competitiveness and Operations Management

UNIT 2 TYPES OF MANUFACTURING AND SERVICE SYSTEMS

- ❖ Product Strategies
- ❖ Product Life Cycle
- ❖ Production System Types
 - ❑ Process Focussed System
 - ❑ Product Focused Systems
 - ❑ Production of Stock Vs. Production to Order
- ❖ Distinctive Features of Service Systems
- ❖ A Classification of Service Systems

UNIT 3 THE PRODUCT DEVELOPMENT PROCESS

- ❖ Benefits of Sound Product Development Process
- ❖ The Product Development Process
- ❖ Concurrent Engineering
- ❖ Tools for Efficient Product Development
- ❖ Measuring Product Development Performance

UNIT 4 FACILITIES PLANNING : LOCATION

- ❖ Site Selection
- ❖ Factors affecting size of the firm
- ❖ Factors affecting the plant location
- ❖ Economic Survey of Site Selection
- ❖ Computation of investment and cost of production and distribution
- ❖ Factor and Location Rating
- ❖ Break-even Analysis for Facility Location Planning
- ❖ Simple Median Model
- ❖ Centre of Gravity Method

UNIT 5 FACILITIES LAYOUT AND MATERIAL HANDLING

- ❖ Plant Layout
 - Objectives of an ideal Plant Layout
 - Factors Affecting the Plant Layout Decision
- ❖ Material Flow System
 - Horizontal Flow System
 - Vartical Flow System
- ❖ Types of Plant Layout
 - Process Layout
 - Product layout
 - Mixed or Combined Layout
 - Static Product Layout or Project Layout
 - Cellular or Group Layout
- ❖ Process Charts
 - Operations Process Chart
 - Flow Process Chart
- ❖ Flow Diagram
- ❖ Travel Chart
- ❖ REL Chart

UNIT 6 FORECASTING

- ❖ Forecasting and Time Horizons
- ❖ Classifications of Forecasting Methods
- ❖ Extrapolative or Time Series Method
 - Moving Average Method
 - Weighted Moving Average Method
 - Exponential Smoothing Methods.
 - Basic Exponential Smoothing Model
 - Exponential Smoothing with Trend Component
 - Exponential Smoothing Model with Seasonality
- ❖ Forecasting Errors
- ❖ Causal or Explanatory Methods
- ❖ Qualitative or Judgemental Methods
- ❖ How to have a successful Forecasting System

UNIT 7 INVENTORY MANAGEMENT

- ❖ Concept of Inventory Management
 - Reasons to keep Inventory
 - Types of Inventory

- Inventory Costs
- ❖ Continuous Inventory Systems
- ❖ Periodic Inventory Systems
- ❖ Two-bin System Method
- ❖ The ABC Classification System
- ❖ Economic Order Quantity Models
 - EOQ model with non instantaneous delivery
 - Quantity Discounts
 - Reorder Point
 - Reorder point with variable demand
- ❖ Order Quantity for a Periodic Inventory System

UNIT 8 PRODUCTION PLANNING AND CONTROL

- ❖ Production - Planning Hierarchy
- ❖ Aggregate Planning
 - Costs associated with Aggregate Plans
- ❖ Aggregate Planning techniques
 - Level Strategy
 - Chase Strategy
 - Mixed Strategy
- ❖ Disaggregating the Aggregate Plan
- ❖ Rough Cut Capacity Planning
- ❖ Material Requirement Planning

UNIT 9 QUALITY MANAGEMENT

- ❖ What is Quality?
- ❖ Cost of Quality
- ❖ Famous Quality Guru
- ❖ Total Quality Management (TQM)
- ❖ Six Sigma
- ❖ Statistical Quality Control
- ❖ Quality Certification

UNIT 10 PROJECT MANAGEMENT

- ❖ Characteristics of Project
- ❖ Project Life Cycle
- ❖ Framework for Project Management

- ❖ Work Breakdown Structure
- ❖ Organization Breakdown Structure
- ❖ Cost Breakdown Structure
- ❖ Tools and Techniques for Project Management
 - Developing a Network Representation of Project
 - Analysis of Project Network
 - Time- Cost- Trade- Offs in Project
 - Programme Evaluation And Review Technique (PERT)

UNIT 11 MAINTENANCE MANAGEMENT

- ❖ The Maintenance Function
- ❖ Equipment Life Cycle
- ❖ Measures of Maintenance Performance
- ❖ Maintenance Strategies
- ❖ Total Productive Maintenance

UNIT 12 SUPPLY CHAIN MANAGEMENT

- ❖ Components of Supply Chain
- ❖ Evolution of Supply Chain
- ❖ Push vs. Pull Supply chain
- ❖ Drivers of Supply Chain

Yoga syllabus

Unit I – Yoga Śāstra

- 1.1 Definition, meaning, nature and scope
 - 1.2 Patanjali's *Yoga Darśan*
 - 1.3 Haṭhayoga Pradīpika
 - 1.4 GhērañḍaSamhita
- 20 marks

Unit II – Patanjali's *Yoga Darśan*

- 2.1 *Ashṭanga yoga*
 - 2.2 Impediments
 - 2.3 *Bahiranga and Antaranga yogas* (Outer and Inner yogas)
 - 2.4 Prāñāyāma (controlled breathing)
 - 2.5 selected *yoga sūtras* (5)
- 10 marks

Unit III – Omkar and Suryanamaskar

- 3.1 History
 - 3.2 Combining with *āsana*, *prāñāyāma* and *mantra*
 - 3.3 Application and practice
- 10 marks

Unit IV – Regimen for Diet and Recreation

- 4.1 Definition, need and significance of diet
 - 4.2 Objectives of dietary regimen
 - 4.3 Immunity and diet
 - 4.4 Factors influencing immunity
 - 4.5 Daily routine and Yogic discipline
- 10 marks

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- 5.1 Yoga in 21st Century
 - 5.2 Yoga for treatment and remedy
 - 5.3 Yoga for students and women
 - 5.4 Yoga and stress management
 - 5.5 Yoga and mental health
- 20 marks

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- 6.1 Āsanās – Procedure – Application
 - 6.2 Prāñāyāma – Procedure – Application
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यशवंतराव
चव्हाण
महाराष्ट्र
मुक्त विद्यापीठ

GEN 203

पदव्युत्तर पदवी शिक्षणक्रम

मूल्यशिक्षण

लेखक : डॉ. संतोष मुळावकर, डॉ. कल्पना मुळावकर, डॉ. विजया पाटील

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International Business and International Trade

SYLLABUS

UNIT 1 : Globalization and International Business

- **International Trade: Basic Concepts**
- **Globalization and its Drivers**
- **State of World Economy**
- **International Business**

UNIT 2 : National Differences in Political Economy, Culture and Economic Development

- **Political System and International Business**
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UNIT 3 : International Trade Theories

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- **Heckscher-Ohlin's Theory of Factor Endowment**
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- Free Trade v/s Protectionism: The Debate
- Strategic Trade Policy:
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- Composition and Direction of Indian Foreign Trade

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- About WTO
- Basic structure of WTO
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UNIT 7 : Balance of Payment, Foreign Exchange Market and Overview of Indian Foreign Exchange Market

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- Economic Theory of Exchange Rate
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- **Theories of FDI**
- **FDI Flows in India**
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Corporate Finance

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Indian Financial System and Management of Financial Institutions

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- Origin of Securities Exchange and Board of India (SEBI)
- Organisation of Securities Exchange and Board of India (SEBI)
- Objectives of Securities Exchange and Board of India (SEBI)
- Functions of Securities Exchange and Board of India (SEBI)
- Capital market regulations
- Legislations governing Indian capital market

UNIT 14 : DEBT AND CREDIT MARKET

- Concept of debt market
- Overview of Indian debt market
- Significance of debt market
- Participants in Indian debt market

- Debt market instruments
- Corporate bond market
- Measures taken to develop corporate bond market

UNIT 15 : FINANCIAL INSTITUTIONS RISKS

- Overview of risk faced by financial institutions
- Types of risks- Credit risk, Liquidity risk, Interest rate risk, Market risk, Foreign exchange risk, Technology risk, Operational risk

UNIT 16 : RISK MANAGEMENT IN FINANCIAL INSTITUTIONS

- Asset liability management: a concept
- Asset liability management strategies
- Interest rate risk measurement techniques
- Interest rate risk management
- Liquidity risk management
- Fund management: managing credit and investments
- ALM systems in banks: RBI guidelines
- Basel norms-original accord and Indian position

Management of Financial Services

SYLLABUS

UNIT 1 INTRODUCTION TO FINANCIAL SERVICES

- * Meaning and Concept of Financial Services
- * Features and Functions of Financial Services
- * Classification of Financial Services
- * Traditional Financial Services
- * Modern Financial Services
- * Evolution of Financial service sector in India
- * Challenges to Indian financial sectors

UNIT 2 MERCHANT BANKING

- * Introduction to Merchant Banking
- * Meaning, Nature and Scope of Merchant Banking
- * Historical Evolution of Merchant Banking
- * Role and Responsibility of Merchant Banker
- * Project counselling and Pre-investment Studies
- * Credit Syndication and Project Finance
- * Issue Management and underwriting
- * Portfolio Management
- * Venture Capital
- * Merchant Banking in India
- * Evolution of Merchant Banking in India
- * Categories of Merchant Bankers
- * Regulation of Merchant Banking in India
- * Code and Conduct for Merchant Bankers in India

UNIT 3 MUTUAL FUNDS

- * Concept and Advantages of Mutual Funds
- * Origin of Mutual Funds
- * History of mutual funds in India
- * Types of Mutual Funds Schemes
- * Schemes According to Maturity Period:
- * Schemes According to Investment Objective:
- * Schemes According to Geographical Location
- * Other Schemes
- * Structure of Mutual Funds in India
- * Overview and Growth of Indian Mutual Funds Industry
- * Regulatory Framework for Mutual Funds in India

UNIT 4 INSURANCE SERVICES

- * Meaning and Importance of Insurance Services
- * Basic Principles of Insurance
- * Historical Evolution of Insurance Sector
- * Types of Insurance
- * Life Insurance
- * General Insurance
- * Risk Appraisal in Life Insurance
- * Regulatory Framework for Insurance in India

UNIT 5 LEASING AND HIRE PURCHASE SERVICES

- * Introduction to Leasing
- * Concept and Meaning of Leasing
- * Essential Elements of a Lease contract
- * Development of Leasing Services in India
- * Classification Lease
- * Advantages and Disadvantages of Leasing
- * Legal Aspects of a Lease Contract
- * Financial Evaluation of Leas Contract
- * Lease Accounting In India
- * Introduction to Hire Purchase
- * Meaning and Features of Hire Purchase agreement
- * Advantages and Disadvantages of Hire Purchase agreement
- * Difference Between Leasing and Hire Purchase

UNIT 6 CREDIT RATING SERVICES

- * Concept of Credit rating
- * Historical background of credit rating
- * Factors affecting credit rating
- * Scope of credit rating
- * Functions of credit rating agencies
- * Types of credit rating
- * Credit rating process
- * Corporate credit rating methodology
- * Credit rating agencies in India
- * Regulation of credit rating agencies in India

UNIT 7 BOOK BUILDING

- * Meaning of Book Building
- * Book Building Mechanism in India
- * Process of Book building
- * Types of Book building Process
- * Difference between Fixed price issue and Book building
- * SEBI Guidelines for Book building

- * Benefits of Book building
- * Concept of Bought out deals
- * Mechanisms of Bought out deals
- * Advantages of bought out deals

UNIT 8 SECURITIZATION

- * Concept and definition of Securitization
- * Need for Securitization
- * Parties involved in Securitization Process
- * Mechanism of Securitization
- * Benefits of Securitization
- * Securitization in India

UNIT 9 DEPOSITORY SERVICES

- * Concept of Depository
- * Constituents of Depository System
- * Mechanism of Depository system
- * Advantages of Depository system
- * Depository Services in India
- * Key Features in Depository System In India
- * National Securities Depository Limited (NSDL)
- * Central Securities Depository Limited (CSDL)

UNIT 10 FACTORING SERVICES

- * Introduction to Factoring Services
- * Concept of factoring
- * Characteristics of factoring
- * Mechanism of Factoring
- * Advantages and Disadvantages of factoring services
- * Classification of Factoring Services
- * Recourse and Non-recourse Factoring
- * Domestic and Export Factoring
- * Conventional or Full Factoring
- * Factoring services in India
- * Concept of Forfeiting Services
- * Difference Between Factoring and Forfeiting

UNIT 11 VENTURE CAPITAL FINANCING

- * Introduction to Venture Capital Financing
- * Concept and Nature of Venture Capital
- * Features of Venture Capital
- * Stages of Venture Capital financing
- * Seed or Early Stage
- * Start-up Stage
- * Expansion Stage

- * Second Round Financing
- * Later Stage Financing
- * Process of Obtaining Venture Capital
- * Venture Capital financing in India
- * Venture Capital Regulation in India

UNIT 12 CREDIT CARDS

- * Introduction to Credit Cards
- * Concept Features and Origin of Credit Cards
- * Credit Cards Operation Cycle
- * Credit Card Transaction
- * Payment options for Credit Cards
- * Types of Credit cards
- * Advantages of Credit Cards
- * Disadvantages of Credit Cards
- * Major Global Player in Credit Cards
- * Credit card Market in India
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- * Credit Cards Frauds

Management of Financial Services

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UNIT 1 INTRODUCTION TO FINANCIAL SERVICES

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- * Credit card Market in India
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UNIT 1: INTRODUCTION TO FINANCIAL SERVICES

NOTES

Structure

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Concept of Financial Services
- 1.3 Characteristics of Financial Services
- 1.4 Functions of financial Services
- 1.5 Classification of Financial Services
 - 1.5.1 Traditional Financial Services
 - 1.5.2 Modern financial services
- 1.6 Financial Services in India
- 1.7 Challenges to Indian Financial Services
- 1.8 Key Terms
- 1.9 Summary
- 1.10 Questions and Exercise
- 1.11 Further Readings and References

1.0 Introduction

The financial services sector is the largest in the world in terms of earnings. The contribution of financial services to the GDP of countries, like India, is gradually increasing every year. It comprises of a wide range of business including merchant banks, insurance, mutual funds credit cards companies and stock brokers etc. Especially developing countries attach great importance to the financial sector development and deepening in the pursuit of their poverty reduction goal. By mobilizing savings, facilitating payments and trade of goods and services, and promoting efficient allocation of resources, the financial sector is playing a critical role in facilitating economic growth.

Financial services are fundamental to economic growth and development of any nation. Banking, investment, insurance, debt and equity financing help individuals (private investors) to save money, guard against uncertainty and build credit while enabling business to set up, expand, and compete in local and global market. On the other hand, for the poor these services reduce variability and enable people to manage the assets available to them in ways that generate income. The main aim of this unit is to introduce the concept of financial services, its types, importance in the financial system. The unit also explore the status of financial services sector in India.

Security Analysis and Portfolio Management

SYLLABUS

- UNIT 1 INTRODUCTION TO SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**
The Investment Process, Investment versus Financing , Investor Life Cycle, Guidelines for Investment Decisions
- UNIT 2 FINANCIAL MARKETS AND INSTITUTIONS**
Structure of the Indian Financial System, Financial Markets, Money Markets, Financial Services
- UNIT 3 INVESTMENT AVENUES IN INDIA**
Objectives of Investment, Investment Attributes, Analysis of different Investment Avenues.
- UNIT 4 ANALYSIS OF RISK AND RETURN**
Types of Risks, Relationship between Risk and Return, Measurement and Diversification of Risk, Risk Adjusted Models
- UNIT 5 FUNDAMENTAL ANALYSIS PART A : ECONOMIC ANALYSIS**
Application of Fundamental Analysis, Phases of Fundamental Analysis, Economic Indicators, Economic Forecasting Techniques
- UNIT 6 FUNDAMENTAL ANALYSIS PART B: INDUSTRY ANALYSIS**
The Industry Analysis Process, Industry Life Cycle and Business Cycles, Financial Aspect of Industrial Analysis, Porter's Five Forces Model, Industry Classification,
- UNIT 7 FUNDAMENTAL ANALYSIS PART C: COMPANY ANALYSIS**
Need and Significance of Company Analysis, Study of Financial Statements, Ratio analysis and other Techniques of Company Analysis ,Measures of Value Addition,
- UNIT 8 TECHNICAL ANALYSIS**
Fundamental V/s Technical Analysis, Tools of Technical Analysis, Trend Analysis, Charting Techniques and Modern Development in Technical Analysis
- UNIT 9 BEHAVIORAL FINANCE ANOMALIES**
Differences between Traditional Finance and Behavioural Finance, Investor Biases, Taxonomy of Behavioural Risk, Behavioural Portfolio, Applications of Behavioural Finance Theory, Behavioural Finance and Market Efficiency and Critiques of Behavioural Finance.
- UNIT 10 VALUATION OF SHARES AND BUSINESS**
Techniques of Valuation of Shares, Asset Based Valuation, Dividend Yield, Earnings Yield, Fair Value, Discounted cash Flow Techniques and Theoretical Techniques of Valuation.
- UNIT 11 FIXED INCOME SECURITIES VALUATION**
Components of Debt Market, Valuation of Debt and Bonds, Bond Risk Analysis and Credit Rating Process of Bonds.

UNIT 12 PORTFOLIO MANAGEMENT: ANALYSIS, SELECTION, REVISION AND EVALUATION

Phases, Notions and Principles of Portfolio Management

UNIT 13 THEORIES OF PORTFOLIO MANAGEMENT

Modern Portfolio Theory-Markowitz Model , Efficient Portfolio ,Sharpe and Treynor's Ratio

UNIT 14 DERIVATIVES

Options, Futures, Black Scholes , Binomial Distribution Models and other Option Pricing Models, Index Futures and Swaps.

UNIT 15 INVESTMENTS AND TAX PLANNING

Tax Aspects of Investments, Deductions u/s 80, Securities Transaction Tax (STT), Capital Gains Tax, and Capital Gain Bonds.

UNIT 16 MUTUAL FUNDS, INSURANCE AND COMMODITIES

Classification of Mutual Funds, Performance Evaluation of Managed Portfolio by empirical Tests,Mutual Fund Ratings, Commodities, Real Estate and Insurance.



Organisational Change and Development

(HRM 301)

SYLLABUS

UNIT 1 : AN OVERVIEW AND INTRODUCTION TO ORGANISATIONAL DEVELOPMENT

1.0 Introduction, 1.1 Unit Objectives, 1.2 Defining Organisation Development, 1.3 Nature and Scope of Organisation Development, 1.4 Features of Organisation Development, 1.5 Characteristics of Organisation Development, 1.6 Objectives of Organisation Development, 1.7 Assumptions, Values and Belief in Organisation Development, 1.7.1 Organisation Development Assumptions, 1.7.2 Values and Belief of Organisation Development 1.8 System Theory of Organisation Development, 1.8.1 Nature of System, 1.8.2 Congruence among System Elements, 1.9 Socio-Technical System Theory and Open System Planning, 1.10 Implications of Organisation Development Values, 1.11 Summary, 1.12 Key Terms, 1.13 Exercises and Questions, 1.14 Further Readings

UNIT 2 : AN INTRODUCTION TO PLANNED CHANGE

2.0 Introduction, 2.1 Unit Objectives, 2.2 Meaning of Change, 2.3 Stimulating Forces for Change, 2.3.1 External Forces, 2.3.2 Internal Forces, 2.4 Change Programmes, 2.4.1 Individual Level Change, 2.4.2 Group Level Change, 2.4.3 Organisational Level Change, 2.5 Managing Planned Change, 2.5.1 Planning for Change, 2.5.2 Assessing Change Forces, 2.5.3 Implementing Change, 2.6 Summary, 2.7 Key Terms, 2.8 Exercises and Questions, 2.9 Further Readings

UNIT 3 : MODELS OF CHANGE

3.0 Introduction, 3.1 Unit Objectives, 3.2 Characteristics of Effective Change Programmes, 3.3 Models of Change 3.3.1 Systems Model of Change, 3.3.2 Lewin's Force Field Analysis Model, 3.3.3 The Continuous Change Process Model, 3.3.4 Change and Transition Management Model, 3.3.5 Organisational Growth Model, 3.4 Summary, 3.6 Keywords, 3.5 Exercises and Questions, 3.6 Further Readings

UNIT 4 : PROCESS OF ORGANISATIONAL DEVELOPMENT

4.0 Introduction, 4.1 Unit objectives, 4.2 The Evolution of Organisation Development, 4.3 Why is change needed in organisation?, 4.4 Meaning of Change Agents, 4.5 Types of Change Agents, 4.6 Characteristics of Successful Change Agents, 4.7 Levels of Change Leadership Skills, 4.8 Advantages and Disadvantages of Internal and External Change

Agents, 4.9 Steps in organisation development process, 4.10 Process Consultation, 4.11 The Process of Organisation Development, 4.12 Summary, 4.13 Key Terms, 4.14 Exercises and Questions, 4.15 Further Readings

UNIT 5 : ENTERING, CONTRACTING AND DIAGNOSING ORGANISATION

5.0 Introduction, 5.1 Unit objectives, 5.2 General Model of Planned Change, 5.3 Entering, Contracting and Diagnosis, 5.4 Managing the Process, 5.4.1 Problem Identification and Diagnosis, 5.4.2 Planning Strategy for Change, 5.4.3 Intervening in the System, 5.4.4 Evaluation and Making Modifications, 5.5 Action Research: A Process and an Approach, 5.6 History of an Action Research, 5.7 Varieties of an Action Research, 5.8 Summary, 5.9 Key Terms, 5.10 Exercises and Questions

UNIT 6 : DESIGNING OD INTERVENTIONS

6.0 Introduction, 6.1 Unit objectives, 6.2 Organisation Development Intervention- Need and Nature, 6.3 Characteristics of Organisation Development Interventions, 6.4 Classification of OD Interventions, 6.4.1 Structural Intervention, 6.4.2 Designing Organisational Structures, 6.5 Principles of Organisation Structure, 6.6 Departmentalization, 6.7 Decentralisation and Centralisation, 6.8 Strategic Interventions, 6.9 Sensitivity Training, 6.10 Team Building, 6.11 Summary, 6.12 Key Terms, 6.13 Exercises and Questions, 6.14 Further Readings

UNIT 7 : TEAM AND GROUP INTERVENTIONS

7.0 Introduction, 7.1 Unit objectives, 7.2 Team Building, 7.3 Team Interventions, 7.4 Broad Team Building Interventions, 7.4.1 Varieties of Team Building Interventions in a Formal Group, 7.5 A Gestalt Approach to Team Building, 7.6 Inter Group Interventions, 7.7 Third Party Peace making Interventions, 7.8 Personal Interventions, 7.9 Interpersonal and Group Process Interventions, 7.10 Summary, 7.11 Key Terms, 7.12 Exercises and Questions, 7.13 Further Readings

UNIT 8 : COMPREHENSIVE INTERVENTIONS

8.0 Introduction, 8.1 Unit objectives, 8.2 Steps in Organisational Development Interventions, 8.3 Comprehensive OD Interventions, 8.4 Beckhard's Confrontation Meetings, 8.5 Strategic Management Activities 8.6 Grid Organisation Development, 8.6.1 Process of Grid Organisation Development, 8.6.2 Evaluation of Grid Organisation Development, 8.7 Trans-organisational Development, 8.8 Summary, 8.9 Key Terms, 8.10 Exercises and Questions, 8.11 Further Readings

UNIT 9 : STRUCTURAL INTERVENTIONS

9.0 Introduction, 9.1 Unit objectives, 9.2 Selected Structural Intervention, 9.3 Summary, 9.4 Key Terms, 9.5 Exercises and Questions, 9.6 Further Readings

UNIT 10 : IMPLEMENTATION AND ASSESSMENT OF OD

10.0 Introduction, 10.1 Unit objectives, 10.2 Organisation Assessment, 10.3 Basic Components of Assessment of OD, 10.4 Criteria for Assessment, 10.5 Measurement, 10.6 Prerequisites to Success of OD, 10.7 Failures in OD Efforts, 10.8 Assessment of OD and Change in Organisational Performance, 10.8.1 Goal Setting, 10.8.2 Performance Appraisal, 10.8.3 Reward Systems, 10.9 Impact of OD, 10.10 Key Points for Implementation of OD, 10.11 Summary, 10.12 Key Terms, 10.13 Exercises and Questions, 10.14 Further Readings

UNIT 11 : ISSUES AND ETHICS IN CONSULTANT – CLIENT RELATIONSHIP

11.0 Introduction, 11.1 Unit objectives, 11.2 The Client System, 11.3 Issues, 11.3.1 Entry and Contracting, 11.4 Trust Issues, 11.5 Nature of the Consultant's Expertise, 11.6 Diagnosis and Appropriate Interventions, 11.6.1 Depth of Intervention, 11.7 Consultants as a Model, 11.8 Action Research and the OD Process, 11.9 Implications of OD for the Client, 11.10 Power and Control Issues in Organisations, 11.11 The Concept of Organisational Politics, 11.12 Implication of Power and Politics for the Practice of OD, 11.13 Ethics in OD 11.14 Summary, 11.15 Key Terms, 11.16 Exercises and Questions, 11.17 Further Readings

UNIT 12 : FUTURE TRENDS IN OD

12.0 Introduction, 12.1 Unit objectives, 12.2 Future Trends, 12.3 Macro system Trends, 12.4 Interpersonal Trends, 12.5 Individual Trends, 12.6 The Future of OD, 12.7 Embrace Transformative Change for Relevance of OD in Modern Organisations, 12.8 Summary, 12.9 Key Terms, 12.10 Exercises and Questions, 12.11 Further Readings

Human Resource Planning (HRM 302)

SYLLABUS

Unit 1 : An Overview to Human Resource Planning & Corporate Objectives

1.0 Introduction; 1.1 Unit Objectives; 1.2 Defining Human Resource Planning; 1.3 Nature and Scope of Human Resource Planning; 1.3.1 Nature of Human Resource Planning; 1.3.2 Scope of Human Resource Planning; 1.4 Features of Human Resource Planning; 1.5 Need of Human Resource Planning; 1.6 Factors Affecting Human Resource Planning; 1.7 The process of Strategic Planning; 1.8 Organisational Strategy and Human Resources; 1.9 Human Resource as Core Competency; 1.10 Organisational Culture and HR Strategy; 1.11 Industry life Cycle and HR Strategy; 1.12 Linking Organisational strategies and HR plans; 1.13 Summary; 1.14 Key Terms; 1.15 Exercises and Questions; 1.16 Further Readings

Unit 2 : Human Resource Planning : Process, Tools & Techniques

2.0 Introduction; 2.1 Unit Objectives; 2.2 The Process of Human Resource Planning; 2.3 Forecasting Demand: Nature, Factors, Techniques and Approaches; 2.3.1 Forecasting Demand; 2.3.1.1 External Environmental Challenges; 2.3.2 Techniques and Approaches to Forecasting; 2.3.2.1 Quantitative Approaches; 2.3.2.2 Qualitative Approaches; 2.4 Forecasting Supply: Nature & Techniques; 2.4.1 Internal Sources; 2.4.2 External Sources; 2.5 Determining Manpower Gaps; 2.6 Barriers to HRP; 2.7 Summary; 2.8 Key Terms; 2.9 Exercises and Questions; 2.10 Further Readings

UNIT 3 : Relationship Between HRM, HRP & HRD

3.0 Introduction; 3.1 Unit Objectives ; 3.2 Defining Human Resource; Planning By Considering Towards a Geometry of Human Resources; 3.2.1 Human Resource Planning; 3.2.2 Human Resource Administration; 3.2.3 Human Resource Development; 3.2.4 Industrial Relations; 3.2.5 Human Resource Information System; 3.3 Human Resource Management; 3.4 The Relationship between Human Resource Management and HRD/Training; 3.4.1 Primary HRM Functions; 3.4.2 Secondary HRM Functions; 3.5 Line versus Staff Authority; 3.6 Summary; 3.7 Key Terms; 3.8 Exercises and Questions; 3.9 Further Readings

Unit 4 : Human Resource Development- Concept & Nature

4.0 Introduction; 4.1 Unit Objectives; 4.2 Human Resource Development (HRD); 4.3 Rationale of HRD; 4.4 Significance of Human Resource Development; 4.5 Important Aspects of HRD; 4.6 An Overview on

Need for HRD; 4.6.1 Need for HRD; 4.7 Need for HRD in the Indian Context; 4.8 Summary; 4.9 Key Terms; 4.10 Exercises and Questions; 4.11 Further Readings

Unit 5 : Evolution & Functions of Human Resource development

5.0 Introduction; 5.1 Unit Objectives; 5.2 Evolution of Human Resource Development (HRD); 5.2.1 Early Apprenticeship Training Programs; 5.2.2 Early Vocational Education Programs; 5.2.3 Early Factory Schools; 5.2.4 Early Training Programs for Semiskilled and Unskilled Workers; 5.3 The Human Relations Movement; 5.3.1 The Establishment of the Training Programme; 5.3.2 Emergence of Human Resource Development; 5.4 HRD Concept and Philosophy; 5.5 Training and HRD; 5.6 Significance of Human Resource Development; 5.7 Human Resource Development Functions; 5.7.1 Training and Development (T&D); 5.7.2 Organisation Development; 5.7.3 Career Development; 5.8 Strategic Management and HRD; 5.9 The Supervisor's Role in HRD; 5.9.1 Roles of an HRD Professional; 5.9.2 The HRD Executive/Manager; 5.9.3 Other HRD Roles for HRD Professionals; 5.10 Summary; 5.11 Key Terms; 5.12 Exercises and Questions; 5.13 Further Readings

Unit 6 : Challenges to HRD Professionals

6.0 Introduction; 6.1 Unit Objectives; 6.2 The Vision of Human Resource Development; 6.3 Steps to Gain Top Management Support; 6.4 Problems of HRD and Challenges for Future; 6.5 Challenges to Organisations and to HRD Professionals; 6.5.1 Changing Workforce Demographics; 6.5.2 Competing in a Global Economy; 6.5.3 Eliminating the Skills Gap; 6.5.4 The Need for Lifelong Learning; 6.5.5 Facilitating Organisational Learning; 6.6 Summary; 6.7 Key Terms; 6.8 Exercises and Questions; 6.9 Further Readings

UNIT 7 : Job Analysis - Design & Process

7.0 Introduction; 7.1 Unit Objectives; 7.2 Concept of Job analysis; 7.2.1 Components of Job Analysis; 7.2.2 Process of Job Analysis; 7.2.3 Methods of Job Analysis; 7.2.4 Job Description and Job Specification ; 7.2.5 Uses of Job Analysis; 7.2.6 Job Design; 7.3 Summary ; 7.4 key Terms; 7.5 Questions and Exercise; 7.6 Further Reading and References

Unit 8 : Human Resource Development

8.0 Introduction; 8.1 Unit Objectives; 8.2 Human Resource Development; 8.2.1 Need of HRD; 8.2.2 Scope of HRD; 8.2.3 HRD Practices in Indian Organization; 8.2.4 Training, Education and Development Functions; 8.3 Summary; 8.4 Key Terms; 8.5 Questions and Exercise; 8.6 Further Reading and References

Unit 9 : Recruitment

9.0 Introduction; 9.1 Unit Objectives; 9.2 Recruitment; 9.2.1 Nature and Purpose of Recruitment; 9.2.2 Role Profiles for Recruitment Purposes; 9.2.3 Recruitment Process; 9.2.4 Recruitment Techniques; 9.2.5 Effective Recruiting; 9.3 Summary; 9.4 Key Terms; 9.5 Questions and Exercise; 9.6 Further Reading and References;

Unit 10 : Selection

10.0 Introduction; 10.1 Unit Objectives; 10.2 Selection; 10.2.1 Differences between Recruitment and Selection ; 10.2.2 Selection Process: Steps in Selection Procedure; 10.2.3 Types of Interviews; 10.2.4 Steps in Interview Process; 10.3 Summary; 10.4 Key Terms; 10.5 Questions and Exercise; 10.6 Further Reading and References

Unit 11 : Induction and Placement

11.0 Introduction; 11.1 Unit Objectives; 11.2 Employee induction; 11.2.1 Objectives of Employee Induction; 11.2.2 Steps in Induction Program; 11.2.3 Placement; 11.2.4 Induction and Placement: Requisites & Problems; 11.3 Summary; 11.4 Key Terms; 11.5 Questions and Exercise; 11.6 Further Reading and References

Unit 12 : Performance Evaluation

12.0 Introduction; 12.1 Unit Objectives; 12.2 Performance Appraisal; 12.2.1 Meaning and Definition; 12.2.2 Objectives of Performance Appraisal; 12.2.3 Methods of Performance Appraisal; 12.2.4 Performance Management System; 12.2.5 Problems with Performance Appraisal; 12.3 Summary; 12.4 Key Terms; 12.5 Questions and Exercise; 12.6 Further Reading and References



MANAGING INTERPERSONAL & GROUP PROCESSES (HRM 303)

SYLLABUS

Unit 1 Groups Formation, Development and their impact on organisational processes

1.0 Introduction 1.1 Unit Objectives 1.2 Group and their formation in organisation 1.3 Types of Groups and their characteristics 1.4 Group Structures, norms and Control systems 1.5 Intra-group processes 1.6 Impact of Group Working on organisational outcomes 1.7 Summary 1.8 Key Terms 1.9 Questions & Exercises 1.10 Further Reading and Reference

Unit 2 Group Dynamics

2.0 Introduction 2.1 Unit Objectives 2.2 Group and their formation in organisation 2.3 Types of Groups and their characteristics 2.4 Group Structures, norms and Control systems 2.5 Intra-group processes 2.6 Impact of Group Working on organisational outcomes 2.7 Summary 2.8 Key Terms 2.9 Questions & Exercises 2.10 Further Reading and Reference

Unit 3 Interpersonal Processes

3.0 Introduction 3.1 Unit Objectives 3.2 Communication as main interpersonal processes and its influence on outcome 3.3 Interpersonal processes and their influence on outcome 3.4 Factors impacting communication effectiveness in organisations 3.5 Management of Interpersonal communication within organisation and within teams 3.6 Summary 3.7 Key Terms 3.8 Questions & Exercises 3.9 Further Reading and Reference

Unit 4 Organisational Power and Influence in Organisation

4.0 Introduction 4.1 Unit Objectives 4.2 Power in organisation, their use for control and functioning 4.3 Dysfunctional impact of power and influence in organisations 4.4 Influence processes in organisations 4.5 Summary 4.6 Key Terms 4.7 Questions & Exercises 4.8 Further Reading and Reference

Unit 5 Organisational Culture and its change

5.0 Introduction 5.1 Unit Objectives 5.2 Organisation as a cultural system 5.3 National culture and its impact on Organisational Culture 5.4 Formation of culture in organisations 5.5 Influence of organisational culture on various organisational Processes 5.6 Summary 5.7 Key Terms 5.8 Questions & Exercises 5.9 Further Reading and Reference

Unit 6 Managing Interpersonal and Group Processes for Organisational Change and Development

6.0 Introduction 6.1 Unit Objectives 6.2 Theories of Organisational Change 6.3 Stages of successful change 6.4 Group Change 6.5 Organisational change and methods of organisational change 6.6 Summary 6.7 Key Terms 6.8 Questions & Exercises 6.9 Further Reading and Reference

Unit 7 Group Decision Making

7.0 Introduction 7.1 Unit Objectives 7.2 Group Decision Making; its advantages and disadvantages 7.3 Techniques for Group Decision-Making 7.4 Individual Versus Group Decision Making 7.5 Summary 7.6 Key Terms 7.7 Questions & Exercises 7.8 Further Reading and Reference

Unit 8 Inter Group Conflicts and their Resolution

8.0 Introduction 8.1 Unit Objectives 8.2 Conflicts & their sources 8.3 Types of Conflicts & their classification 8.4 Consequences of Conflict 8.5 Management of Conflict & Styles of Conflict Resolution: 8.6 Summary 8.7 Key Terms 8.8 Questions & Exercises 8.9 Further Reading and Reference

Unit 9 Managing group processes in organisation with diversities & working in International environment

9.0 Introduction 9.1 Unit Objectives 9.2 Diversity in the Workplace: Benefits, Challenges, and its management 9.3 Challenges in managing Generation Differences 9.4 Summary 9.5 Key Terms 9.6 Questions & Exercises 9.7 Further Reading and Reference



INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HRM 304)

SYLLABUS

Unit 1 International Business and International Human Resource Management

1.0 Introduction 1.1 Unit Objectives 1.2 Concept of International Human Resource Management 1.3 Different approaches of International Human Resource Management 1.3.1 Ethnocentric Approach 1.3.2 Poly-centric Approach 1.3.3 Regino-Centric Approach 1.3.4 Geo-Centric Approach 1.4 Dimensions of International Human Resource Management 1.5 Difference between domestic and International Human Resources Management 1.6 Issues and Challenges in International Human Resource Management 1.7 Summary 1.8 Key Terms 1.9 Questions & Exercises 1.10 Further Reading and Reference

Unit 2 Culture in International Human Resource Management

2.0 Introduction 2.1 Unit Objectives 2.2 Culture- The most important issue in International Human Resource Management 2.3 Elements of Culture: Attitude and Values 2.4 Determinants of Culture 2.4.1 Social Structure 2.4.2 Individuals and Groups 2.4.3 Religious and Ethical Systems 2.4.4 Education 2.4.5 Aesthetics 2.5 Impact of Culture on International Human Resource Management 2.6 Cross Cultural Theories 2.6.1 Hofstede's Dimension Theory 2.6.2 Hofstede's Contribution to International Management 2.6.3 Trompenaars & Hamden-Turner's Seven Dimensions 2.6.4 Kluckhohn & Strodtbeck's Cultural Dimensions 2.6.5 Hall's Cultural Dimensions 2.6.6 The GLOBE Project's Nine Dimensions of Culture 2.7 Ethics Across Cultures 2.7.1 Role of HR in Maintaining Ethical Policies & Behaviour 2.8 Summary 2.9 Key Terms 2.10 Questions & Exercises 2.11 Further Reading and Reference

Unit 3 Comparative Human Resource Management in the Global Enterprise

3.0 Introduction 3.1 Unit Objectives 3.2 Globalisation and Human Resource Management 3.2.1 The Importance of Context 3.3 Difference in HRM Practices 3.4 Factors affecting HR Practices 3.4.1 External Factors 3.4.2 Internal Factors 3.5 Transfer of HR Policies and Practices 3.6 Summary 3.7 Key Terms 3.8 Questions & Exercises 3.9 Further Reading and Reference

Unit 4 Recruitment and Selection by Multinationals

4.0 Introduction 4.1 Unit Objectives 4.2 Types of Assignments 4.3 Recruitment and Selection of Expatriates 4.4 International labour market sources 4.5 Attracting international managers 4.6 Process of selecting expatriates 4.7 Selection Tests 4.8 Expatriates' success factors 4.9 Adaptability to cultural change 4.10 Human Resource Outsourcing 4.11 Summary 4.12 Key Terms 4.13 Questions & Exercises 4.14 Further Reading and Reference

Unit 5 Expatriate Training & Development

5.0 Introduction 5.1 Unit Objectives 5.2 Special features of Training and Development in International Businesses 5.3 Management Philosophy and Training 5.4 Developing an International Mindset 5.5 Pedagogy of International Training 5.6 Types of Cross Cultural Training 5.7 Effectiveness of Cross Cultural Training of Expatriates 5.8 Emerging Themes in Expatriate Training and Development 5.9 Summary 5.10 Key Terms 5.11 Questions & Exercises 5.12 Further Reading and Reference

Unit 6 International Compensation Management

6.0 Introduction 6.1 Unit Objectives 6.2 Factors influencing compensation programmes 6.3 Constitution of total compensation package 6.4 Approaches to international compensation 6.5 Cultural impact and compensation policy 6.6 The impact of culture and Performance Management Systems 6.7 Summary 6.8 Key Terms 6.9 Questions & Exercises 6.10 Further Reading and Reference

Unit 7 Global employment law and labor relations

7.0 Introduction 7.1 Unit Objectives 7.2 Factors influencing compensation programmes 7.3 Constitution of total compensation package 7.4 Approaches to international compensation 7.5 Cultural impact and compensation policy 7.6 The impact of culture and Performance Management Systems 7.7 Summary 7.8 Key Terms 7.9 Questions & Exercises 7.10 Further Reading and Reference

Unit 8 IHRM Frontiers and Corporate HR Strategies for Competitive Advantage

8.0 Introduction 8.1 Unit Objectives 8.2 Contemporary organisation theory and leading change 8.3 The New Frontiers of International Human Resource Management 8.4 Capabilities for global strategy 8.5 Emerging trends and issues 8.6 Summary 8.7 Key Terms 8.8 Questions & Exercises 8.9 Further Reading and Reference



MANUFACTURING STRATEGY (MMG 301)

SYLLABUS

- UNIT 1** : Business strategy, government strategy or industrial strategy, corporate strategy, business strategy, functional strategy, facilities Strategy.
- UNIT 2** : Business strategy and functional Strategies, role and limitations of manufacturing in Business strategy formulation, Porter's 5 forces of competition.
- UNIT 3** : Threat of substitute products, bargaining power of buyers and suppliers, structural analysis and competitive strategy, possible approaches and strategy framework.
- UNIT 4** : Strategic choice, discussion of the generic strategies, risks of overall cost leadership, choice of strategy.
- UNIT 5** : Competitive advantage, creating value, overall value system, understanding manufacturing outputs, competing on the Basis of Outputs, need for manufacturing focus.
- UNIT 6** : Manufacturing systems, variables affecting manufacturing output, product variety and volumes, layout types, material flow.
- UNIT 7** : Manufacturing levers, job shop system, manufacturing levers in batch production and line production, volume/variety vs. Layout/flow matrix and product life cycles.
- UNIT 8** : Advance manufacturing system, product life cycles, BCG matrix, competing through manufacturing.
- UNIT 9** : Competing through manufacturing, transitioning through the stages 1-3, jump to stage 4.
- UNIT 10** : Strategic Fit, First, second and third Order Fit, Example of Strategic Fit.
- UNIT 11** : Strategic fit concept, focus and trade-offs, Ikea, competitive edge.
- UNIT 12** : Capabilities, revisiting NUMMI, process, system and organization based capabilities, using operational capability to launch an attack.
- UNIT 13** : Strategic intent concept, strategic fit vs. Strategic intent, competitive innovation.
- UNIT 14** : Core competence, core products and end products, core competence and SBUs.
- UNIT 15** : Global companies, global strategy, domestic or multi-domestic, international or multi-national companies.
- UNIT 16** : Risk in globalization, political risk, legal risk, financial risk, social and cultural risk, the competitive advantage of nations.

SUPPLY CHAIN MANAGEMENT (MMG 302)

SYLLABUS

- UNIT 1** : Early Practices: Physical Distribution and Logistics, Development of Supply Chain Management Theory & Practices , Future of Supply Chain Management.
- UNIT 2** : Corporate Strategy, Logistic/Supply chain (SC) strategy, Logistic/SC planning, Timing of planning, Guidelines for Strategy Formulation, Measuring Strategy Performance.
- UNIT 3** : Understanding the customer segmentation, Relationship with customer, Management of business relations, Customer satisfaction.
- UNIT 4** : Difference between inventory management in manufacturing and services, Selective inventory control techniques.
- UNIT 5** : Types of supplier relationships, Management of service supply chains, Managing through intermediaries, Supply partnerships.
- UNIT 6** : Warehousing functions, Material Handling Function, Strategic decision regarding warehouse options, Warehouse site selection.
- UNIT 7** : Stages of material handling operations, Factors of material handling systems, Material handling equipment and systems.
- UNIT 8** : Supply Chain Management Application Categories, ERP (Enterprise Resources Planning), APS (Advance planning and scheduling).
- UNIT 9** : Make Versus Buy: The Strategic Approach, Identifying Core Processes, Market Versus Hierarchy, The Make-versus-Buy Continuum, Sourcing Strategy: Portfolio Approach, Impact of Internet on Sourcing Strategy.
- UNIT 10** : Importance of distribution in the supply chain, Factors influencing distribution network design, Distribution network types and available design options, Manufacturer storage with direct shipping, Selecting a distribution network design.
- UNIT 11** : The Japanese philosophy, Goals of JIT, Implications for logistics, Quick response, Logistics information system, Logistics system dynamics, Production strategies for quick response.
- UNIT 12** : Historical Developments of International Logistics, The Emphasis on Customer Satisfaction, Strategic advantage, Elements of international logistics, The Economic Importance of International Logistics.
- UNIT 13** : Transportation Infrastructure, Communication infrastructure, Telecommunication infrastructure, Utilities infrastructure.

World Class Manufacturing

SYLLABUS

- UNIT 1 : Two myths of strategy, Asserting the strategy, Strategic, focused and holistic in practice, Reason for business strategy divorced from operations, Process of forming operation strategy, Implementing operations strategy.
- UNIT 2 : Automobile industry, How major players managed their competitive requirements, From industries to plants, The plants, Research.
- UNIT 3 : Strategic importance of innovation, Strategic importance of innovation at national level, Success and failure in innovation, Culture of innovation, Human factors in innovation, Differences in firms with respect to innovation.
- UNIT 4 : The financial consideration, The impact of markets on process choice, Link between process choice & marketing strategy, Flexible manufacturing and its impact on competitive strategy, Data from the plants, The Enlightened approach to managing process technology.
- UNIT 5 : Introduction to Quality, Scope of quality, Quality as strategic issue, The benefits and problems of TQM, Re-engineering and TQM, Differences in attitudes to TQM, Being strategic focussed and holistic in quality.
- UNIT 6 : Good news and the bad news, Importance of HR in all areas of manufacturing, Problem with downsizing, Reorganizing human resources.
- UNIT 7 : Purpose of WCM, Shingo's model for Manufacturing Excellence, Schultz's model of WCM, A framework model for manufacturing excellence, Characteristics of framework, Strategic model for manufacturing excellence.
- UNIT 8 : Introduction to Business Strategy, Functional Strategies, The Dichotomy of Business Views, Developing a Manufacturing Strategy, Framework for Manufacturing Strategy Issues, Order winners and qualifiers, Manufacturing related but not manufacturing specific criteria.
- UNIT 9 : Manufacturing Strategy Issues, Strategy Formulation, Description of Manufacturing Strategy, Strategy Formulation Findings, Strategy Implementation, Strategy Implementation Results.
- UNIT 10 : Introduction to Manufacturing Audit, Worksheets, Using Benchmarking Approach for Developing Internal Auditing Procedures, Benchmarking Framework, Critical Elements from the Benchmarking Approach.
- UNIT 11 : Introduction to flexibility, House of Flexibility, Quality Function Deployment, Flexibility Dimensions, Case Study, Benefits and limitations of applying QFD to Manufacturing Flexibility.
- UNIT 12 : Manufacturing Excellence, Framework for manufacturing excellence, Initiatives, Enablers, Strategic Elements: Initiatives.
- UNIT 13 : Introduction to Organizational structure, Alignment of cost reduction with HRM, Changes required in HR practices to implement Total Quality, Key HRM practices to attain quality competitiveness, Productive Cycle, Alignment of HRM with Product Leadership, The Experimental learning Model.

Production Planning and Control

SYLLABUS

- UNIT 1 : Transformation process, Evolution of Operation Management, Competitive and Productivity, Competitive Strategy.
- UNIT 2 : Framework of Design Process, Service Design Process, High And Low Service Design.
- UNIT 3 : Dimension of Quality, Total Quality Management, Quality Improvement and Role of Employees, Strategic Implications of TQM, Cost of Quality, Quality Control Tools, Quality Awards and Setting Quality Standard.
- UNIT 4 : Process Strategy, Types of Processes, Process Selection with Break-Even Analysis, Technology Decisions, Economies of Scale.
- UNIT 5 : Facility Layout, Comparison of Process and Product Layouts, Designing Process Layouts, Hybrids Layouts, Cellular Layouts, Flexible Manufacturing Systems (FMS).
- UNIT 6 : Human Resources Management Changing Nature, Employee Motivation, Managing Diversity in Workplace, Attributes of Good Job Design, Learning Curves.
- UNIT 7 : Project Management Approach, Project Life Cycle, Project Integration Management, Project Network, Develop a Network, Basic Rules in Developing Project Networks, Critical Activity, PERT.
- UNIT 8 : Purpose of WCM, Characteristics of framework, A framework model for manufacturing excellence, Best practice model of WCM, Strategic model for manufacturing excellence, Characteristics of framework.
- UNIT 9 : Difference between inventory management in manufacturing and services, Ordering inventory, Selective inventory control techniques.
- UNIT 10 : Material Requirements Planning (MRP), Capacity Requirements Planning (CRP), Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Product Lifecycle Management (PLM).
- UNIT 11 : Lean Production, Flexible Resources, Pull System, Kanban, Quick Setups, Quality at the Source, Benefits and Implementation of Lean Production.
- UNIT 12 : Early Practices: Physical Distribution and Logistics, Development of Supply Chain Management Theory & Practices, Future of Supply Chain Management.
- UNIT 13 : Need for Business Strategy, Business Strategy and Other Strategies.
- UNIT 14 : Two myths of strategy, Asserting the strategy, Strategic, focused and holistic in practice, Creating strategic resonance via strategic operations management, Current era and its impact on need for flexibility and agility, Implementing operations strategy.

Syllabus

MARKETING RESEARCH MKG-301

UNIT 1 : INTRODUCTION TO MARKETING RESEARCH

Research Objectives—Marketing Research—Classification of Marketing Research—Process of Marketing Research—Problem Definition—Approach Development—Research Design Formulation—Field Work and data collection—Data Analysis—Report Preparation—Marketing Research Industry—Marketing Research Service providers.

UNIT 2 : PROBLEM DEFINITION

Problem Definition—Importance of Problem Definition—Selection of the Problem—Understanding the Problem—Self Questioning by Researcher while Defining the Problem.

UNIT 3 : RESEARCH DESIGN

An Overview—Need for Research Design—Types of Research Design—Exploratory Research—Characteristics of Exploratory Stage—Hypothesis Development at Exploratory Research Stage—Formulation of Hypothesis in Exploratory Research—Secondary Data—Qualitative Research—Descriptive Research Design—Types of Descriptive Studies—Survey—Observation Studies—Difference between Exploratory Research and Descriptive—Research—Causal Research Design.

UNIT 4 : SAMPLING DESIGN

Sampling — An Introduction—Distinction between Census and Sampling—Steps of Sampling Design—Characteristics of a Good Sample Design—Types of Sample Design—Probability Sampling Techniques—Non-probability Sampling Techniques—Distinction between Probability Sample and Non probability Sample—Fieldwork—Errors in Sampling—Sampling Error—Non-sampling Error—Sampling Frame Error—Non-response Error—Data Error—Sampling Distribution.

UNIT 5 : MEASUREMENT AND SCALING TECHNIQUES

Measurement Scales: Tools of Sound Measurement—Nominal Scale—Ordinal Scale (Ranking Scale)—Interval Scale—Ratio Scale—Techniques of Developing Measurement Tools—Scaling – Meaning—Comparative and Non-comparative Scaling Techniques—Comparative Scaling Techniques—Non-comparative Scale—Criteria for the Good Test—Reliability Analysis—Validity Analysis.

UNIT 6 : QUESTIONNAIRE DESIGN

Questionnaire—Characteristics of good questionnaire.—The steps preceding questionnaire design—Process of questionnaire design—Choose the method(s) of reaching target respondents—Decide on question content—Develop the question wording—Disadvantages are also present when using such Questions—Closing questions—Physical appearance of the questionnaire—Piloting the questionnaires.

UNIT 7 : QUANTITATIVE DATA ANALYSIS

The Process of Quantitative Data Analysis—Review—Coding survey data—Data Entry—Data Analysis using Descriptive Statistics—Descriptive statistics—Frequency—Central tendency—Mode—Median—Mean—Dispersion measures—Range—Variance — Standard deviation—Data Analysis using Inferential Statistics—Statistical testing process—Hypothesis—Level of confidence—Chi-square tests—Analysis of Qualitative Data Content—Consumer segments—Consumer behavior processes—Comparing and contrasting consumer traits—Development of hypotheses—Analysis of ethnographic and observational research data.

UNIT 8 : REPORT WRITING

Characteristics of Research Report—Substantive Characteristics—Semantic Characteristics—Significance of Report Writing—Techniques and Precautions of Interpretation—Basic Analysis of “Quantitative” Information—Basic Analysis of “Qualitative” Information—Interpreting Information—Precautions—Types of Report—Oral Report—Written Report—Preparation of Research Report—How to Write a Bibliography?—Style, Layout and Precautions of the Report writing—Style of Report Writing—Layout of the Report—Precautions in Report Writing.



ADVERTISING AND SALES PROMOTION

MKG-302

SYLLABUS

Unit 1 : Introduction, Concept and Objectives of Integrated Marketing Communication

Introduction to Integrated Marketing Communication— The concept of Integrated Marketing Communication— Definition of Integrated Marketing Communication — The Need of Communication in Marketing— The Process of Marketing Communication— Marketing Communication Mix

Unit 2 : Different Elements of Promotional Mix, Determining The Promotional Mix

Introduction to Promotional Mix—Advertising— Direct marketing—Sales Promotion—Personal selling—Publicity—Public Relations—Determining Promotional Mix

Unit 3 : The Concept, Role and Functions of Advertising, Setting Advertising Objectives

Introduction to advertising.—Definition of Advertising—Advertising as a Tool of Communication—Objectives of Advertising—Role of Advertising —Functions of Advertising—Setting Advertising Objectives—DAGMAR Approach —Assessment and Criticism of DAGMAR Approach

Unit 4 : 5M's of Advertising

Introduction.—Mission—Money—Message—Message evaluation and selection —Message execution –Media—Measurement

Unit 5 : Direct Marketing and Database Marketing: Role, Functions, Application and Comparative Advantages.

Introduction & The Concept of Direct Marketing—Characteristics of Direct Marketing —Benefits of Direct Marketing —Channels of Direct Marketing —Introduction to Database marketing —History & Concept of Database marketing —Difference between Direct & Data Base Marketing—Growth and evolution of database marketing

Unit 6 : Advertising Budget, Different Methods of Setting Advertising Budget

Introduction of Advertising Budget—Procedure of Budgeting—Allocation of Advertising Budget—Approaches for Determine the size of Budget.—Top-Down Approach or Affordable Method.—Bottom-Up Approach or Build-Up Approach.

Unit 7 : Personal Selling Role, Functions and Integration with Advertising and Sales Promotion.

Introduction—The Nature of Personal Selling—The new role of personal selling—Relationship marketing—The Costs of Personal Selling—Personal Selling Responsibilities—The Scope of Personal Selling—The Role of Personal Selling in advertising and sales promotion—Determining the Role of Personal Selling—Advantages and Disadvantages of Personal Selling—Integration of personal selling with different tools—Combining of personal selling and public relation—Combining of personal selling and direct marketing—Combining of personal selling and sales promotion—Combining of personal selling and internet

Unit 8 : Media/Advertising Agencies and Their Role in Integrated Marketing Communication

Introduction—Advertiser—Media Organization—Advertising Agency—Types of Advertising Agency—Full Service Agency—Creative Services—Management and Finance—Other Types of Services

Unit 9 : Media Planning and Strategy

Introduction—Print Media—Newspapers—Magazines—Out of Home Media

Unit10 : Sales Promotion

Introduction—Concept of Sales Promotion—Purpose of Sales Promotion—Objectives of Sales Promotion—Rationale of Sales Promotion—Types of Sales Promotion—Consumer Promotion Tools—Trade Promotion Tools



INDUSTRIAL MARKETING MKG-303

Syllabus

UNIT 1 : BASIC OF INDUSTRIAL MARKETING

Reason for understanding the concept of industrial marketing—Attributes of Marketing Strategy—Concept of Industrial Marketing—Definition of Industrial Marketing—Types of Product —Industrial Product—Industrial Process Exchange—Types of Industrial Customers—Commercial Enterprises—Industrial Distributors and Dealers—Original Equipment Manufacturers (OEMs)—Government Customers—Institutions—Cooperative Societies

UNIT 2 : UNDERSTANDING INDUSTRIAL MARKETS

Industrial versus Consumer Markets—Market Structure—Marketing Perspective — Customer Behaviour—Industrial Marketing landscape—Industrial Development in India— Current trends in Indian Industrial market—Elements of Industrial Development Strategy

UNIT 3 : ECONOMIC ISSUES IN INDUSTRIAL MARKETING

Derived Demand — Value Chain of Derived Demand—Ripple Effect of Derived Demand— Derived Demand Marketing—Fluctuating Demand—Joint Demand — Stimulating Demand — Cross-Elasticity of Demand—Effect of cross elasticity of demand on market—Pricing Policy—Inelastic Demand—Purchasing / buying Orientation—Purchasing Orientation— Buying Orientation—Procurement Orientation—Supply Management Orientation —Types of Purchasing Process

UNIT 4 : INDUSTRIAL BUYING BEHAVIOUR

Organisational Buying —Features of Organisational Buying—Types of buying Situation— Straight Rebuy—Modified Rebuy—New task—System buy—Buying Center Concept— The Buying Decision Process—Buying Mode—The Sheth Model—The Webster and Wind Mode—Vendor Analysis —Vendor Performance Rating

UNIT 5 : BUYER AND SELLER RELATIONSHIP

Conceptual model of the study—Interaction of Representative —Buyer perception of Sales Representative —Buyer behavior towards sales representative—Buyer-Seller relationship— Types of Relationship—Transactional Exchanges —Value-Added Exchanges —Collaborative Exchange —Reciprocal Marketing—Characteristics of customers and markets— Technological Contributions—Dependence—Purchasing Orientations —Sales Potential— The Spectrum of Buyer-Seller Relationships

UNIT 6 : MARKET INTELLIGENCE

Market opportunity analysis framework—Market Intelligence System—What Market Intelligence system—Benefits of Market Intelligence—Key Elements of Market Intelligence Information—Information Management Processes—Intelligence Development Processes— Purpose of Market Intelligence—Market entry and market expansion studies—Market Intelligence vs Market Research

UNIT 7 : INDUSTRIAL MARKETING RESEARCH

Definition—Uses of Industrial Marketing Research —Studying the business trends —New Product Studies—Sales quota determination and DD forecasting—Market potential and market share analysis—Differences in Industrial and Consumer Marketing Research—Industrial Marketing Research Process—The Sampling Plan—Sampling methods —Probability Sampling Methods—Non-probability Sampling Methods

UNIT 8 : STRATEGY PLANNING IN INDUSTRIAL MARKETS

Strategy planning in Industrial Markets—Segmentation and Market Selection —Segmentation criteria—Micro & Macro variables for segmenting market—Targeting and Positioning—Choosing a Targeting Strategy— Undifferentiated Marketing—Differentiated Marketing—Concentrated Marketing—Customized Marketing—Positioning —Developing a Positioning Strategy—Decision Support System—Attributes of a DSS— Characteristics of a DSS—Benefits of DSS

UNIT 9 : PRODUCT DEVELOPMENT STRATEGY

Developing product strategy—Product Policy —New Product Development—Define product—Identify market needs—Identify key issues and approaches—Idea Generation —Idea Screening —Concept development & testing—Business Analysis —Product Development—Marketing Testing—Commercialization —Industrial Product Life Cycle —The Introductory Stage—Growth—The Maturity Stage—The Decline Stage—Product Evaluation —Perceptual Mapping

UNIT 10 : INDUSTRIAL SERVICES

Industrial Services —E-business—Out Sourcing—Innovation—Manufacturing growth—Characteristics of services — Strategic Assessment—Factors in Strategic Assessment— Service Strategy —Value Creation—Service Assets—Service Provider Types—Defining the market—Developing offerings—Service Portfolio Management—Business Relationship Management—Demand Management—Financial Management

UNIT 11 : INDUSTRIAL GOODS

Industrial Product—Types of Industrial Goods and Services —Processed Materials —Capital Items —Supplies and Services —Marketing Implications — Material and Parts Products —Standard Products —Marketing Strategy —Capital Items –Supplies—Services

UNIT 12 : PRICING IN INDUSTRIAL MARKETING

Pricing Environment —Characteristics of Price—The Pricing Process in Industrial Marketing—Factors affecting industrial pricing decision —Pricing Objectives—Market Skimming —Market Penetration—Product Differentiation —Other pricing objectives —Demand Conditions —Cost Condition —Pricing Policies —Competitive Analysis —Government Regulations —Pricing Strategy —Introductory Stage —Market Skimming Strategy:—Market Penetration Strategy:—Pricing Strategy at Growth stage—Pricing Strategy at Maturity stage—Pricing Strategy at Decline Stage

UNIT 13 : INDUSTRIAL DISTRIBUTION CHANNEL

Marketing Channels Physical Distribution—Factors Affecting the Nature of Industrial Channels—Geographic Distribution —Channel Size—Characteristics of Intermediaries—Mixed System—Structure of Industrial Channel—Direct Channel—Indirect Channel—Types of Industrial Middlemen/Intermediaries—Industrial Distributors (Dealers)—Three Main/major Categories of Industrial Distributor: —Manufacturers’ Representatives –Brokers—Value-Added Reseller—The Channel Design Process—Controlling Channel Conflicts

UNIT 14 : INDUSTRIAL MARKETING LOGISTICS

Logistics system / Physical distribution—Physical Supply—Physical Distribution—Just-in-time (JIT) system—The marketing logistics/physical distribution. —Tasks of Physical Distribution—Total Cost Approach—Total Distribution Costs—The level of service provided to customers—Determining customer service level—Elements of Customer Service—Presale service—During- Sale service —Post-sale service—Impact of Marketing Logistics on Intermediaries—Role of Marketing Logistics

UNIT 15 : SALES FORCE MANAGEMENT IN INDUSTRIAL MARKETING

Sales management means—Sales force management involves —Monitoring Efforts—Functions of Sales Force Management —Organize the sales force —Key account management —High Performing Account Managers—Sales Management—Selection—Training —Supervision –Motivation—Compensation —Evaluation and Control —Actionable Behaviour of sales manager —Characteristics of Good Sales Manager —Sales Manager being a team member —Qualities of Good Sales Person—The Future of Sales Management

UNIT 16 : SALES PROMOTIONS IN INDUSTRIAL MARKETING

Meaning and Definition—Need for Sales Promotion—Methods of Sales Promotion —Trade Shows —Public Relations—Publicity –Catalogs—Promotional Letters—Samples—Sales Contests—Entertainment—Promotional Novelties—Demonstration—Direct Marketing —Direct Mail—Telemarketing—Online marketing channels

UNIT 17 : PERSONAL SELLING AND ADVERTISEMENT

Selling Process—Prospecting—Pre approach—Presentation —Closing of Sales —Post sale Services—Industrial Communication Programme —Effective Communication —Steps involved in Industrial Communication Programme —Determine the communication objectives —Identify the target audience—Determining the Promotional Budget —Developing Message Strategy —Select Appropriate Media—Evaluate the promotion’s result—Promotional Integrated Programme —Role of advertising —Objectives Industrial Advertising —Create Awareness—Reaching Inaccessible Places—Improve sales—Reduce cost—Effectiveness of Advertising —Limitations of Industrial Advertisement



SERVICE MARKETING

SYLLABUS

Unit 1 Introduction to Services Marketing

1.0 Introduction; 1.1 Unit Objectives; 1.2 Defining Services; 1.3 Characteristics of Services; 1.3.1 Intangibility; 1.3.2 Inseparability; 1.3.3 Variability; 1.3.4 Perishability; 1.3.5 Non-ownership; 1.4 Scale of Market Entities; 1.5 Molecular Model; 1.6 Service Experience; 1.6.1 Servicescape; 1.6.2 Contact Personnel/Service Providers; 1.6.3 Other Customers; 1.6.4 Organizations and Systems; 1.7 Need for Studying Services; 1.8 Summary; 1.9 Key Terms; 1.10 Questions and Exercises; 1.11 Further Readings and References

Unit 2 Services Marketing Environment

2.0 Introduction, 2.1 Unit Objectives, 2.2 Importance of Scanning Environment, 2.3 Types of Marketing Environment, 2.3.1 The Macro/ External Environment, 2.3.1.1 The Demographic Environment, 2.3.1.2 The Economic Environment, 2.3.1.3 The Ecological Environment, 2.3.1.4 The Technological Environment, 2.3.1.5 The Politico-Legal Environment, 2.3.1.6 The Socio-Cultural Environment, 2.3.2 The Micro Environment, 2.3.2.1 Customers, 2.3.2.2 Employees, 2.3.2.3 Competitors, 2.3.2.4 Business Partners/Collaborators, 2.3.2.5 The Service Organization, 2.4 Summary, 2.5 Key Terms, 2.6 Questions and Exercises, 2.7 Further readings and References

Unit 3 Understanding Services Consumer Behaviour

3.0 Introduction, 3.1 Unit Objectives, 3.1 Customer Needs and Expectations, 3.2 Customer Expectations, 3.3 Decision Making Roles, 3.4 Three Stage Model of Service Consumption, 3.4.1 The Pre-purchase Stage, 3.4.1.1 Need Arousal, 3.4.1.2 Information Search, 3.4.1.3 Alternative Evaluation, 3.4.1.3.1 Service Attributes, 3.4.1.3.2 Perceived Risks, 3.4.1.3.3 Service Expectations, 3.4.1.4 Purchase Decision, 3.4.2 The Service Encounter Stage, 3.4.2.1 The Service Triad, 3.4.2.1.1 The Service Organization, 3.4.2.1.2 The Contact Personnel, 3.4.2.1.2 The Customer, 3.4.3 The Post-Encounter Stage, 3.4.3.1 Customer Satisfaction with Service Experiences, 3.5 Factors Influencing Consumer Behaviour, 3.6 Summary, 3.7 Key Terms, 3.8 Questions and Exercises, 3.9 Further Readings and References

Unit 4 Marketing Mix for Services

4.0 Introduction, 4.1 Unit Objectives, 4.2 The Marketing Mix, 4.3 Product, 4.4 Price, 4.5 Place, 4.6 Promotion, 4.7 Process, 4.8 People, 4.9 Physical Evidence, 4.10 Summary, 4.11 Key Terms, 4.12 Questions and Exercises, 4.13 Further Readings and References

Unit 5 Service Product

5.0 Introduction, 5.1 Unit Objectives, 5.2 Service Product, 5.2.1 The Concept of Service Product, 5.2.1.1 Tangibility spectrum, 5.2.1.2 Theodore Levitt's Total Product Concept, 5.2.2 Product Life Cycle, 5.2.2.1 Introduction, 5.2.2.2 Growth, 5.2.2.3 Maturity, 5.2.2.4 Decline, 5.2.3 New Service Development, 5.3 Summary, 5.4 Key Terms, 5.5 Questions and Exercise, 5.6 Further Reading and References

Unit 6 Pricing of Services

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MBA 402

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Deduction for expenses on medical treatment of handicapped relative: Section 80DD
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Donations with 50% deduction without any qualifying limit
Donations to the following are eligible for 100% deduction subject to 10% of adjusted gross total income
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Section 80GGB
Section 80GGC
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- * Types of Swaps
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Industrial Relations and Labour Legislation

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Registrars (Section 3) —Mode Of Registration Of Trade Union—Application For Registration (Section 5) —Rules For Registration Of Trade—Union (Section 6) —Registration—Certificate Of Registration (Section 9) —Advantages Of Registration —Cancellation Of Registration (Section 10) —Appeal (Section 11) —Body Corporate (Section 13) —The Objects On Which General Funds May Be Spent (Section 15) —Penalties And Procedure —Recognition Of Trade Union—Code Of Discipline – 1958—Multiplicity Of Trade Unions—Detrimental Effect Of Multiple Unionism —Amendments In The Act

UNIT 6 : LABOUR LEGISLATIONS IN INDIA

Evolution Of Labour Law In India—Need For Labour Legislation In India—Objectives—Principles Of Labour Legislation— Social Justice—Social Equity—National Economy—International Uniformity—The Classification Of Labour Laws—Purpose—Legislature—Period Of Enactment—The Factories Act, 1948—Main Provisions Of The Act—Health And Hygiene (Sec 11-20) —Safety Provisions (Sec 21- 41)

UNIT 7 : THE FACTORIES ACT 1948 (Welfare and other Provisions)

Welfare Provisions (Sec 42-50) —The Shops and Establishments Act, 1953—The Contract Labour (Regulation and Abolition) Act, 1970

UNIT 8 : INDUSTRIAL DISPUTES ACT 1947

Definition Of Industrial Disputes—Objective Of The Act—Applicability—Definitions —Dismissal, Etc., Of An Individual Workman To Be Deemed To Be An Industrial Dispute. [Sec 2a] —Strikes And Lockouts—Retrenchment —Definition—Procedure For Retrenchment [Section 25g] —Dispute Settlement Authorities Under The Act —Works Committee [Sec. 3] —Conciliation Officer [Sec. 4] —Conciliation Board [Sec. 5] —Court Of Enquiry [Sec. 6] —Adjudication —Arbitration—Awards (Decree) [Sec 16, 17, 17a] —Period Of Operation Of Settlements And Awards. [Sec 19]

UNIT 9 : SOCIAL SECURITY LEGISLATIONS IN INDIA

Employee State Insurance Act, 1948—Introduction To The Act—Origin—Objectives—Definitions—Applicability—Areas Covered—Administration Of The Act—Registration—Employers' / Employees' Contribution—Benefits Under The Scheme—Obligations Of Employers—Records To Be Maintained For Inspection By Esi Authorities—Employees Insurance Court—Reforms —Employees Provident Fund And Misc. Provisions Act, 1952—Applicability—Schemes Under The Act—Membership—Contribution To Epf—Duties Of Employer—Benefits To Employees—Payment Of Gratuity Act, 1972—Objective Of The Act —Scope And Coverage —Administration—Responsibility Of The Employer—The Workmen's Compensation Act, 1923—Act Does Not Apply Where Workman Covered Under Esi Act—Employees Entitled To Compensation—Employers Liability For Compensation (Accidents) —Definition Of Disablement—General Principles Of The Act—Maternity Benefit Act, 1961—Applicability Of The Act—Important Definitions Under The Act—Persons Entitled To Maternity Benefit—Notice Of Claim For Maternity Benefit—Dismissal During Absence On Account Of Pregnancy—Punishment Under The Act

UNIT 10 : WAGE LEGISLATION IN INDIA

The Payment Of Wages Act, 1936—Application Of The Act—Meaning Of Wages—Responsibility For Payment Of Wages—Wage Period For Payment

Of Wages—Deductions From Wages Allowable Under The Act—Maintenance Of Registers And Records—Rights Of Employees—Penalties—Payment In Case Of Death Of The Employed Person Whose Wages Are Not Disbursed—Minimum Wages Act, 1948—Employer’s Checklist For Minimum Wages—Fixation Of Minimum Wage Rate In India—Norms For Fixing Minimum Wage—Cost Of Living Allowance—Variable Dearness Allowance—The Payment Of Bonus Act, 1965—Eligibility For Bonus—Calculation For Working Days In An Accounting Year—Disqualification For Bonus—Minimum And Maximum Bonus Payable—Time Limit For Payment—Calculation Of Bonus—Duties / Rights Of Employer—Recovery Of Bonus Due—Offences And Penalties

UNIT 11 : EMPLOYEE GRIEVANCES & DISCIPLINE

Contents Of Grievance —Typical Reasons For Employee Grievances—Approaches To Grievance Handling —Steps In Grievance Handling —Grievance Identification Techniques—Grievance Procedure —Model Grievance Procedure—Union Employee Grievances Handling —Advantages Of Having A Grievance Procedure —Role Of Personnel Department, Manager And Supervisor In Handling Grievances—Common Pitfalls That Management Commits In Grievance Handling—Evaluation Of Grievance Redressal Machinery—Employee Discipline—Meaning—**Features**—Objectives Of Discipline—Typical Reasons For Disciplining Employees—Types Of Discipline—Disciplinary Policy Ground Rules—Types Of Disciplinary Actions—Alternatives To Punishment—Discipline: The Union Context—Factors To Consider—Approaches To Discipline —Douglas McGregor’s “Hot Stove Rule” —Code Of Discipline In Industry—The Basic Objectives Of Code Of Discipline Are To—The Code Is Based On The Following Principles

UNIT 12 : COLLECTIVE BARGAINING & WORKER’S PARTICIPATION IN MANAGEMENT

Defining Collective Bargaining —Features Of Collective Bargaining —Subjective Matter Of Collective Bargaining —Importance Of Collective Bargaining —Importance To Employees —Importance To Employers —Importance To Society —Nature And Content Of Collective Bargaining —Forms Of Collective Bargaining —Collective Bargaining Process —Collective Bargaining As A Method Of Settlement Of Disputes —Tactics Or Strategies In Collective Bargaining —Workers Participation In Management —Implications Of Workers Participation In Management —Definitions —Need Of Workers’ Participation —Objectives Of Workers’ Participation In Management—Essential Conditions For Successful Working Of Wpm —Workers’ Participation In Management In India—Forms Of Workers’ Participation In Management

MANAGEMENT OF TRAINING & DEVELOPMENT (HRM 402)

Syllabus

Unit 1 Introduction to Training & Development in Organisations

- ❖ Definition of Training
- ❖ Importance of training
- ❖ Difference between Training , Education, Learning & Development
- ❖ Basic Principle of Learning
- ❖ Principles of Adult Learning
- ❖ Objectives of Training & Development in an Organisation
- ❖ Systematic approach to training & development

Unit 2 The Process of Training & Development

- ❖ Training function in an organisation
- ❖ The Training Process
 - Needs assessment
 - Deriving Instructional Objectives
 - Designing Training Programme
 - Implementation of the Training Programme
 - Evaluation of the Training Programme
 - Feedback
- ❖ Competence based approach for Training & Development

Unit 3 Organisational Setup for Management of Training

- ❖ Structure of Training Organisation
- ❖ Various Roles in Management of Training Functions in the Organisation
- ❖ Training Budget
 - Why do we need a Training Budget?
 - How Training budget is prepared?
 - Managing the Budget

Unit 4 Evolving Training and Development Plan

- ❖ Corporate Strategy and Vision - Source of Training Plan
- ❖ Training Strategy, Training Policy, Training Plan and Training Calendar
- ❖ Individual Development Plan (IDP)

Unit 5 Training Need Assessment

- ❖ Training Need Assessment - Purpose & Process
- ❖ Organisational driven approach and learner centric approach technique
- ❖ Steps for Conducting Needs Assessment
- ❖ Competence based approach for TNA

- Unit 6 Training Methods, Pedagogy & Types of Training**
- ❖ Training Program Framework Development
 - ❖ Designing Learning Objectives
 - ❖ Methods of Training delivery
 - ❖ Techniques used for training for different segments of employees
 - ❖ Development through Job Rotation
 - ❖ Development through Mentoring
- Unit 7 Training for Organisational Development (OD)**
- ❖ Role of training in competitive environment
 - ❖ Role of training in the entire process of organizational development
 - ❖ Role of training in case of mergers and acquisitions
- Unit 8 Use of Latest Technology in Training & Development**
- ❖ Introduction to Computer –based training & E-Learning
 - ❖ Online learner centric training & Development approach
 - ❖ Synchronous learning and Blended learning systems
 - Application of blended learning approach in large and multi-location organisations
 - ❖ Understanding pros and cons of using technology while designing training modules
 - ❖ Computer Based Learning (CBL)
 - ❖ How to Train Employees Using Social Media:
- Unit 9 Evaluation of Effectiveness of Training**
- ❖ Assessing the effectiveness of Training
 - ❖ Approaches adopted for measuring effectiveness of Behavioral Trainings
- Unit 10 Competency Based Approach to Training**
- ❖ Characteristics of CBT
 - ❖ Introduction to CBT
 - ❖ Advantages and Limitations of CBT
 - ❖ Design Activities of CBT
 - ❖ Approaches to CBT Training
 - ❖ Delivery and Evaluation Activities
 - ❖ Assessment in CBT
 - ❖ Implications for Using CBT
- Unit 11 Strategy Based Training**
- ❖ Definition of Training Strategy
 - ❖ Developing an Organizational Training Plan
 - ❖ Components of Strategic Training & Development
 - ❖ Implementation of Strategic Training & Development plan
 - ❖ Monitoring of Training & Training Evaluation

HUMAN RESOURCE DEVELOPMENT

(HRM 403)

Syllabus

Unit 1 Human Resource Development : An Introductio

- ❖ Human Resource Management
 - Role and Purpose of Human Resource Management in organization
 - Key Elements of HRM
- ❖ HRD System and Function
 - Career System
 - Work System
 - Development System
 - Self-renewal System
 - Culture System
- ❖ Methods of Human Resource Development
 - Performance Appraisal
 - Potential Appraisal
 - Feedback Counselling
 - Training
 - Role Analysis
 - Career Planning
 - Job Rotation
 - Reward System
 - Organization Development
 - Quality of Work Life
- ❖ Roles and Functions of HRD Professionals
- ❖ HRD and Its Connection with Generic Strategy of the Firm
 - Cost Leadership
 - Differentiation
 - Niche Strategy
- ❖ A Framework for the HRD Process
 - Need Assessment Phase
 - Design Phase
 - Implementation Phase
 - Evaluation Phasen

Unit 2 HRD: Foundational Concepts

- ❖ Systems Thinking
 - What is a System?
 - Elements of a System
- ❖ System Approach to understand organization
- ❖ Classification of systems
 - Open systems
 - Closed system

- ❖ Is business organization close or open System?
- ❖ Motivation for Performance at Work
 - Need based theories of Motivation
 - Cognitive process theories of Motivation
- ❖ Learning Theories Applied at Work
 - Organizational learning
 - Learning Organization

Unit 3 Need Assessment

- ❖ Definition and Purpose of Needs Assessment
- ❖ Level of Need Analysis
 - Strategic/Organizational Analysis
 - Components of Strategic/Organizational Needs Analysis
- ❖ Task Analysis
 - Task Analysis process
- ❖ Person Analysis
 - Components of Person Analysis
- ❖ Steps for Designing HRD Intervention
 - Identification of the Objectives
 - Selecting the Trainer
 - Train - the Trainer program
 - Preparing a lesson plan
 - Selecting Training Methods and Media
 - Preparing Training Materials
 - Program Announcements
 - Program Outlines
 - Training Manuals or Textbooks
 - Scheduling an HRD Program
 - Scheduling during work hours
 - Scheduling after work hours
 - Registration and Enrollment Issues

Unit 4 Implementing HRD Program

- ❖ Implementing HRD Program
 - On-the-job training
 - Classroom training approaches
 - Audio-visual media
 - Computer- based Training (Classroom-based)
 - Skills and Technical Training
 - Technical Training
 - Inter-personal or Behavioral skills training
- ❖ Evaluating HRD program
 - Purpose of HRD evaluation
 - Kirkpatrick's Evaluation Framework

Unit 5 Employee Development through orientation and Socialization

- ❖ Employee Orientation Programme
 - Purpose of Orientation

- Orientation Roles
- ❖ Employee Socialization
 - Fundamental Concepts of Socialization
 - Various Perspectives on the Socialization

Unit 6 Employee Development through Performance Management

- ❖ Introduction
- ❖ Unit Objectives
- ❖ Performance Management System
 - Evaluation of Performance Management
 - Components of Performance Management System
 - Objectives of Performance Management System
 - Steps in Performance Management System
 - Development PMS
 - 360 Degree Assessment
- ❖ Importance of 360 Degree Assessment
 - The Pros and Cons of 360 Degree Assessment
 - The Use of 360 Degree Assessment
- ❖ Employee Counselling and Wellness Services
 - Employee Counselling and as an HRD Activity
 - An Overview of Employee Counselling Programs
 - Characteristics of Effective Employee Counselling Programs

Unit 7 Employee Development through Employee Assistance Program

- ❖ Employee Assistance Program
 - Substance Abuse
 - Mental Health
 - Employee Wellness and Health Promotion Programs
 - Exercise and Fitness Interventions
 - Smoking Cessation
 - Nutrition and Weight Control Interventions
 - Control of Hypertension

Unit 8 Coaching and Mentoring

- ❖ What coaching is and is not?
- ❖ Coaching is not Mentoring
- ❖ Coaching is not Counselling
- ❖ The steps of the Coaching process
- ❖ Role of HRD professional in coaching
- ❖ External and Internal Coach
 - Advantages of using an external coach
 - Internal Coach
 - The advantages of using an internal coach
- ❖ Skills necessary for effective coaching
 - Goal-Setting
 - Looking
 - Listening

- Empathizing
- Questioning
- Giving Feedback
- Intuiting
- Checking
- ❖ Mentoring at work
 - Why organizations develop mentoring programs?
 - Formal and Informal mentoring programs
 - Different types of mentoring

Unit 9 Career Management and Development

- ❖ Career Management and Development
- ❖ Career Development
 - Stages Views of Adult Development
 - Erikson's Model of Adult Development
 - Levinson's Approach to Adult Development
 - Models of Career Development

Unit 10 Leadership Development

- ❖ Importance of Leadership Development
 - Need for Leadership Development
 - The Triple Bottom Line: Present Context of Leadership Development
 - Leadership Development Objectives
 - Challenges of Leadership
- ❖ Levels of Leadership Development Leadership Passage
- ❖ Leadership Development Mechanism
 - Recruitment
 - Training
 - Delegation for Leadership Development
 - Making Delegation Effective
 - Experiential Learning
- ❖ Mentoring
- ❖ 360-Degree Appraisal
- ❖ Action Learning

Unit 11 Management Development

- ❖ Management Development
 - Methods of Management Development
 - Evaluation of Leadership and Management Development
 - What is Evaluation?

Unit 12 Organization Development - Part 1

- ❖ Organization Development: An Introduction
 - How OD is different from change management and consulting?
 - Importance of Organizational Development
 - Evolution in Organizational Development
- ❖ Theories of Planned Change

- Lewin's Change Model
- Action Research Model
- The Positive Model
- General model of Planned Change
- ❖ Diagnosing for Organization Development
 - What is Diagnosis?
 - The need for Diagnostic Models
 - Organization-Level Diagnosis
- ❖ Diagnosing Groups and Jobs
- ❖ Individual Level Diagnosis

Unit 13 Organization Development - Part 2

- ❖ Designing interventions
 - What are the effective interventions?
 - How to design effective interventions?
 - Contingencies related to the change situation
- ❖ Inter-personal and Behavioural Intervention
 - T-Group
 - Process consultation
 - Third Party Intervention
 - Team Building
 - Organization-Wide Human Process Interventions
- ❖ Techno-Structural Intervention
- ❖ Human Resource Management Interventions
- ❖ Strategic Interventions

PERFORMANCE & REWARD MANAGEMENT

(HRM 404)

SYLLABUS

Unit 1 Introduction to Performance Management

❖ Concept of Performance, ❖ Concept of Performance Management, ❖ Characteristics of Performance Management, ❖ Objectives of Performance Management, ❖ Principles of Performance Management, ❖ Performance Appraisal to Performance Management, ❖ Challenges to Performance Management.

Unit 2 Overview of Performance Management System

❖ Objectives of Performance System, ❖ Functions of Performance Management System, ❖ Characteristics of Effective PMS, ❖ Competency-based PMS, ❖ Process of Formulating Competency-based PMS, ❖ Electronic Performance Management.

Unit 3 Defining Performance Planning

❖ Characteristics of Performance Planning, ❖ Objectives of Performance Planning, ❖ Importance of Performance Planning, ❖ Methodologies of Performance Planning, ❖ Process of Performance Planning, ❖ Barriers to Performance Planning

Unit 4 Defining Competency Mapping

❖ Building Competency Models, ❖ Profiling Competency, Framework for a Particular Role, ❖ Potential Assessment Centre for Competency Mapping, ❖ Methods of Competency Mapping.

Unit 5 Performance Appraisal and Methods

❖ Meaning of Performance Appraisal, ❖ Process of Performance Appraisal, ❖ Approaches of Performance Appraisal, ❖ Traditional Performance Rating, ❖ Newer Rating Methods, ❖ Results-oriented Appraisal, ❖ 360-degree Feedback or 360-degree Appraisal, ❖ Balance Scorecard, ❖ Assessment Centre, ❖ Common Rating Errors.

Unit 6 Performance Monitoring, Mentoring and Coaching

❖ Performance Monitoring : Concept and Characteristics, ❖ Objectives of Performance Monitoring, ❖ Importance of Performance Monitoring, ❖ Process of Performance Monitoring, ❖ Coaching and Mentoring in the Organization, ❖ Coaching, ❖ Skills and Activities of Coaching, ❖ Coaching to Improve Unsatisfactory Performance, ❖ Learning to Coach, ❖ Mentoring, ❖ Skills and Activities of Mentoring, ❖ Learning to Mentor, ❖ Setting up Mentoring Schemes, ❖ Informal Mentoring, ❖ International or Cross-cultural Implications.

- Unit 7 Performance Counselling**
❖ Concept of Performance Counselling, ❖ Principles of Performance Counselling,
❖ Performance Counselling Skills, ❖ Performance Counselling for Higher Job
Performance.
- Unit 8 Performance Management Implementation**
❖ Bottlenecks, ❖ Strategies for Effective Implementation of Performance
Management, ❖ Factors affecting PM Implementation.
- Unit 9 Organizational Change through Performance Management**
❖ Meaning Enhances Efficiency, ❖ Creating a High Performance Learning
Environment : The Leadership Challenge, ❖ Building and Leading High
Performance Teams, ❖ Organizational Culture and Performance Management,
❖ Building a Strong Organizational Culture, ❖ Key Essentials of Building a Strong
Culture.
- Unit 10 Performance Management Linked Reward System**
❖ Performance Management and Reward, ❖ Components of Reward System,
❖ How to Link, Performance with Compensation?, ❖ Implications of
Performance Linked, Reward System, ❖ Whom to Reward?, ❖ What to
Reward?, ❖ How should Assessment be done?, ❖ How do Organizations,
Reward?
- Unit 11 Ethics in Performance Management**
❖ Meaning and Concept of Ethics, ❖ Principles of Ethical Performance
Management, ❖ Ethical Issues and Dilemmas, ❖ Developing Code of Ethics,
❖ Performance Management in MNC, ❖ External Factors Affecting Local
Performance.
- Unit 12 Role of HR Professional in Performance Management**
❖ Role of HR Professional as A Strategic Partner, ❖ Appraising HR Functions,
❖ Future Role of HR Professionals in Performance Management in Knowledge
Millennium.

Total Quality Management and Six Sigma (MMG 401)

SYLLABUS

Unit 1 Quality

History of Quality Assurance, Contemporary Influences on Quality, Definitions of Quality, Quality Perspectives, Customer-Driven Quality, Total Quality, Principles of Total Quality, Deming's View of a Production System, Infrastructure, Practices, and Tools, Quality and Profitability, Three Levels of Quality, Quality and Personal Values.

Unit 2 Total Quality Management

Historical development, New Definition of Quality, Quality Guru, The dimension of Quality, Obstacles in TQM implementation.

Unit 3 Process Improvement

Process, Improvement, Juran's Trilogy, Improvement Strategies, PDSA Cycle, Kaizen.

Unit 4 Involvement Of Employees

Maslow's Hierarchy of needs, Herzberg two factor theory, Achieving a motivated workforce, Empowerment, Decision making methods in teamwork, Performance appraisal, Union and Employee Involvement, Benefits from Employee Involvement.

Unit 5 Customer Service

Feedback, Translating needs into requirement, Customer Retention, Categories of Customer, Understanding Customer Requirement, Kano's Model, Customer Protection, Quality Awards and Customer Satisfaction, Customer Complaint and Feedback System, Customer Satisfaction Survey, Customer Satisfaction Performance Measures.

Unit 6 Governance & Leadership

Role of leadership in implementation, Role of senior management, Quality Council, Core values and concepts, Shared values, Quality Statement, Communications, Characteristics of leader.

Unit 7 Statistical Process Control

Need for the continual reduction of variation, Instabilities and Out-of-Control Situations, Quality consciousness and types of control charts, Variable and attribute control charts.

Unit 8 Pattern Identification

Persistent disturbances, Out-of-Control Patterns, Types of control chart patterns, Out of control patterns and the rules of thumb.

Unit 9 Philosophies In TQM

Components of Profound Knowledge, Deming's Fourteen Points, Juran's Quality Trilogy, Crosby's Absolutes of Quality Management, Malcolm Baldrige National Quality Award (MBQA), ISO 9000.

Unit 10 Elements Of Six Sigma

Customer concern, Organizational concern, Elements of six sigma.

Unit 11 Six Sigma Phases

Define, Measure, Analyze, Improve, Control.

Unit 12 Six Sigma Tools

Customer requirement statement, Pareto chart, Project charter, SIPOC, CTQ tree, Measure Phase, Analyze Phase, Improve Phase, Control Phase.

Project Management (MMG 402)

SYLLABUS

Unit 1 Projects and Importance of Project Management

Introduction to project management, evolution and application, defining project, project management approach, project life cycle, role of project manager, decision making, project integration management.

Unit 2 Project Organization Structure

Traditional Functional Organization Structure, Ongoing Projects as Committed Teams, Organizing the Projects within a Matrix Organization, Different Forms of Matrix, Right Project Management Structure: Factors, Project Types, Organization Culture, Characteristics.

Unit 3 Market and Demand Analysis

Situation Based Analysis and Statement of Objectives, Collecting the Secondary Information, Conducting Survey in the Market, Market Characterization, Forecasting the Demand, Technical Analysis, Material Inputs and Utilities, Product Capacity, Factors Affecting Capacity Project Diagrams and Layouts, Project Implementation Schedule.

Unit 4 Projected Cash Flow & Balance Sheet

Cost of Production, Working Capital Requirement, Profitability Projections, Projected Cash Flow Statement, Projected Balance Sheet.

Unit 5 Organization Strategy & Product Portfolio Management

Need to Understand Organization Strategy, Role of Project Manager, Strategic Management Process, Portfolio Management System, Portfolio Management Tools, Optimizing the Portfolio, Portfolio Management Process, Criteria for Project Selection, Assessing Project Portfolio.

Unit 6 Project Selection Methods and Investment Criteria

Financial Feasibility of Projects, Calculating Cost of Capital, Categories of Investment Criteria, Net Present Value (NPV), Return on Investment, Benefit Cost Ratio, Payback Period, Internal Rate of Return (IRR), Accounting Rate of Return.

Unit 7 Defining the Project

Need of the Project, Defining the Project Scope, Project Scope Checklist, Project Charter, Scope Creep, Establishing Project Priorities, Priority Matrix, Work Breakdown Structure, Integrating WBS with the Organization – OBS, Tools.

Unit 8 Estimating Project Times and Costs

Estimating, Factors Influencing Quality of Estimates, Work Package Estimates, Top down Vs. Bottom up Approach, Types of Costs, Developing Database for Estimating.

- Unit 9 Project Quality Management**
Quality Definition, Project Quality, Elements of Quality, Total Quality Management, Elements Partnering For Competitiveness, Quality Planning, Quality Management Wheel of Quality, Steps for Identifying Customers, Identifying and defining Requirements.
- Unit 10 Developing Project Plan**
Project Network; Develop a Network, Basic Rules in Developing Project Networks, Activity on Node (AON) Diagram, Critical Activity, PERT.
- Unit 11 Scheduling Resources and Cost**
Type of resource constraints, scheduling programs, resource leveling, resource allocation program, impact of resource constraint scheduling, advantages of scheduling resources, tackling multiple project resource.
- Unit 12 Reducing Project Duration**
Introduction, accelerating project completion, project cost-duration graph, constructing graph, cost reduction.
- Unit 13 Progress, Performance Management and Evaluation**
Project monitoring information system, project control process, control charts, integrated cost schedule system, performance index, project percent complete index, forecasting final project cost.
- Unit 14 Project Audit and Closure**
Project audits, project audit process, project closure process, creating the final report, post-implementation evaluation, retrospectives.
- Unit 15 Managing Risk**
Risk management, risk in project life cycle, risk management process, contingency planning, handling risk, opportunity management, risk response control, control change management.

Enterprise Resource Planning (MMG 403)

SYLLABUS

Unit 1 Introduction of Enterprise Resource Planning

Functional Modules in ERP, History and Evaluation of ERP, Characteristics of ERP, Myths of ERP, Advantages of ERP.

Unit 2 ERP Implementation

Integration of Process Using ERP, ERP technology and Architecture, Cost associated with ERP implementation, Challenges in ERP Implementation, A Case Study: ERP implementation in Nestle USA.

Unit 3 ERP and MRP

Why ERP, Need for ERP, Definition of ERP, Evolution of ERP, Benefits of ERP.

Unit 4 Risk in ERP Implementation

Risk implementation, Fundamental Technology of ERP, Cross functional integrated ERP systems.

Unit 5 Business Process Management for ERP

Small, medium and large enterprise vendor solutions, Business Process Reengineering, Business Process Management.

Unit 6 ERP Solutions and Fundamental Modules

Functional Modules of ERP Software, Production Planning Module, Purchasing Module, Inventory Control Module, Sales Module, Market in Module, Financial Module, HR Module.

Unit 7 ERP Implementation Life Cycle

Planning Evaluation and Selection of ERP systems, ERP implementation life cycle, ERP implementation, Methodology and Frame work- Training, Data Migration, People Organization in implementation.

Unit 8 Post Implementation

Maintenance of ERP, ERP system influence in organization, Aspects for successful implementation of ERP.

Unit 9 Emerging Trends on ERP

Client Relationship Management (CRM), Supply Chain Management, Business Intelligence, Wireless Technology used in ERP, Future of ERP Trends, Cloud Computing.

Unit 10 ERP Market

ERP Vendors and their market positions, Global Market.

Unit 11 ERP Software Selection

Why choosing a new ERP?, Identify key success factors, Budget of ERP Software, Selection of ERP software.

Unit 12 Supply Chain Management Software

Supply chain management application categories, Evolution of ERP,
Advance planning and scheduling.

Services Operations Management (MMG 404)

SYLLABUS

Unit 1 Introduction to Service Operations Management

Definition of service and operations, Key challenges faced by an operations manager.

Unit 2 Service Strategy Formulation

Strategic planning, Strategic configuration, Service strategy, Execution of operations, Types of services.

Unit 3 Organizational Culture

Organizational culture, Types of culture, managing change in an organization.

Unit 4 New Service Development

New service development, Service innovation, Service system design and tools.

Unit 5 Managing the Customer Relationship

Customer relationship, Understanding the customer segmentation, Relationship with customer, Management of business relations, Customer satisfaction.

Unit 6 Management of Supply Relationships

Types of supplier relationships, Management of service supply chains, Managing through intermediaries, Supply partnerships.

Unit 7 Service Process

Service process, Service-process matrix, Creating customer experience, Nature of service process.

Unit 8 Service People

Service people, Understanding the pressure on service provider, Managing and motivating service providers, managing customers.

Unit 9 Demand Forecasting

Components of demand forecast, Forecasting methods, process, Time series methods, Forecast accuracy.

Unit 10 Capacity Management

Capacity management, Strategies for capacity planning, Determining capacity of service facility, Break even analysis.

Unit 11 Inventory Management

Inventory management, Difference between inventory management in manufacturing and services, ordering inventory, Selective inventory control techniques.

Unit 12 Queuing Systems

Queuing system parameters, Operating characteristics, Queuing models, Capacity of queuing systems.

Unit 13 Information Technology

Information technology, IT revolutionizing the service industry, Challenges before a manager, Management of Networks, Role of IT in service operations.

Unit 14 Project Management

Project life cycle, Project network, Critical path analysis, Programme Evaluation & Review Technique.

Consumer Behavior (MKG 401)

SYLLABUS

UNIT 1 INTRODUCTION TO CONSUMER BEHAVIOR

1.0 Introduction; 1.1 Unit Objectives; 1.2 Evolution of Marketing; 1.2.1 Evolution of Marketing Concept; 1.2.2 Consumer Research; 1.2.3 Marketing Mix; 1.2.4 Socially Responsible Marketing; 1.2.5 Technology and Consumer Behavior; 1.2.6 Customer Value, Satisfaction and Retention; 1.2.7 Consumer Behavior is Interdisciplinary; 1.3 Summary; 1.4 Key Terms; 1.5 Questions and Exercise; 1.6 Further Readings and References

UNIT 2 SEGMENTATION, TARGETING AND POSITIONING

2.0 Introduction; 2.1 Unit Objectives; 2.2 Market Segmentation and Effective Targeting; 2.2.1 Characteristics of Segmentation; 2.2.2 Bases for Segmentation; 2.2.3 Behavioral Targeting; 2.2.4 Positioning and Repositioning; 2.2.5 Perceptual Mapping; 2.3 Summary; 2.4 Key Terms; 2.5 Questions and Exercise; 2.6 Further Reading and References

UNIT 3 CONSUMER MOTIVATIONS

3.0 Introduction; 3.1 Unit Objectives; 3.2 Motivation; 3.2.1 Dynamics of Motivation; 3.2.2 Systems of Need; 3.2.3 Measurement of Motives; 3.3 Summary; 3.4 Key Terms; 3.5 Questions and Exercise; 3.6 Further Readings and References

UNIT 4 PERSONALITY OF CONSUMER

4.0 Introduction; 4.1 Unit Objectives; 4.2 Personality; 4.2.2 Definition of Personality; 4.2.2 Nature of Personality; 4.2.3 Personality Theories; 4.2.4 Product and Brand Personification; 4.2.5 The Self Image; 4.3 Summary; 4.4 Key Terms; 4.5 Questions and Exercise; 4.6 Further Readings and References

UNIT 5 Perception and Consumer Behavior

5.0 Introduction; 5.1 Unit Objectives; 5.2 Perception; 5.2.1 Definition of Perception; 5.2.2 Selection: Organization and Interpretation; 5.2.3 Perceptual Organization; 5.2.4 Perceptual Interpretation; 5.2.5 Consumer Imagery; 5.3 Summary; 5.4 Key terms; 5.5 Questions and Exercise; 5.6 Further Readings and References

UNIT 6 CONSUMER LEARNING

6.0 Introduction; 6.1 Unit Objectives; 6.2 Consumer Learning; 6.2.1 Definition of Learning; 6.2.2 Basic Elements of Learning; 6.2.3 Learning Theories; 6.2.4 Classical or Respondent Conditioning; 6.2.5 Operator Instrumental Conditioning; 6.2.6 Difference between Classical and Instrumental Conditioning; 6.2.7 Cognitive Learning; 6.2.8 Learning Applications; 6.3 Summary; 6.4 Key Terms; 6.5 Questions and Exercise; 6.6 Further Readings and References

UNIT 7 ATTITUDE FORMATION AND CHANGE

7.0 Introduction; 7.1 Unit Objectives; 7.2 Attitude; 7.2.1 Definition of Attitude; 7.2.2 Components of Attitude; 7.2.3 Functions of Attitude; 7.2.4 Attitude Theories; 7.2.5 Strategies to Change Consumer Beliefs; 7.3 Summary; 7.4 Key Terms; 7.5 Questions and Exercise; 7.6 Further Readings and References

UNIT 8 PERSUADING CONSUMERS

8.0 Introduction; 8.1 Unit Objectives; 8.2 Communication; 8.2.1 Communication Process; 8.2.2 Broadcasting Vs Narrowcasting; 8.2.3 Designing Persuasive Message; 8.2.4 Persuasive Advertising Appeals; 8.3 Summary; 8.4 Key Terms; 8.5 Questions and Exercise; 8.6 Further Readings and References

UNIT 9 ADVERTISING AND SOCIAL MEDIA

9.0 Introduction; 9.1 Unit Objectives; 9.2 Advertising; 9.2.1 Impression Based Targeting; 9.2.2 Google's Consumer Tracking and Targeting; 9.2.3 Consumer and Social Media; 9.2.4 Traditional Media's Electronic Evolution; 9.3 Summary; 9.4 Key Terms; 9.5 Questions and Exercises; 9.6 Further Readings and References

UNIT 10 REFERENCE GROUP AND WORD OF MOUTH

10.0 Introduction; 10.1 Unit Objectives; 10.2 Reference Group and Word of Mouth; 10.2.1 Source Credibility and Reference Group; 10.2.2 Reference Group Influence; 10.2.3 Credibility of Source; 10.2.4 Marketing Strategies Based on Reference Group Influences; 10.2.5 Word of Mouth and Opinion Leader; 10.3 Summary; 10.4 Key Terms; 10.5 Questions and Exercise; 10.6 Further Readings and References

UNIT 11 FAMILY AND SOCIAL STANDING

11.0 Introduction; 11.1 Unit Objectives; 11.2 Family; 11.2.1 Family as a Socialization Agent; 11.2.2 Parenting Styles and Consumer Socialization; 11.2.3 Family's Supportive Roles; 11.2.4 Family Decision Making and Consumption Related Roles; 11.2.5 Family Life Cycle; 11.2.6 Social Standing and Consumer Behavior; 11.3 Summary; 11.4 Key Terms; 11.5 Questions and Exercise; 11.6 Further Readings and References

UNIT 12 CULTURE AND CONSUMER BEHAVIOR

12.0 Introduction; 12.1 Unit Objectives; 12.2 Culture and Consumer Behavior; 12.2.1 Nature of culture; 12.2.2 Components of Culture; 12.2.3 Culture's Role and Dynamism; 12.2.4 Learning Cultural Values; 12.3 Summary; 12.4 Key Terms; 12.5 Questions and Exercise; 12.6 Further Readings and References

UNIT 13 SUB CULTURE AND CROSS CULTURE

13.0 Introduction; 13.1 Unit Objectives; 13.2 Subculture and Cross Culture; 13.2.1 Subculture; 13.2.2 Hofstede's Cultural Dimensions; 13.2.3 Cross Cultural Analysis; 13.2.4 Global Market Opportunities; 13.2.4 Cross Cultural Segmentation; 13.3 Summary; 13.4 Key Terms; 13.5 Questions and Exercise; 13.6 Further Readings and References

UNIT 14 CONSUMER DECISION MAKING AND DIFFUSION OF INNOVATION

14.0 Introduction; 14.1 Unit Objectives; 14.2 Consumer Decision Making; 14.2.1 Consumer Decision Making Model; 14.2.2 Marketing Application of Model; 14.2.3 Levels of Consumer Decision Making Process; 14.2.4 Consumer Decision Rules; 14.2.5 Diffusion of Innovation; 14.3 Summary; 14.4 Key Terms; 14.5 Questions and Exercise; 14.6 Further Readings and References

UNIT 15 MARKETING ETHICS AND SOCIAL RESPONSIBILITIES

15.0 Introduction; 15.1 Unit Objectives; 15.2 Marketing Ethics; 15.3.1 Societal Marketing Concept; 15.3.2 Crafty Promotional Messages and Techniques; 15.3.3 Abusing Consumer Privacy; 15.3.4 Promoting Social Causes; 15.3.5 Consumerism Movement; 15.3 Summary; 15.4 Key Terms; 15.5 Questions and Exercise; 15.6 Further Readings and References

UNIT 16 CONSUMER RESEARCH

16.0 Introduction; 16.1 Unit Objectives; 16.2 Consumer Research; 16.2.1 Developing Research Objectives; 16.2.2 Collecting Secondary Data; 16.2.3 Designing Primary Research; 16.2.4 Customer Satisfaction Management; 16.3 Summary; 16.4 Key Terms; 16.5 Questions and Exercise; 16.6 Further Readings and References

Sales & Distribution Management (MKG 402)

SYLLABUS

Unit 1 : Sales and Distribution Management: Nature, Concept and Scope

Sales Management —What is Sales Management? —Sales Management and the Environment —Sales and Other Departments —The Scope of Sales Management —Characteristics of the Sales Job —Categories of Salespersons —The Role of a Salesperson— Sales-Related Marketing Policies —Sales and Advertising —Sales & Distribution—Sales and pricing—The Sales Management Process —Implementing the Sales Programme —Evaluation Control of the Sales Programme —Sales Management and Control —Formal Control—Key Account Management —Building Relationships with Key Accounts —Tactics of Relationship Selling

Unit 2 : Controlling the Sales Effort

Sales Budgeting and Control —Purpose of Sales Budget —Methods of Sales Budgeting—Preparation of Sales Budget —Sales Control — Purpose of Sales Control —Sales Control System —Methods of Sales Control —Sales Analysis —Marketing Cost Analysis —Sales Management Audit
—Sales Quotas —Purpose of Sales Quotas —Controlling Sales Person's Activities —Types of Sales Quotas —Sales Volume Quotas —Methods of Setting Sales Volume Quotas —Limitations of Sales Quotas —Administration of Quota System —Sales Territories — Developing Territories —Objectives and Criteria for Territory Formation —Purpose of Sales Territories

Unit 3 : Transportation

Definition of Transportation —Policies—The Role of Transport— Transport in Emergencies—Operations - Transport Strategy — Managing transport providers—Organizing movement—Mode of Transport—Air Transport—Road Transport—Sea transport—Rail transport—Administration - Safety and security of goods to be moved —Insurance

Unit 4 : Motivating and Compensating Sales Personal

—Need for Motivation —Steps in Motivation —Motivational Theories —Maslow's Hierarchy of Needs —Herzberg Two Factor Theory—

Vroom's Expectancy Theory —Financial Motivational Techniques — Non-financial Motivational Technique —Financial Incentives — Requirements of a Good Sales Compensation Plan —Designing a Compensation Package —Consider the Compensation Patterns in Community and Industry —Types of Compensation Plans —Straight Salary Plan —Straight Commission Plan —Factors Influencing Design of Compensation Scheme —Use of Bonus —Fringe Benefits

Unit 5 : Training and Development of Sales Force and Sales Organization, Evaluation of Sales Personnel

—Training and Development of sales force—Significance of training—The focus of sales training
—The Sales Training Process—Assessing training needs—Designing training content—Conducting group training sessions— Training methodologies—Training for different sales personnel—Functional activities—Training on functional activities—Training feedback

Unit 6 : Recruiting Selecting

Recruitment and selection of Sales force—Basic Objective of Sales Force Management—Preparation of Job Description and Personnel Specification—Sourcing Applications for Sales Positions—Screening Applicants—Conducting Interviews —Short List Applicants—Checking References —Background investigation—Selection and Induction

Unit 7 : Selection and Placement of Sales Personnel

Selection Process —Preliminary Interview —Formal Application Blank —Interview —Reference Check —Psychological Testing —Physical Examination —Employment Offer —Future

Unit 8 : Performance Evaluation of Sales Personnel

Performance evaluation of sales force—Purpose Evaluating the Performance of Sales force—Approaches in Evaluating Performance of a Sales force—Key issues in controlling and evaluating sales performance—Dimensions of Salesperson Performance Evaluation—Performance Evaluation Methods—Possible bias in performance evaluation—Evaluating Team Performance

Unit 9 : Sales Budgeting - Approaches and Techniques

What is a Sales Budget? —The Budgeting Process —Methods of Sales Budgeting —Preparing the Sales Budget —Review and Analysis of the Marketing Environment —Sales Control —Purpose of Sales Control—The Sales Control System —Nature of Control —Methods of Sales Control

Unit 10 : Distribution

Distribution Plan—Elements of Distribution & Cost Implications—
Network Design —Direct Delivery—Distribution Centre Network—
Supplier Milk Run—Choosing a Network Configuration—Quality
Control Monitoring —Supply tracking—Performance measurement—
End user monitoring

Unit 11 : Warehousing and Inventory Management

Definition—Global Warehouses—Field Warehouses—Policies and
Procedures—Types of Warehouse Space—Basic Principles of
Warehouse and Inventory Management—How to Select and Set-Up
a Warehouse—Determining Storage Requirements—Warehouse
Preparation Planning—Aspects to consider when managing
Warehouse Operations—Resource Requirements—Legal
Considerations

Retail Marketing (MKG 403)

SYLLABUS

Unit 1 : Introduction to Retailing and Concept of Retail

Defining Retailing—Functions of Retailing/Retailer—Social and Economic Importance of Retailing—Nature of Retailing and Distribution Supply Chain—Wholesalers vs. Retailers—Global Retail Market

Unit 2 : Types of Retailer

Retailer Characteristics, Functions and Services —Food Retailers — Food Retail in India —Retail Models in India: Current and Emerging —Integration of Food Industry – The Key Driver of Food Retail in India —Evolution of Organized Retailing —Types of Ownership —Retail Channels —Benefits of Multi-channel Retailing

Unit 3 : Strategic Planning in Retailing

Retail Market Strategy —Levels of Strategy for Retail Organizations—Strategic Retail Planning Process —Alternate Retail Strategies —Target Market and Retail Formats —International Retailing

Unit 4 : Decision on Retail Location

Types of Retail Locations —Location and Retail Trends —Legal Considerations in Retailing —Location Considerations for Retail Business —Evaluating a site for Locating a Retail Store —Trade Area Characteristics

Unit 5 : Management of Retail Business

Retail Market Segmentation & Strategies — Market Segmentation —Types of Retail Markets — Retail Strategy — Strategies for Effective Market Segmentation — Strategies for Market Penetration — Growth Strategies Retail Business Location — Importance of Location in Retail Business — Types of Business Locations — Factors Determining Retail Locations — Steps to Choose the Right Retail Location — Measuring the Success of Location — Merchandise Management — Merchandising — Factors Influencing Merchandising — Functions of a Merchandising Manager — Merchandise Planning — Merchandise Buying — Merchandise Performance — Retail Business Operations — Store Management — Premises Management — Inventory Management — Receipt Management Supply Chain Management and Logistics — Customer Service — Retail Space Management — Space Management — Optimum Space Use — Retail Floor Space — Store Layout and Design — Store Design

Unit 6: Retail Branding and Positioning

Retailers as Brands — Advantages of a Retail Brand — Brand Architecture
Retail Brand Positioning — Retail Brand Image — Principles of Successful
Retail Branding

Unit 7 : Customer Relationship Management

Relationship Marketing as New Paradigm — Customer Lifetime Value and
Relationship Lifecycle — Customer Loyalty and Customer Satisfaction —
Loyalty Marketing of Retailers — Analyzing Customer Data — Using
Customer Data — Loyalty Marketing on the Internet

Unit 8 : Management of Services

Strategic advantage through customer services — Customer service Strategies
Customer evaluations of service quality — Role of Expectation — Perceived
service — Knowing what customers want; The Knowledge gap

Unit 9 : Retail Information System - Incorporating Information Technology in Retailing

Importance of IT in Retailing — Strategic Advantage through Supply Chain
and Information System — Flow of Information and Products in Supply
Chain — Integrated Systems and Networking — Marketing Information
Systems (MIS) — Retail Management Information System — Radio
Frequency Identification Device (RFID) — Networking — Electronic Data
Interchange — Bar Coding — Customer Database Management —
Electronic Retailing — Role of Web — Online Retailing - Advantages —
Factors to be Considered in Developing Website — Limitations of Web —
Future Trends in E-tailing

Unit 10 : Retailing in India- Opportunity and Challenges

The Indian Retail Sector — Key Trends in Urban India. — Key Trends in
Rural India. — The Hidden Challenges — Strategies to Overcome Challenges
Right Positioning — Effective Visual Communication — Strong Supply Chain
Changing the Perception

Rural Marketing (MKG 404)

SYLLABUS

Unit 1 : Introduction to Rural Marketing

Why Rural Marketing? — Nature and Characteristics of Rural Market — Challenges and Opportunities — Challenges in Indian Rural Markets — Rural Products — Product Promotion in Rural Markets — Strategic Challenge – Understanding Customers Needs — Marketing Relativity through Competition — Unique Selling Proposition — Market Evolution — Market Scenario in India

Unit 2 : Rural Marketing Environment

Rural Marketing Model — Rural Marketing Environment — Rural Economic Environment — Rural Socio-cultural Environment — Rural Political Environment — Rural Technological Environment — Features of Indian Rural Markets — Understanding Rural Markets — Changing Profile of Rural Marketing — Factors Contributing to the Growth of Rural Marketing

Unit 3 : Rural Marketing Model

Rural Marketing Model — Significance of Rural Markets — Strategies for Rural Marketing — Problems Related to Rural Marketing — Emerging Trends in Markets — Need Based Production

Unit 4 : Rural Consumer Behaviour

Rural Consumer Behaviour — Factors Influencing Buying Behaviour — Cultural Factors Influencing Consumer Behaviour — Buying Process Factors Affecting the Purchase Decision of the Rural Consumer — Opinion Leaders — Market Segmentation to the Lure Rural Customer Organizational Buying Behaviour — Consumer Behaviour — Positivism and Interpretivism — Role Play Module

Unit 5 : Rural Consumer

Lifestyle of Rural Consumer — The Elusive Average for Rural Consumer Influence of the Larger Environment on Rural Consumers — Occupation and Consumption Pattern — Place of Purchase Variations — Social and Behavioural Influences — Attitude to Quality and Price — Brand Preference and Loyalty — Heterogeneity of Rural Consumers — Segmentation Opportunity

Unit 6 : Segmenting, Targeting and Positioning

Market Segmentation — Conditions for Effective Market Segmentation — Approaches for Segmenting the Rural Market — Based on Size of Village Population — Based on Location with Respects to Nearby Town — Based on Size of Farmland — Rural Market Segmentation Tools — Thomson Rural Market Index — Mica Rural Market Rating — Linquest — Indian Market Demographic — Business Intelligence Unit — Lincompass — ARCVIEW

Unit 7 : Rural Product Strategy

The Product Concept — Levels of a Product — Product Life Cycle — Rural Product Classification — Product Decisions and Strategies — Individual Product Decisions — Product Line and Mix Decisions — Product Line Product Mix Decisions — Product Life Cycle Strategies in Rural Markets

Unit 8 : Rural and Urban Markets

Rural and Urban Markets: A Comparative Analysis — Rural vs Urban Consumers – Challenges — Parameters Differentiating Urban and Rural Markets — Difference in Consumer Behaviour in Rural and Urban Markets— Governing across and beyond the Rural-urban Boundary — Stages of Buying Decision Process — Market Targeting — Segmenting Consumer and Business Markets

Unit 9 : Pricing Strategies

Pricing Elements — Pricing strategies — Production Costs — Finalization of Price — Rural Pricing Strategies — Pricing and Income Levels — Competition and Pricing

Unit 10 : Role of Microfinance in Rural India

Legal and Regulatory Framework for the Microfinance Institutions in India — A Profile of Rural India — Rural India and Microfinance — Success Factors of Microfinance in Rural India — Marketing of Microfinance Products Apni Mandi

International Marketing (MKG 405)

SYLLABUS

Unit 1: The Concept of International Marketing

Globalization of Markets — The Strategic Concept of Marketing — The Three Principles of Marketing — Defining International Marketing — Framework of International Marketing — Objectives of International Marketing — Terms in International Marketing — Key Differences Between Domestic and International Marketing — Major Reasons for Entering International Markets — Process International Marketing — Scope International Marketing — Opportunities & Challenges in International Marketing — Theories of International Trade — International Marketing Involvement — Strategic Orientations

Unit 2 : Role of Economic Institutions & WTO in International Marketing

Significance of WTO and its Implications on International Markets — Objectives of WTO — Functions of WTO — Principles of Multilateral Trading System Under the WTO — WTO Implications On International Marketing — Impact of WTO on Developing Countries — Role of Economic Institutions in International Marketing — The World Bank — The International Bank Of Reconstruction and Development — The International Development Association The International Finance Corporation — The Multilateral Investment Guarantee Agency — The International Centre for Settlement of Investment Disputes — International Monetary Fund — The IMF's Responsibilities — Statutory Purposes of The International Monetary Fund — Asian Development Bank (ADB) — Where ADB does gets its funding — Assistance Provided by ADB — World Intellectual Property Organization (WIPO) — The United Nations Conference on Trade and Development — International Trade Centre — Conceptual Framework of International Economic Integration

Unit 3 : Scanning the International Marketing Environment

Adaptation : The Critical Success Factor in International Markets — International Marketing Orientation — EPRG Concept — Environment of International Marketing — Components of International Marketing Environment & importance: Economic Environment — Financial Environment — Cultural Environment — Hofstede's contribution to understand the implications of culture — Environmental sensitivity for cultural understanding — Influence of culture on consumption — Social Environment — Political Environment — Legal Environment — Major Legal Issues in context of international marketing — Marketing implications of Legal Factors — Competition Environment — Technological Environment

Unit 4: International Market Research

Concept of International Marketing Research — Scope of International Marketing Factors Influencing The International Marketing Research — Cultural differences — Climatic Differences — Economic Differences — Religious Differences — Historical Differences — Language Differences — Steps Involved in the Marketing Research Process — Current Issues /Special Problems in International Marketing Research

Unit 7 : Product Strategy for International Markets

What Is A Product? — Classification of Products for Global Marketing — Identification of Products for International Market — Developing Products for International Markets Standardization Vs Adaptation in International Markets — Product Standardization — Product Adaptation — Mandatory factors influencing product adaptation in international markets — Voluntary factors influencing product adaptation in international markets — Trade-off Strategy Between Product Standardization and Adaptation — Product Quality Decisions for International Markets — Packaging and Labelling for International Markets Product Launch for International Markets — New Product Diffusion in International Markets — New Product Launch — ‘Waterfall’ Approach — Sprinkler approach — International Product Life Cycle — International Product Strategy — International Competitive Procedure — Product-Promotion Strategies for International Markets

Unit 8 : Building Brands in International Markets

Brands – Meaning and definition — Functions of a brand — International Branding — Global Brands — Branding Issues and Challenges — Branding Issues in Global Markets — Challenges in Global Branding — International Marketing Mix — Product — Price — Factors affecting International Pricing International Pricing Challenges — Place — Promotion — Packaging — Branding — International Brand Architecture — Branding Strategy — Branding Levels and Alternatives — The strategic matrix for brand internationalization.

Unit 9 : Pricing for International Markets

Global Perspective - The Price War — Pricing Policy — Pricing Objectives Parallel Imports — Choice of a Pricing Strategy is Dependent on — Approaches to International Pricing — Full Cost Pricing — Variable Cost Pricing — Skimming Pricing — Penetration Pricing — Price Escalations — Factors That Lead to Price Escalation — Costs of Exporting — Taxes, Tariffs, and Administrative Costs — Approaches to Lessening Price Escalation — Lowering the cost of goods — Lowering Tariff — Lowering Distribution costs — Eliminate costly features (or make them optional) — Downsize the product — Assemble or manufacture the product in foreign markets — Using Foreign Trade Zone — Leasing in International Markets — Counter Trade as a pricing tool — Aspects of Counter trade — Reasons why Companies Engage in countertrade — Transfer Pricing Strategy — Objectives of Transfer Pricing — Transfer Pricing Methods

Benefits of Transfer Pricing — Challenges of Transfer Pricing — Administered Pricing — Cartels — Basic Legal and Ethical issues associated with pricing

Unit 10 : International Logistics and Distribution

The Economic Importance of International Logistics — Components of International Logistics and Distribution — Methods of Entry into foreign markets

Indirect Exporting — Export Trading Company — Export Management Corporation — Piggy Backing — Active Exporting — Agent — Distributor — Marketing Subsidiary — Production Abroad — Contract Manufacturing — Licensing — Franchising — Joint Venture — Subsidiary — Parallel Imports — Others — International Contracts — International Sales Contract and the CISG Agency Vs. Distributorship — Elements of an Agency or Distributorship Contract Contract Language — Good Faith — Corporate Accounts — Terms of appointment Choice of Law — Choice For Forum and Arbitration — Termination — Terms of Trade or Incoterms — Free Carrier (FCA) — Free Alongside Ship (FAS) — Free on Board (FOB) Port of Departure — Cost and Freight (CFR) — Delivered Ex-Ships (DES) — Delivered Duty Unpaid (DDU) — Terms of Payment — Cash in Advance/Prepayment — Letters of Credit — Documentary Collection — Open Account — International Logistics Documents — Commercial Documents — Quotation — Sales Contract — Pro Forma Invoice — Commercial Invoice — Packing List — Inspection Certificate — Insurance Policy — Insurance Certificate Product Testing Certificate — Health Certificate — Phytosanitary Certificate Fumigation Certificate — ATA Carnet — Consular Invoice — Transport Documents Shipping Order — Dock Receipt — Bill of Lading — House Bill of Lading — Sea Waybill — Air Waybill (AWB) — House Air Waybill (HAWB) — Shipping Guarantee — Packing List — Financial Documents — Documentary Credit D/C — Collection Instruction — Bill of Exchange or Draft — Trust Receipt — Promissory Note — Government Documents — Certificate of Origin (CO) — Certificate of Origin Generalized — Import / Export Declaration — Import / Export License — International Import Certificate (IIC) — Delivery Verification Certificate (DVC) — Landing Certificate — Customs Invoice — International Insurance — Marine and Aviation Insurance — International Transportation — Packaging for Export — Customs Clearance — Factors and Challenges Driving Global Logistics and Distribution — Outsourcing Management — Use of Software in Logistics and Distribution

Unit 11 : Export and Import Procedure and Documentation

Organizing for Export and Import Operations — Export & Import Departments Exporting & Importing: Preliminary Considerations — Products — Volume — Country Market and Product Competitiveness Research — Identification of Customers/Suppliers Distributors, and Sales/Purchase Agents — Compliance with Foreign Law — Export Controls and Licenses — Exporting Procedure — Having an Export Order — Examination and Confirmation of Order — Manufacturing or Procuring Goods — Clearance from Central Excise — Pre-Shipment Inspection Appointment of Clearing and Forwarding Agents — Goods to Port of Shipment

Port Formalities and Customs Clearance — Dispatch of Documents by Forwarding Agent to the Exporter — Certificate of Origin — Dispatch of Shipment Advice to the Importer — Submission of Documents to Bank — Claiming Export Incentives

Importing Procedure — Trade Enquiry — Procurement of Import License and Quota — Obtaining Foreign Exchange — Placing the Indent or Order — Dispatching a Letter of Credit — Obtaining Necessary Documents — Customs Formalities and Clearing of Goods — Making the Payment — Closing the Transactions — Export/Import Documentation — Commercial Documents — Quotation — Sales Contract — Pro Forma Invoice — Commercial Invoice — Packing List — Inspection Certificate — Insurance Policy — Insurance Certificate — Product Testing Certificate — Health Certificate — Phytosanitary Certificate — Fumigation Certificate — ATA Carnet — Consular Invoice — Transport Documents — Shipping Order S/O — Dock Receipt D/R or Mate's Receipt

Bill of Lading (B/L) — House Bill of Lading (Groupage) — Sea Waybill — Air Waybill (AWB) — House Air Waybill (HAWB) — Shipping Guarantee — Packing List — Financial Documents — Documentary Credit D/C — Standby Credit — Collection Instruction — Bill of Exchange (B/E) or Draft — Trust Receipt (T/R) — Government Documents — Certificate of Origin (CO) — Certificate of Origin GSP - Form A — Import / Export Declaration — Import / Export License — International Import Certificate (IIC) — Delivery Verification Certificate (DVC) — Landing Certificate — Customs Invoice

Unit 12: Foreign Trade Policies of India

Reasons of Trade Policies in Developing Economies — Strategic Options for Trade Policy — Free Trade Policy — Protective Trade Policy — Inward Looking Trade Policy — Outward Looking Trade Policy — Principles of Indian Foreign Policies — Non-Alignment — Panchsheel and Peaceful Co-Existence Freedom of Dependent Peoples: Anti-Imperialism — Opposition to Racial Dissemination — Foreign Economic Aid and India's Independent Policy — Support to the United Nations — Peaceful Settlement of International Disputes India's Foreign Trade Policy — EXIM Policy of 1997-2002 — Objective of the EXIM Policy 1997-2002 — Highlights of the EXIM Policy 1997-2002 — Impact of EXIM Policy 1997-2002 — Export- Import Policy (2002-07) — Special Economic Zones — Employment Oriented Measures — Foreign Trade Policy (2004-09) — Main Elements of EXIM Policy 2004-09 — Free Exports — Board of Trade EXIM Policy 2004-09 — India's Foreign Trade Policy (2009-14) — Objectives of Foreign Trade Policy 2009-14 — Highlights of foreign Trade Policy 2009-14 — Higher Support for Market and Product Diversification Status Holders — Stability / continuity of the Foreign Trade Policy — Marine sector — Gems & Jewelry Sector — Agriculture Sector — Pharmaceutical Sector — Flexibility provided to exporters — India's Foreign Trade Policy 2015-2020 — Objectives of Foreign Trade Policy 2015-2020 — Highlights of the Foreign Trade Policy 2015-2020 — Impact on the Economy:

Unit 13: Emerging Issues in International Marketing

Speedy Evolution of Global Markets — Liberalization of Economy and Marketing Borders — Sublimation of Distance — New Developments — Rising Awareness — Changing Demographics — E-Readiness — Waves of Information and Communication Technologies — Global E-marketing — Big Data — Search Engine Optimization (SEO) and Digital Marketing — Content Marketing — Reverse Marketing — Internet of Things Marketing Applications Mobile Marketing — Customer Relationship Marketing (CRM) — Foreign Direct Investment (FDI) — International Markets and Global Recessions — Demonetization and its Effect