PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABUS AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION FOR EXECUTIVES

(MBAfEX)

For the Session 2019-20
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION FOR EXECUTIVES (MBAfEX) WITH EFFECT FROM THE SESSION 2019-20

Note:
1. Examination in each subject will be of 3 hours duration except for Strategic Management (MBAfEX7101).
2. The duration of Strategic Management (MBAfEX 7101) will be 4 hours.
3. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters: (Except for MBA7101: Strategic Management).

IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

**SCHEME OF EXAMINATION FOR MBA FOR EXECUTIVES**

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<tr>
<td>MBAfEX 7101</td>
<td>STRATEGIC MANAGEMENT</td>
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<td>STUDENTS ARE TO OPT FOR TWO GROUPS OUT OF THE GROUPS OFFERED. AND FURTHER IN ONE GROUP OPTED BY THEM THEY ARE TO OPT FOR THREE PAPERS OUT OF THE PAPERS OFFERED. IN THE OTHER GROUP THEY ARE TO OPT FOR TWO PAPERS OUT OF THE PAPERS OFFERED. GROUP A: ENTREPRENEURSHIP AND GENERAL MANAGEMENT</td>
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<td>MBAfEX 7111</td>
<td>ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT</td>
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<td>MBAfEX 7112</td>
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<td>MBAfEX 7114</td>
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<td>MBAfEX 7115</td>
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<td>MBAfEX 7125</td>
<td>MANAGEMENT CONTROL SYSTEMS</td>
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<td>PROJECT PLANNING, ANALYSIS AND MANAGEMENT</td>
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<td>MBAfEX 7145</td>
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**FOURTH SEMESTER**

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<td>MBAfEX 7204</td>
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<tr>
<td>MBAfEX 7211</td>
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**** Comprehensive Viva-Voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.
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<td>MBAfEX 7241</td>
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<td>MBAfEX 7242</td>
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<td>MBAfEX 7243</td>
<td>CUSTOMER RELATIONSHIP MANAGEMENT AND SALES MANAGEMENT</td>
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<td>MBAfEX 7244</td>
<td>APPLICATION OF ACCOUNTING AND FINANCE IN MARKETING</td>
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<td>MBAfEX 7252</td>
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THIRD SEMESTER

MBAfEX 7101: STRATEGIC MANAGEMENT

Objective: The objective of this course on corporate strategy is to develop in the students an ability to analyze the strategic situation facing the organisation, to access the strategic options available to the organisation and to implement the strategic choices made by it. Extensive use of a variety of case studies will help in meeting the objectives of this course.

End semester paper: The paper will be of four hours and will carry 50 marks. Section A will be of 20 marks consisting of five questions. 2 questions will be set from each unit. The students are required to answer two questions selecting one from each unit. Section B will be of 30 marks consisting of a compulsory case.

Unit I

Introduction to corporate strategy, an overview of formulation and implementation of strategy (including various models of strategy formulation and implementation), strategic leadership, determinants of competitive advantage, vision and mission including various approaches to business model, strategic coherence, stakeholders and strategy, internal and external environment of strategy, environmental analysis (including various tools of analysis), corporate resources, capabilities and core competencies, dynamic capabilities, value chain, competitor analysis, key success factors, drivers of change, competitive rivalry and competitive dynamics, challenges to sustainable competitive advantage, advantages and disadvantages of first movers, second movers and fast followers, defensive strategies for incumbents caught off guard, personal goals and aspirations of top management, corporate social responsibility, corporate governance and strategy, diversification-related and unrelated, integration-vertical and horizontal, execution of strategy.

Unit II

Executing functional, business and corporate strategy, strategic alternatives including models for development of strategic alternatives, strategies for entering new businesses, strategy and technology, strategy and industry life cycle, evaluation of strategy, implementing dynamic strategies, organisation structure and strategy, international strategy and competitive advantage, understanding alliances and cooperative strategies, mergers, acquisitions and strategy, external and internal causes of organisational failure, differing corporate governance practices and strategy, role of executive compensation in implementation of strategy.

References:

2. Hitt, Michael and Hoskisson, Robert E., Strategic Management: Competitiveness and Globalisation, South Western Thomson.
MBAfEX 7111: ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT

Objective: The objective of the course is to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and to highlight issues in new enterprise management.

UNIT I

Entrepreneurship: Concept and definitions, entrepreneurship and economic development, classification and types of entrepreneurs, entrepreneurial competencies, factors affecting entrepreneurial growth: Economic, non-economic factors, traits/qualities of entrepreneurs, intrapreneur, manager v/s entrepreneur, The Role of the Entrepreneur, Entrepreneurs and Myths about entrepreneurs.

UNIT II

Entrepreneurial Finance: Debt financing: Types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: Sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings, angel financing, Social Entrepreneurship and Rural Entrepreneurship

UNIT III

Definition of MSME (micro, small and medium enterprises), rationale, objective, scope, role of MSME in economic development of India, significant provisions of MSME Act, 2006, mechanics of selling of new enterprise: Size and location, optimum units: Its meaning and determinants, size of industrial units in India, feasibility studies, technical, marketing and finance, managerial problems of new enterprises, production purchasing, financing, labour and marketing problems, facilities provided by different institutions and agencies in India, role of SMEs in global environment.

UNIT IV

Elements for a programme, entrepreneurial training and development programmes, entrepreneurship orientation and awareness programme, evaluation of various EDP programmes, women entrepreneurs, steps taken by government, to promote EDPs, institutional entrepreneurial environment in India, Role of support institutions: of director of industries, DIC, SIDO, SIDBI, small industries, development corporation (SIDC), SISI, NSIC, NIESBUD, state financial corporation (SFCs).
References:


**MBAfEX 7112: ENTREPRENEURIAL FINANCE**

**Objective:** The objective of this course is to orient the new entrepreneurs with the problems and issues involved in financing new enterprise.

**UNIT I**

The business plan: The dual purpose document, business plan development and advice, the business plan, development of proformas, checklist of financial information, business plan development sources.

**UNIT II**

Financial statements and analysis: income statement, balance sheet, cash flow statement, ratio analysis, breakeven analysis, management of working capital.

**UNIT III**


**UNIT IV**

Debt financing: types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings, angel financing, intrapreneurship: intrapreneurship models, traits of high growth
intrapreneurship, signs of intrapreneurship success, standard operating procedures, intrapreneurship blunder.

References


**MBAfEX 7113: INFRASTRUCTURE AND PROJECT FINANCE**

**Objective:** Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

**UNIT-I**

Project identification analysis: socio-economic consideration in project formulation, social infrastructure projects for sustainable development, investment opportunities, project screening and presentation of projects of decision making, expansion of capacity, diversification.

**UNIT-II**

Market and technical analysis: market and demand analysis: market survey, demand forecasting, uncertainties in demand forecasting, technical analysis: product mix, plant capacity, materials and inputs, machinery and equipment, project costing and finance: cost of project, cost of production, break even analysis, means of financing project, tax aspects in project finance, role of financial institution in project finance.
UNIT-III

Project appraisal: time value of money, project appraisal techniques: payback period, accounting rate of return, net present value, internal rate of return, benefit cost ratio, social cost benefit analysis, effective rate of protection, risk analysis: measures of risk, sensitivity analysis, simulation analysis, decision tree analysis.

UNIT-IV

Project scheduling/network techniques in project management: CPM and PERT analysis, float times, crashing of activities, contraction of network for cost optimization, updating, cost analysis of resources allocation, multiple projects: project dependence, capital rationing, ranking methods of projects, mathematical programming approach, linear programming model, post project evaluation.

References


MBAfEX 7114: TAX PLANNING FOR ENTREPRENEURS

Objective: The primary objective of this course is to familiarize the students with relevant provisions of taxation laws (both direct and indirect taxes) for entrepreneurs. It will develop students' skill for handling business problems using appropriate concepts of taxation laws.

UNIT I

Introduction to corporate taxation: importance of tax planning as a management decision, minimizing tax liability: tax evasion, tax avoidance and tax planning, objectives and basis of tax planning, key terms related to tax assessment of companies: Indian company, domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set off of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limits for companies.
UNIT II

Tax planning for different entities: tax provisions for new businesses, export business, industrial undertakings and infrastructure development undertaking, SEZs, business in special category states, hotel industry, telecom industry, entertainment industry, IT, power, shipping and aircraft, oil and minerals, construction, and retail business, related tax deduction allowed to respective industries, business restructuring and tax planning: tax and relief provisions under merger, amalgamation, acquisition, demerger.

UNIT III

Tax planning vis-à-vis managerial decisions: capital structure decisions in wake of tax planning, provisions related to tax on dividend and deductions allowed, tax planning though bonus shares, lease or buy decisions, make or buy decision, repair/renewal or replacement decision, tax planning through employees' remuneration: fringe benefit of tax, ESOPs, double taxation relief, advance tax payment procedure, TDS: tax on salary, interest, dividend, interest.

UNIT IV

Wealth tax: charge of tax and related provisions, central sales tax act: objectives, key terms and provisions, service tax: general principals, charge and exemptions, registration and mode of payment.

References:

1. Agarwal, K.K., Corporate Tax Planning, Atlantic Publishers & Distributors
2. Agarwal, K.K., Direct Tax Planning and Management, Atlantic Publishers & Distributors
3. Ahuja, G. and Gupta, R., Corporate Tax Planing and Management, Bharat law house, New Delhi.
**Objective:** To familiarize the students with the tools and techniques for investing in private equity.

**UNIT-I**

Equity shares and their risk return characteristics, different types of equity shares, knowing market indices (SENSEX and NIFTY) and their importance, valuation of equity shares, significance and approaches, risk and return theory, concepts of risk and return, diversification of risk, measurement of risk and return, estimation of discount rates, cash flows, growth rates.

**UNIT-II**

The investment environment, equity trading: market & mechanism, security analysis: macroeconomic and industry analysis, company analysis, technical analysis (charts, line charts, line & volume, charts, point & figure charts, bar chart, candlestick chart, various patterns, Dow theory and Elliot wave theory.

**UNIT-III**

Market efficiency and behavioral finance, portfolio theory: optimum portfolio selection, Markowitz portfolio theory: Sharpe single index model, the capital asset pricing model, arbitrage pricing theory.

**UNIT-IV**

Active portfolio management: portfolio performance evaluation, international diversification, the process of portfolio management, the theory of active portfolio management, portfolio revision.

**References**

MBAfEX 7116: MARKETING FOR ENTREPRENEURSHIP

Objective: This course aims at orienting the participants about need and importance of marketing strategies for entrepreneurs—other than those included in the compulsory paper on strategic management. It endeavours to sharpen the grasp of theoretical concepts and analytical ability of students particularly through the use of relevant cases.

UNIT I

Introduction and overview of marketing strategy: definition, brief history and current trends; importance, conceptual framework of marketing strategy, alternative approaches to developing the strategic marketing plan especially formal planning systems, writing a strategic marketing plan for Entrepreneurs.

UNIT II

Marketing strategy in different situations: product life cycle and marketing strategy, managing profit growth, sales growth, new products, product lines, product portfolio, strategies for market leaders, challengers, followers and niches, offensive and defensive competitive strategy.

UNIT – III

Marketing strategy in different situation continued: competing on costs, competing on price, competition between price points, segmentation strategies, market share strategies, speed as strategy, marketing strategies for nonprofit organizations and for select prominent business sectors of the Indian economy.

UNIT – IV

Marketing strategy implementation, Mckinsey 7-s framework, marketing strategy evaluation including marketing audit and essential marketing metrics, financial aspects of marketing management.

References

**MBAfEX 7121: FINANCIAL STATEMENT ANALYSIS**

**Objective:** This course is designed to prepare students to interpret and analyze financial statements effectively.

**UNIT-I**

Introduction and foundation for effective financial statement analysis-Form of the financial statements, IFRS framework for the preparation and presentation of financial statements, overview of financial statement analysis, basis and techniques of analysis: cross sectional and time series analysis. Users and sources of financial information.

**UNIT-II**

Analysis of financing activities, analysis of investing activities: accounting for long term, short term and intangible assets. Analysis of operating activities, Analysis of cash flow statement, (relation between cash flow from operating, investing and financing activities), cash forecasting (short term and long term).

**UNIT-III**

Short term liquidity analysis: working capital analysis, operating activity analysis. Solvency analysis: capital structure measures for solvency analysis, asset based measures of solvency analysis, asset-based measures of solvency, earnings coverage. Analysis of profitability, analysis of growth (changes in profitability) as well as sustainable earnings.

**UNIT-IV**


**References**


**MBAfEX 7122: FINANCIAL ENGINEERING**

**Objective:** this course aims at enabling the students to understand & analyze investment problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments & strategies.

**UNIT I**

Understanding meaning and need of financial engineering: financial engineering vis a vis financial analysis, factors leading to increasing need for financial engineering, financial engineering in India: derivatives and futures markets, features of financial derivatives, types of financial derivatives.

**UNIT II**

Product development and strategies: basics of product development, objective, design and testing, pricing and valuation of future and forwards, pricing and valuation of swaps, interest rate swaps, currency swaps, commodity swaps, options: call and put options, payoff profiles, option strategies, arbitrage restrictions on option prices, hedging approaches with options, equity related instruments: options, warrants, subscription rights, investment vehicle, index futures and options, foreign equities, treasury bond and notes futures.

**UNIT III**

Emerging instruments, concepts and issues: assets and liabilities management, securitization, asset backed securities, mortgage backed securities, corporate restructuring and leverage buyouts/management buyout, value at risk (VAR).

**UNIT IV**

Hybrid securities, credit derivatives, options on debt instruments, exotic options, synthetic instruments, and issues related to accounting treatment of derivatives, corporate risk
management: planning and controlling reasons for hedging, cash flow hedges and value hedges, capital structure and hedging.

References:


**MBAfEX7123: MANAGEMENT OF FINANCIAL SERVICES**

**Objective:** The course aims at acquainting the students with the developments in the areas of financial services and developing their skills to manage financial services.

**UNIT-I**

Evaluation and role of financial services companies in India, evolution of NBFC's services provided, comparison with banks, categories of NBFC’s (industry structure in India, sources of finance: funding strategies, public deposits, bank borrowing ICD), C P, innovative sources of financing, securitization concept: securitization as a funding mechanism, mortgages: traditional and non-traditional, securitization in India, merchant banking: nature and scope, regulation of merchant banking activity, SEBI guidelines for public issues, leasing: introduction, growth & types, leasing and hire-purchase, leasing as a tax planning instrument, recent developments relating to leasing industry in India; underwriting: concept, SEBI, regulations, recent developments.

**UNIT-II**

Introduction to equipment leasing: introduction, history and development of leasing, concept and classification, types of leases, advantages, disadvantages, evolution of Indian leasing industry, leasing and commercial banking sector, product profile, legal aspects of leasing, lease documentation, lease agreement, tax aspects of leasing income tax aspects, sale tax aspects, lease evaluation: the lessee’s angle, the lessor’s angle, negotiating lease rentals, lease accounting and reporting: IAS-17, I.C.A.I. guidance note, form vs. substance debate, hire purchase: concept, characteristics, mathematical evaluation, legal, tax and accounting aspects,
the hire purchase act, 1972, mutual funds: evolution, types, regulation of mutual funds, organization, structure, performance evaluation, design and marketing of mutual fund schemes, analysis, and tax treatment of MF schemes MF in India

UNIT-III

Credit rating: concept, process, methodology, SEBI regulations for credit rating, credit rating agencies regulation, 1999 consumer finance: role of consumer credit in the financial system, features, mathematics and legal framework, credit screening methods, innovative structuring of consumer credit transactions, product mix, consumer credit act, 1974. credit cards: concept, types, billing and payment, settlement procedure, mechanism of transactions, member establishments, member affiliates, the concept of visa net, insurance: definition, classification, principles of insurance, rights and obligations of parties.

UNIT-IV

Factoring: concept forms, functions of factor, legal aspects, evaluation of factoring, the report of the study group for examining introduction of factoring services in India, factoring vis-à-vis bill discounting credit insurance, forfeiting, bill financing: bill of exchange, definition, steps in bill discounting, bill market in India, venture capital: nature and scope, regulatory environment, V.C. investment process, evaluation criteria, limitations, V.C. in India, real estate investment: risk and return profile, forms of real estate investment, concept, sources. housing finance: introduction, H.F. scheme in India, characteristics of H.F. business, procedure for loan disbursement by H.F.C.S., legal frame work, evaluating and structuring H.F. transactions

References

3. Padmalatha, S., Management of banking and financial services, Sultan Chand and Sons.
**MBAfEX 7124: INVESTMENT MANAGEMENT**

**Objective:** The purpose of this course is to acquaint students with the theoretical and practical aspects of investment analysis, for security selection and portfolio management purposes.

**UNIT - I**

Investment Background - Meaning and avenues of investment, global investment choices, measures of risk and return, determinants of required rates of return, relationship between risk and return. Asset allocation decision- individual investor life cycle, the portfolio management process, the importance of asset allocation.


**UNIT - II**

Developments in Investment Theory - Efficient market hypothesis; introduction to portfolio management, Markowitz portfolio theory; introduction to asset pricing models, capital market theory, the capital asset pricing model (CAPM); multifactor models of risk and return, arbitrage pricing theory (APT), multifactor models and risk estimation.


**UNIT - III**

Analysis and Management of Common Stock - Macroanalysis and microvaluation of the stock market, industry analysis, company analysis and stock valuation, technical analysis, equity portfolio management strategies.

Analysis and Management of Fixed Income Securities - Bond fundamentals, the analysis and valuation of bonds, bond portfolio management strategies.

**UNIT - IV**

Derivative Security Analysis - Overview of derivative markets, investing with derivative securities, forward and futures contracts, option contracts, swap contracts, convertible securities, and other embedded derivatives.

References


**MBAfEX 7125: MANAGEMENT CONTROL SYSTEMS**

**Objective:** The objective of this course is to allow students to gain knowledge, develop insight and analytical skills related to design and implementation of management systems.

**UNIT I**

Management control system: basic concepts, boundaries, understanding strategies, behavior in organizations, inter-relationship among strategic planning, management control and operational control, responsibility accounting, importance of informal management controls.

**UNIT II**

Structure of management control: need for delegation, types of responsibility centers, organizational structure of responsibility centers, revenue and expense centers, profit centers, measuring and controlling assets employed, objectives and methods of transfer pricing, pricing corporate services and administration of transfer prices.
UNIT III


UNIT IV

Applications of management control systems: management compensation, controls for differentiated strategies, control in service organizations, control in non-profit organizations, management control in multinational and multi project corporations, management control-related ethical issues.

References


MBAfEX 7126: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Objective: The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.

UNIT I

Planning and analysis overview: phases of capital budgeting, levels of decision making, resource allocation framework, key criteria for allocation of resource, elementary investment strategies, portfolio planning tools, strategic position and action evaluation, aspects relating to conglomerate diversification, interface between strategic
planning and capital budgeting, generation and screening of project ideas: generation of ideas, monitoring the environment, regulatory framework for projects, corporate appraisal, preliminary screening, project rating index, sources of positive NPV, qualities of a successful entrepreneur, porter model for estimation of profit potential of industries.

UNIT II

Market and demand analysis: situational analysis and specification of objectives, collection of secondary information, conduct of market survey, characterization of the market, demand forecasting, market planning, technical analysis: study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts, work schedule.

Financial analysis: estimation of cost of project and means of financing, estimates of sales and production, cost of production, working capital requirement and its financing, estimates of working results, projected cash flow statement, projected balance sheet. project cash flows, basic principles of measurement of cash flows, components of the cash flow streams, viewing a project from different points of view, definition of cash flows by financial institutions and planning commission, biases in cash flow estimation, appraisal criteria (net present value, benefit cost ratio, internal rate of returns urgency, payback period, and accounting rate of returns), investment appraisal in practice.

UNIT III

Types and measure of risk: simple estimation of risk, sensitivity analysis, scenario analysis, Monte Carlo simulation, decision tree analysis, selection of project, risk analysis in practice, special decision situations: choice between mutually exclusive projects of unequal life, optimal timing decision, determination of economic life, inter-relationships between investment and financing aspects, inflation and capital budgeting, analysis of firm and market risk: portfolio theory and capital budgeting, capital asset pricing model, estimation of key factors, CAPM and capital budgeting, social cost benefit analysis (SCBA): rationale for SCBA, UNIDO approach to SCBA, little and mirlees approach to SCB, multiple projects and constraints: constraints, methods of ranking, mathematical programming approach, linear programming model.
UNIT IV

Project financing in India: means of finance, norms and policies of financial institutions, SEBI guidelines, sample financing plans, structure of financial institutions in India, schemes of assistance, term loans procedures, project appraisal by financial institutions, project management: forms of project organization, project planning, project control, human aspects of project management, prerequisites for successful project implementation, network techniques for project management, development of project network, time estimation, determination of critical path, scheduling when resources are limit, PERT and CPM models, network cost system, project review and administrative aspects: initial review, performance evaluation, abandonment analysis, administrative aspects of capital budgeting, evaluating the capital budgeting system of an organization.

References:


MBAFEX 7131: MOBILE COMMERCE

Objective: To introduce students to the new technologies, applications, services and business models of M-Commerce.

UNIT I

M-commerce: introduction to m-commerce, forces behind the m-commerce revolution, special features of m-commerce, m-commerce value chain: introduction, infrastructure equipment vendors software vendors, content vendors-user fee business models, shopping business models, marketing business models, improved efficiency models, advertising business models, revenue-sharing business models, content aggregators, mobile network operators, mobile portals, third-party billing and payment providers, mobile device manufacturers, wireless applications service providers (WASPs)
UNIT II

Mobile communications: historical perspective, basic architecture basic multiplexing schemes, separating uplink and downlink traffic, 2G landscape, 3G technology, transition toward 3G-GSM migration, TDMA migration, PDC migration, CDMA one migration, mobile internet: introduction, TCP/IP on a mobile network, mobile IP: routing packets to mobile nodes, TCP wireless application protocol, overview of the WAP architecture, WAP gateway and legacy protocol stack, operating without a WAP gateway, the wireless application environment, the WAP usability.

UNIT III

Mobile security: the role of cryptography, secret key cryptography, GSM's sim-based authentication, public key cryptography, digital signatures, certificate authorities, combining public and secret key cryptography, message authentication codes, mobile payment: mobile payment standardization efforts, different mobile payment scenarios, mobile banking.

UNIT IV

Mobile commerce services: mobile portals, voice portals, mobile information services, mobile directory services, mobile banking and trading, mobile e-tailing and e-ticketing, mobile entertainment, mobile business applications and services next-generation m-commerce: next-generation m-commerce scenarios, personalization-3GPP's personal service environment, location-based services positioning solutions: handset-based positioning solutions, network-based positioning solutions, fragmented landscape mobile policy: India telecom policy, mobile policy implications, wireless spectrum auctions.

References
Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Manufacturing Policy and Implementation.

UNIT I

Production function: production function & the organization, five Ps of production, production strategy, planning & controlling the operations - product selection linking the product with marketing, planning the operation, setting up production system, controlling the production, manufacturing system design: organization of manufacturing operation, job batch and flow production methods, group technology - coding composite component, product flow analysis, group technology and just-in-time.

UNIT II

Just-in-time manufacturing: JIT manufacturing, people involvement, total quality control, advantage of JIT manufacturing, elements that support JIT flow, the kanban system optimized production technology (OPT.).manufacturing & service strategies: manufacturing as a competitive advantage, corporate strategy & manufacturing strategy, production planning and inventory control in manufacturing strategy.

UNIT III

Theory of constraints & synchronous manufacturing: introduction, theory of constraints, the goal of performance measures, synchronous manufacturing, speed to market, benchmarking, simultaneous engineering, reverse engineering, technology audit, strategic alliances.

UNIT IV

Technological innovation in manufacturing: automated design support, computer numerical control (CNC) machines, computer aided manufacturing (CAM), flexible manufacturing system (FMS), computer integrated manufacturing (CIM), artificial intelligence (AI), automation in services.

References:

2. Narasimhan, S.L., Mcleavey, D.W. and Billington, D.W., Production Planning & Inventory Control, Prentice Hall of India.
MBAfEX 7133: BUSINESS PROCESS RE-EENGINEERING

Objective: The objective of this course is to develop the abilities of the students to design and to evaluate management and its existing structure and select the right frame for Reengineering.

UNIT I

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

UNIT II

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

UNIT III

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement.

UNIT IV

Planning for change, refined mission and scope, design options and alternatives, filling in the line details, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes, selecting the right frame, the horns of the downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change, reengineering experience.

References

MBAfEX 7134: SYSTEMS ANALYSIS AND DESIGN

Objective: The objective of the course is to understand the tools and techniques of data capturing, storing and disseminating for efficient working of organization.

UNIT I

Data and information: types of information: operational, tactical, strategic and statutory: why do we need information systems, management structure, requirements of information at different levels of management, functional allocation of management, requirements of information for various functions, qualities of information, small case study, systems analysis and design life cycle: requirements determination, requirements specifications, feasibility analysis, final specifications, hardware and software study, system design, system implementation, system evaluation, system modification, role of systems analyst, attributes of a systems analyst, tools used in system analysis.

UNIT II

Information gathering: strategies, methods, case study, documenting study, system requirements specification, from narratives of requirements to classification of requirements as strategic, tactical, operational and statutory, example case study, feasibility analysis: deciding project goals, examining alternative solutions, cost–benefit analysis: quantifications of costs and benefits, payback period, system proposal preparation for managements, parts and documentation of a proposal, tools for prototype creation, tools for systems analysts: data flow diagrams: case study for use of DFD, good conventions: leveling of DFDs leveling rules, logical and physical DFDs, software tools to create DFDs.

UNIT III

Structured systems analysis and design: procedure specifications in structured english: examples and cases, decision tables for complex logical specifications, specification oriented design vs procedure oriented design, data oriented systems design: entity relationship model: E-R diagrams, relationships cardinality and participation, normalizing relations, various normal forms and their need, some examples of relational data base design.
UNIT IV

Control audit and security of information systems: audit and security of information systems, why controls are needed, objectives of control, techniques used in control, auditing information systems, auditing around, through and with the computer, testing information systems, types of tests, how to generate tests, security of information systems, disaster recovery, business process continuity, systems analysis and design in the era of electronic commerce: B2B, B2C and C2C e-commerce, advantages and disadvantages of e-commerce, e-commerce system architecture: physical networks, logical network, world wide web, web services, HTML, XML, electronic data interchange: EDI standards, virtual private networks, XML and EDI, complete system analysis and design case studies.

References:

MBAfEX 7135: ENTERPRISE RESOURCE PLANNING

Objective: The objective of this course is to acquaint the students with the knowledge of computerized productions, Materials distribution system of a manufacturing organization and impart knowledge to the students in the conceptual and operational aspects of ERP.

UNIT I

Evolution of ERP, definition and ERP packages used- integrated management information, business process re-engineering, data warehousing, supply chain management- MRP (1), MRP (2), DRP, JIT

UNIT II

ERP modules: finance, manufacturing, materials- quality benefits of ERP, reducing lead time, reduction in cycle time- DRP markets, going ERP way, ERP evaluation criteria.
UNIT III

ERP implementation, role of consultants, vendors and users, implementation life cycle, project planning - team training, end user training post implementation - implementation in large scale organization.

UNIT IV

ERP bridging business and technology baan implementation (case study) ERP ware, future direction of ERP, new business segments RAMCO marshal world class ERP - SAP R3 (case studies)

References

5. Wagner, M.E., Concepts in Enterprise resource planning, Cengage Learning, Inc

MBAfEX 7136: MANAGEMENT INFORMATION SYSTEMS

Objective: The course has been designed to acquaint students about the evolution of computer-based information systems, basic computer hardware, software, and data concepts, the types of information systems that are needed to support the various levels of a business enterprise, and the process of analyzing, designing, and developing an information system.

UNIT I

Introduction: why information system, Perspectives and contemporary approach to information system, usage of information systems, Information system in the enterprise: major types of system in organisation, systems from functional perspectives, integrating functions and business processes. Management opportunities, challenges and solutions, Information systems, organisations, management and strategy: organisations and information systems, how information system impact organisations and business firms, the impact of IT on Management Decision Making, Information Business and Business Strategy, Management
opportunities, challenges and solutions. Managing the digital firm: E-business, e-commerce and emerging digital firm, managing opportunities challenges and solutions. Ethical and social issues related to information systems in digital firm and information society, managing knowledge in the digital firm: enterprise wide knowledge management systems, intelligent techniques, management opportunities, challenges and solutions, Enhancing decisions making for digital firm: decisions making and decision support system (DSS), group decision support system(GDSS), Executive support in the enterprise, management opportunities, challenges and solutions.

UNIT II

Wireless revolution: wireless computing landscape, network and internet access, M-commerce and mobile computing, wireless technology in the enterprise, management opportunities, challenges and solutions, security and control: system vulnerability and abuse, business value of security and control, establishing framework, technologies and tools for security and control, management opportunities, challenges and solutions.

UNIT III

Enterprise application and business process integration: Enterprise systems, supply chain management systems, customer relationship management system, and enterprise integration trends.

UNIT IV

Redesigning the organisation with the information systems: system as planned organizational change, business process re-engineering and process improvement, overview of system development, alternative systems building approaches, management opportunities, challenges and solutions, Managing international information systems: growth of international information systems, organizing and managing international information systems, technology issues and opportunities challenges and solutions.

References


**MBAfEX 7141: ADVERTISING AND CONSUMER BEHAVIOUR**

**Objective:** Purpose of the paper is to acquaint the participants with concepts, techniques and applications for developing an effective advertising programme. Facilitate an understanding about the consumer decision making process and its applications in marketing function of organizations.

**UNIT I**

Advertising: concepts, types, forms, importance and role of advertising in the marketing process, legal, ethical and social aspects of advertising, the advertising plan and setting of objectives, DAGMAR approach, determination of target audience.

**UNIT II**

Developing advertising programmes - message, headlines, copy, logo, illustration, appeal, layout, campaign planning; media planning, budgeting; evaluation - opinion and attitude tests, measurement of advertising effectiveness, advertising organisation - selection, compensation and appraisal of an agency, role of creativity in advertising.

**UNIT III**

Consumer behaviour and marketing strategy; consumer involvement and decision making, information search process, evaluative criteria and decision rules, consumer motivation, information processing and consumer perception, Indian consumer market - economic, social, cultural and psychographic aspects.

**UNIT IV**

Consumer attitudes and attitude change, influence of personality and self concept on buying behaviour, psychographics and lifestyle, influence of culture, subculture and social class,
reference group influence, diffusion of innovation and opinion leadership, family decision making, industrial buying behaviour, consumer behaviour audit.

References


**MBAfEX 7142: GLOBAL MARKETING MANAGEMENT**

**Objective:** The objective of this course is to develop a conceptual framework of international marketing management. This paper develops further the knowledge already gained in marketing.

**UNIT I**

Introduction to global marketing, the process of international marketing and transition from domestic to transnational marketing, benefits of international trade, international marketing entry strategies; segmentation, selection of foreign markets and positioning strategies.

**UNIT II**

Product planning for global markets, standardization vs. product adoption, new product development and management of international brands, packing and labeling.

**UNIT III**

Global pricing strategies, environmental influences on pricing decisions, channel structure, channel strategies for foreign market entry, social and cultural environment and its influence on international marketing.
UNIT IV

Promotional strategies in international marketing, international marketing organization and control, emerging issues in global marketing, integrated approach to international marketing.

References


**MBAfEX 7143: MARKETING RESEARCH AND PRODUCT MANAGEMENT**

**Objective:** The course aims to develop the students’ ability to conduct, evaluate and research particularly with respect to marketing mix elements. It also seeks to develop an understanding of the innovation process and the methods of analysis and evaluation used in the product development process.

**UNIT I**

An overview of marketing research- definition and scope; phases, changes due to technology including the internet; the marketing research industry, experimental research design, application of marketing research and the following techniques of multivariate analysis to marketing mix elements viz.- factor analysis, cluster analysis, multi dimensional scaling and conjoint analysis, product research, advertising research- setting advertising objectives, concept testing, audience profiling, copy research, media research.

**UNIT II**

Pricing research including use of conjoint analysis for this purpose, package research distribution research, research for market segmenting including the use of cluster analysis for this purpose, scale validation- relationship of validity and reliability- their types and their estimation, qualitative research tools including ethnography and laddering

**UNIT III**

Product management: in context of business strategy, the relationship of product management to the marketing concept, product mix concept, product classification, product planning: marketing plan, portfolio analysis, market potential and forecasting, product market
strategies, product life cycle: stages and corresponding strategies, product evaluation, product positioning: concept, product differentiation, positioning strategies, preference analysis, benefit segmentation, new products: the importance of innovation, new product categories, organization for product management, prototyping, new product development process, test marketing.

UNIT IV

Socio cultural meaning of brands: understanding the social psychology of brands, emotions and brands, symbolic meaning of brands, cultural meaning systems and brands, brand equity: introduction and definition, name value, model of brand equity synthesis, auditing and measuring brand equity managing brands, branding strategies for functional and symbolic brands, brand stretching and retrenching, branding services and managing the corporate brand, brands and advertising.

References

5. Trott, Paul, Innovation Management and New Product Management, Prentice Hall

MBAfEX 7144: INTERNET MARKETING AND RETAIL MANAGEMENT

Objective: This course aims to impart knowledge about the strategies and marketing mix associated with internet marketing and retail management. The course take a strategic approach to retail management, emphasizing the things that influence the decisions made by retailers and basics of web site development and evaluation will also be taught.

UNIT I

Introduction to internet marketing and its terminology, introduction to internet technology, conceptual foundations of internet commerce, basics of web site development, evaluation of websites, the internet micro environment, the internet macro environment, the B2C market. Consumer behaviour on the internet, the B2B market, organizational buying behaviour on the internet, marketing strategy on the internet especially segmenting, targeting and positioning, business models on the web.
UNIT II

The internet marketing mix: Product strategies including assortment, configuration engine, planning and layout tools, price strategies including dynamic pricing, forward auction, reverse auction, name your price, place strategies including affiliates and remote hosting, promotion strategies including online advertisement, sponsored links, outbound, e-mail, viral marketing, recommendations, personalisation strategies including customisation, individualization, rule based system, collaborative filtering, privacy, customer service FAQ's and help desk, e-mail response management, chat community site etc., security, legal and taxation issues in internet marketing, recent trends in internet marketing.

UNIT III

The retail environment: The changing consumer, The retail response, The role of government, Theories of retail change, Retail Strategic Planning, Building and Sustaining Relationships through customer value: Customer value; relationship marketing and social marketing in retail management, The development of retail marketing: What is retail marketing? Types of various retail formats- food and non-food, Evaluation and Identification of Retail Customers: Consumer Behavior, Retail market segmentation & franchising, Retail logistics: Supply chain management: theoretical perspectives, Efficient consumer response (ECR), The retail supply chain, Retailing Information Systems and Research: Retail Information Systems, RFID; Universal Product Code (UPC); Electronic Data Interchange (EDI) Marketing and Market Research; Gathering Information; Using Technology to Gather Data and Information, Market Selection And Location Analysis: Deciding on a Target Customer Group, Choosing the Right Location, Regional Analysis, Trading Area Analysis, Actual Site Analysis and Selection, Merchandise Buying and Handling: Inventory Planning, The Merchandise Mix, Vendor Interactions, Merchandise Logistics and Logistics Management

UNIT IV

Pricing in Retailing: Determining Pricing Objective, Determining Pricing Flexibility, Determining Pricing Strategy and Policies, Establishing Price, Developing an Effective Integrated Marketing Communications Mix: Retail Promotional Mix - Advertising, sales promotions - contests, coupons, etc., personal selling, publicity, public relations, point of purchase, Types of media used by retailers, advantages, disadvantages, Store Layout and Design: Store image and atmospherics, Store layout and design, layout patterns - grid, free flow, loop, boutique, Experiential merchandising, solutions selling Space management - sales per square foot, GMROI, planogram footfalls / computerized methods & non computerized methods, visual / display methods, Retail security: Causes of shrinkage, The scale of retail crime, Types of retail crime, Dealing with crime - India, Retail loss prevention, Managing People, Emerging trends in retail: The internationalization of retailing, Electronic commerce and retailing, Green Retailing

References:

1. Bajaj C., Retail Management, Oxford Publication.
MBAfEX 7145: GLOBAL SUPPLY CHAIN MANAGEMENT

Objective: The Course explores the main Issues in global supply chain management (SCM) to underline their strategic importance to firms. The course helps students develop understanding about the significance of SCM in international business; understand the key operational issues involved in global supply chain management; have the knowledge of managing SCM in international trade operations; and examine the levels of risk, efficiency, and sustainability of a supply chain.

UNIT I

Introduction to global supply chain management: concept and role of SCM services; international purchasing & distribution; SCM networks; inventory management and its components as SCM system; logistics providers (3PLs, 4PLs); reverse logistics; international logistics centres.

UNIT II

Transportation and its services in SCM; transportation services in international market and different transport modes; optimization of transportation process; role of multimodal transport in global SCM.

UNIT III

Warehousing and inventory management: role of warehousing in global SCM, functions of warehousing, types of warehouses; lean management (manufacturing), it systems (MPS, MRP, MRPII, ERP, DRP), material handling; Packaging; inventory management under conditions of certainty and uncertainty.
UNIT IV
International forwarding; material requirements planning; economic order quantity (EOQ), Wilson’s formula, silver ñ meal method, Wagner ñ within method, determination of safety inventory; SCM networks its features & networks owned by international corporations, leadership network, partnership network, configuration and management of SCM networks; green SCM, recent trends in global SCM.

References

MBAfEX 7146: INDUSTRIAL AND RURAL MARKETING

Objective: To impart the knowledge about of industrial marketing and to orient students to the realities of rural marketing in India, its strengths, weaknesses opportunities and threats in changing global context. To understand how marketing strategies are different in industrial markets as compare to consumer markets.

UNIT I
Nature of industrial markets, concept of industrial marketing, industrial vs. consumer marketing, classification of industrial markets & products, industrial marketing environment, nature of industrial buying, segmentation, targeting & positioning in industrial markets, industrial market research.
UNIT II

Industrial market mix strategy, product strategy, pricing strategy, channel strategy, communication strategy, promotional strategy in industrial markets, management of sales force for industrial markets, problems of industrial marketing in India, aim of course is to orient students to the realities of rural marketing in India, its strength, weaknesses opportunities & threats in changing global context.

UNIT III

Rural marketing concept, rural marketing environment, rural market index, Indian-rural market, rural & urban markets: a comparative analysis, segmentation of rural markets, rural consumer behavior, rural market& product strategy, rural market & pricing strategy, rural market & distribution strategy, rural market & communication strategy.

UNIT IV

Rural marketing of FMCG, consumer durables, financial services, agricultural inputs, e-rural marketing, organized rural retailing, rural financing, marketing agencies & institution for rural India, problems in rural marketing.

References

2. Dwyer R., Tanner J. F., Business Marketing, TMH, Boston, MA USA.
7. Reeder, R. R., Industrial Marketing, Robert, Prentice Hall Of India

MBAfEX 7151: LABOUR LEGISLATION - I

Objective: The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.
UNIT I

Legal regulation of employment conditions in India, law of master and servant relationship, concept of social justice.

UNIT II

Industrial dispute act, 1947-definition of industry, workmen, industrial dispute, procedures, power and duties of authorities, strikes and lockouts, layoffs and retrenchment, industrial employment (standing order) act, 1947-certification process of standing orders.

UNIT III

Trade union act, 1926-registration, immunities available to registered trade unions, payment of wages act, 1936-deductions and authorities, minimum wages act, 1948-fair wages, leaving wages, minimum wages, fixation of minimum rate of wages.

UNIT IV

Contract labour (regulation and abolition) act, 1970-advisory boards, registration of establishments, licensing of contractors, welfare and health of contract labour, interstate migrant workmen (regulation of employment and conditions of services) act, 1979-welfare and health measures of interstate migrant workmen.

References

MBAfEX 7152: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: The course is aimed at understanding the strategic approach to human resources as distinguished from the traditional functional approach, understanding the relationship of HR strategy with overall corporate strategy, strategic role of specific HR systems and appreciating SHRM in the context of changing form of organizations in the global environment.

UNIT I

Framework of strategic human resource management, scope and process of strategic HRM, traditional vs. strategic HR, typology of HR activities, best fit approach v/s best practice approach, the role of national context, sectoral context and organizational context in hr strategy and practices, external and internal analysis for strategic HR management, HR challenges.

UNIT II

Strategic role of HR systems-strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies.

UNIT III

Human aspects of strategy implementation, behavioural issues in strategic implementation-matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies.

UNIT IV

Global HRM, role of global HRM in successful MNC strategy, HR planning for global demand and diversity at workplace, global staffing approaches-polycentric, ethnocentric, geocentric and region centric, recruitment and selection of human resources for global assignments, training and development imperatives for global workforce, expatriate problems and culture shock, repatriation issues, performance and compensation management for global workforce, global employee relations.
References


**MBAfEX 7153: PERFORMANCE AND COMPENSATION MANAGEMENT**

**Objective:** The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees' performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India.

**UNIT 1**

**UNIT II**
Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.

**UNIT III**
Wage and salary administration in India, wage administration rules, principles of wages and salary administration, theories of wages, wage plans, wage differentials, wage policy in India, state regulation of wages, payment of wages act, minimum wages act, wage boards, pay commissions, compensation management in multi-national organisations.
UNIT IV
Executive compensation-components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, employee benefits and services, special features of fringe benefits, benefit programmes for management and other employees, administration of benefits and services, recent trends in wages and salaries in Indian industries and service sector.

References


MBAfEX 7154: ORGANISATION DEVELOPMENT

Objective: This course helps the students to understand how organizations have to develop themselves for future. Various methods shall be taught to them so that they learn how to intervene in the ongoing systems.

UNIT – I
Definition, Need and importance of OD, values, assumptions and beliefs in OD, foundations of OD, OD process, action research, overview of OD interventions

UNIT II
Effective team building, comprehensive interventions: confrontation meeting, survey feedback, grid OD program.
UNIT III
Structural interventions: work redesign, quality of work-life, quality circles, strategic management and OD, collective management by objectives, parallel learning structures, sensitivity training, life goal exercises, coaching and mentoring.

UNIT - IV
Study of few successful OD efforts made in organizations, issues in client consultant relationships, power, politics & OD, conditions for success and failure of OD, future of OD.

References
5. French, W., Bell, C. and Zawacki, Organization Development and Transformation- Managing Effective Change, Tata Mcgraw-Hill.

MBAfEX 7155: WORKSHOP ON TRAINING AND DEVELOPMENT

Objective: This course helps in understanding importance of human resource development in the organizations. Preparation of HRD plans as well as techniques and methods used in developing people shall be taught.

UNIT I
Concept of training and development, difference between training and development, significance of training and development, training objectives, evolving training policy, aligning training and development policies with corporate strategies, learning process, training needs assessment.

UNIT II
Development of training plans, various training methods and techniques, issues in training-location, duration, techniques, preparing training programs for selected categories of
employees in different manufacturing and service organizations, evaluation of training programs, training effectiveness.

UNIT III

Development objectives, evolving development policy, development needs assessment, preparing development plans, methods and techniques of development, issues in development—location, duration, techniques.

UNIT IV

Preparing development programs for different categories of managers-top, middle level and lower level in different manufacturing and service organizations, evaluation of development programs, ways of determining development effectiveness in the organizations, significance of training and development in human resources functions like compensation, appraisal and succession.

References


**MBAfEX 7156: COMPARATIVE INDUSTRIAL RELATIONS**

**Objective:** The course aims at providing the participants an international perspective of industrial relations and an awareness of industrial relations, policies and practices in other countries to help them to explore their relevance to India.

UNIT I

Comparative industrial relations theory, objective and significance, historic background of the growth of modern industrial relations.
UNIT II

Trade unions and collective bargaining—a comparative study, types and structure of trade unions at international level, industrial relations in multinational enterprises

UNIT III

Comparative view of the role of state and worker’s participation in decision making in U.K., U.S.A, Japan, Germany, Russia and developing country (Bangladesh, Pakistan, Korea and India).

UNIT IV

Comparative industrial relations and policy in U.K., U.S.A., Japan, Germany, Russia and developing countries, Industrial relations in the world in future.

References


FOURTH SEMESTER

**MBAfEX7204: Human Values and Business Ethics**

**Objective:** To sensitize students regarding the importance of human values and ethics in business.

**Unit I**

Unit II


Unit III

Indian value system and values, Indian ethos in management, creating ethical corporate structures, ethical leadership, law and ethics, work ethics: nature and scope, ethical issues at workplace, cross cultural ethics, ethical dilemmas.

Unit IV

Ethics in business disciplines: HRM (downsizing, balance of power, compensation, conflicts), marketing (commodity culture, pricing, advertising), finance and accounting (stock market, financial reporting, insider trading), technology (privacy at workplace, genetically modified foods).

References:


MBAfEX 7211: MANAGING STRATEGIC IMPLEMENTATION AND BUSINESS TRANSFORMATION

Objective The objective of this course is to expose students to the sweeping changes in the nature of work, changes occurring in business organizations as well as changes in relations among institutions that interact with work, particularly labour market, community and family-centered groups and organizations, as well as government.

UNIT I

Managing the changing workforce and changing nature of work: work in historical context, moral foundations of work, relation of work to personal/family life, models of employment relations, workforce expectations, sustainable business: tradeoff between environmental and business objectives, corporate citizenship roadmap business principles, transparency engagement, accountability, triple bottom line assessment, sustainable strategies,
performance and indicators.

UNIT II

Managing labor-management strategic partnerships: dynamics of strategic partnerships—cross-firm partnership, cross-institution partnership, labour-management partnership; principles of partnership, tensions underlying the principles of partnership, historical Indian labour relations, implications for work-family integration: strategy towards integrating work and family life, holistic approach to work, changes in the workforce and related problems, role of employers, unions, professional associations, and government, best practices in India.

UNIT III

Knowledge work and knowledge management: role of knowledge in the economy and firms, types of knowledge critical to success, role of information technology in knowledge management, organizational strategies for using, capturing and sharing knowledge, role of knowledge manager, implementing technical and social systems change: awareness of shifts in social and technical systems over time, understanding of the interdependency between social and technical systems, identification of potential guiding principles for designing, implementing, and sustaining change in social and technical aspects of new work systems.

UNIT IV

Leadership skills for the 21st century: core leadership capabilities, modes of learning about leadership, leading edge research and practice on leadership, transforming regional, national, and international institutions: placing public service in historical perspective, new roles for government agencies, challenges in managing change in government organizations, strategies for making public service an attractive career option, role of customers as partners in transforming government organizations.

References


**MBAfEX 7212: MANAGING TEAMS**

**Objective:** In this course effort shall be to make individuals effective team members and also how they can build effective teams in their respective organizations.

**UNIT I**

Definition of teams, types and value of teams, characteristics of effective teams, areas in which team fails, reasons for their failure.

**UNIT II**

Formal team diagnostic meeting, formal team building meeting, process consultation interactions.

**UNIT III**

Techniques and exercises used for building effective teams ñ role analysis technique, role negotiation technique, interdependency exercise, responsibility charting, force field analysis.

**UNIT IV**

Inter group team building interventions as given as Blake, mouton and Shepard, organization mirroring interventions, third party peacemaking interventions, partnering case studies in team building.

**References**

Objective: The objective of this course is to acquaint the students with the concept of multinational enterprise and also the environment affecting the working of MNEs.

UNIT I

Definition of multinational enterprise, nature of multinational enterprise, reasons for going global; role of MNEs in world economy, EPRG model, the environment of international business i.e. geopolitical, economic, cultural, social, legal, PEST analysis.

UNIT II

Regulation of international business i.e. home country, host country and MNE’s response to regulation, technology transfer i.e. methods and debate on technology transfer, social responsibility and MNE’s, organisation structure of MNEs.

UNIT III

International financial management i.e. concept, tax considerations, tax havens, international marketing management i.e. concepts, transfer pricing, corporate governance i.e. international perspective.

UNIT IV

International human resource management i.e. staffing of MNEs; international supply chain management i.e. concept, distribution channels.

References

4. Mellahi, K., Frynas, J. George and Finlay Paul, *Oxford University Press*
MBAfEX 7214: ORGANISATION STRUCTURE AND DESIGN

Objective: Understanding organisations is essential to becoming more effective analysts, managers, and leaders. This course aims to develop an understanding among management students of the ways to promote organisational effectiveness through internal structures and processes.

UNIT I

Introduction to organisations: definition, types, importance of organisations, organisation theories: an overview, the evolution of organisation theory and design, perspectives on organisations.

UNIT II

Organisational design: organisational purpose, structural and contextual dimensions, performance and effectiveness outcomes, approaches to organisational effectiveness, integrated effectiveness model, role of strategic direction in organisational design, efficient versus learning organisation.

UNIT III

Open system design elements: the external environment, inter-organisational relationships, designing organisations for the international environment, internal design elements: manufacturing and service technologies, information technology and control, organisation size, lifecycle and decline.

UNIT IV

Managing dynamic processes: managing the environment, organisational culture and ethical values, innovation and change, decision making processes, conflict, power, and politics.

References

MBAEX 7221: STRATEGIC COST MANAGEMENT

Objective: To understand how to use different techniques of cost management with a strategic perspective.

UNIT I
Strategy and cost management, moving from traditional to modern manufacturing environments, contemporary cost management techniques, nature of cost - traditional and contemporary cost classification, cost measurement systems - traditional and contemporary approaches, manufacturing overhead allocation - traditional and activity-based.

UNIT II
Implementing strategy - strategic positioning, value chain, balanced scorecard and strategy map. Customer Profitability Analysis. Profit variance analysis.

UNIT III
Activity-Based Costing: steps in designing an Activity-Based Costing (ABC) system, benefits and comparison of volume-based and ABC, Activity-Based Management (ABM), Multistage Activity-Based Costing, Resource Consumption Accounting (RCA), Time-Driven Activity-Based Costing (TDABC).

UNIT IV
Strategic role of non-financial performance indicators, management and control of quality - framework, financial measures, non-financial indicators; lean accounting, cost management through life cycle analysis and target costing.

References

MBAEX 7222: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: The objective of this course is to highlight opportunities and challenges of
financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.

UNIT I

Foundations of international financial management: globalization and multinational firm; the importance, rewards and risk of international finance; goals for international financial management; exposure to international risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.

UNIT II

International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.

UNIT III

Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis.

UNIT IV

Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management; exports and imports; international tax environment; corporate governance around the world.

References

MBAEX7223: BEHAVIORAL FINANCE

Objective: The purpose of this course is to introduce the student to the new field of behavioral finance. The field treats how psychological factors affect the decision-making of individual investors and how these factors in turn affect the financial markets. It questions the common assumption of efficient markets within the traditional neoclassical economic theory.

UNIT I

Conventional finance, prospect theory and market efficiency: traditional versus behavioral finance, neoclassical economics, expected utility theory, risk attitude, allais paradox, asset pricing, the pricing of risk, market efficiency, agency theory, prospect theory and extensions, framing, and mental accounting, challenges to market efficiency, some key anomalies, noise-trading and limits to arbitrage.

UNIT II

Behavioral science foundations and investor behavior: heuristics and biases, overconfidence, emotional foundations, implications of heuristics and biases for financial decision-making, implications of overconfidence for financial decision-making, individual investors and the forces of emotions.

UNIT III

Social forces and market outcomes: social interactions and investments, empirical evidences of social forces at work, behavioral explanations to market anomalies, behavioral factors and stock market puzzles- the equity premium puzzle, real-world bubbles, experimental bubbles market, behavioral finance and market valuations, excessive volatility.

UNIT IV

Behavioral corporate finance and money management: managerial decision-making, financial decisions, capital budgeting and other investment decisions, dividend policy decisions,
loyalty, agency conflicts and corporate governance, initial public offers, mergers and acquisitions, neurofinance and the traders' brain.

References:


**MBAfEX 7224: CORPORATE GOVERNANCE**

**Objective:** The objective of this course is to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries.

**UNIT I**

Introduction to the corporation and corporate governance: the nature, significance, formation and historical development of the corporation, significant characteristics of the corporation (legal personality, indefinite life, joint-stock aggregation of risk capital, limited liability, transferability of shares), the corporation as distinguished from other business entities (sole proprietorship, partnership, limited partnership), introduction to agency concepts (board and managers/shareholders, majority and minority shareholders) and to the agency problem.
meanings and significance of corporate governance.

UNIT II

The internal and external institutions of corporate governance: the purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state), the concept of corporate social responsibility, the internal institutions of corporate governance (directors, managers, and shareholders), choices within legal constraints, e.g., anti-takeover defenses; mitigation and indemnification

UNIT III

Accountability of managers and stockholders: defining and enforcing managers’ duties, mechanisms of stockholders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control), outside forces (regulators, government enforcement), legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press).

UNIT IV

The significance of insolvency regimes: corporate governance and foreign investment, corporate governance and privatization, insolvency regimes and their effect on corporate governance.

References

MBAfEX 7231: KNOWLEDGE MANAGEMENT

Objective: The subject aims at practical applications of KM tools and technologies explaining the basic knowledge representation, problem solving in industry.

UNIT-I

Introduction: definition, evolution, need, drivers, scope, approaches in organizations, strategies in organizations, components and functions, understanding knowledge; Learning organization: five components of learning organization, knowledge sources, and documentation.

UNIT II

Essentials Of Knowledge Management, knowledge creation process, knowledge management techniques, Knowledge creation process, systems and tools, organizational knowledge management architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization.

UNIT III

Knowledge management system life cycle, managing knowledge workers - knowledge audit, and knowledge management practices in organizations, few case studies.

UNIT IV

Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

References

1. Awad, E.M. and Ghazri, M., Knowledge Management, Pearson Education.
6. Warier, S., Knowledge Management, Vikas publications
MBAEX 7232: MANAGEMENT OF TECHNOLOGY

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.

UNIT I
Management of technology: various aspects and issues, strategic considerations, technological change and innovation, impact of technological change on employment and productivity, social consequences.

UNIT II
Technology forecasting, technology development, technology acquisition and transfer. Technology absorption and diffusion, evaluation/assessment of competing technologies, foreign diffusion, collaboration and strategic technological alliances.

UNIT III
Law regarding protection of trade intellectual property rights, patents, trademarks, TRIPS and W.T.O. - its impact on Indian economy.

UNIT IV
Technological environment in India - technology policy, role of various government organisations such as DST, CSIR in development and dissemination of technology, technology development at organisation level, role of information system, quality systems and market feedback.

References
1. Fredruck Betz, Managing Technology, Prentice Hall.
4. UN-ESCAP: Technology for Development, ESCAP Secretariat.
MBAfEX 7233: BUSINESS INTELLIGENCE

Objective: To develop a critical awareness of the range of tools being marketed under the label "Decision Support" or more generally "Business Intelligence (BI)" and consequently provide an understanding of the key algorithms and techniques which are embodied in business intelligence products.

UNIT I

Introduction to BI, the need for business intelligence, business intelligence terminology and key concepts, deduction, induction, machine learning and neural networks.

UNIT II

Business intelligence techniques, data warehousing, data mining and techniques, OLAP, business intelligence system & software.

UNIT III

SAS programming, logistic regression, exercises on LR, decision trees (DT) (enterprise miner), exercise on DT, time series forecasting (TSFS), exercise on TSFS.

UNIT IV

Artificial neural networks (ANN), exercise on ANN, association rules, exercise on association rules, real life application of BI.

References

3. Biere M., Business Intelligence for the Enterprise, Prentice Hall.
6. Moss L. T. and ShakuAtre, Business Intelligence Roadmap, Addison-Wesley.
MBAFEX 7234: TOTAL QUALITY MANAGEMENT

Objective: The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

UNIT I
Introduction to TQM: history, aims, objectives, benefits, gurus and their principles, TQM. reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagrams, total quality control, quality assurance: practices and techniques, TQM and management : new management challenges, trends and contribution of TQM.

UNIT II
Customer focus: defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction, continuous improvement process: what is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQMâ€™s control and improvement process, designing for quality: opportunities for improvement in product design, early warning, concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, benchmarking: defining, importance and benefits, types, basic steps, pitfalls, JIT: definitions, benefits, JIT cause and effects, JIT implementation in manufacturing.

UNIT III
TQM for Marketing Function: quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control,
change management, technology and product quality, quality of after sales services: quality measurement in customer service, organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture, technology and culture, motivation quality linked productivity.

UNIT IV


References

**MBAfEX 7241: MARKETING OF SERVICES**

**Objective:** To provide complete exposure to all aspects of service design, standards, delivering and performing service.

UNIT I

Introduction to services: concepts of services marketing triangle, service marketing mix, GAP models of service quality, consumer behavior in services, zone of tolerance, factors that influence customer perception of service, service encounters, customer satisfaction, service quality.

UNIT II

Understanding customer expectation through market research: types of service research, building customer relationship through retention strategies, market segmentation, 3 levels of
retention strategies, customer defined service standards, service quality as profit strategy, role of service quality in offensive and defensive marketing service design and positioning, new service development- types, stages, service blue printing-using and reading blue print, service positioning- positioning on the five dimensions of service quality, positing on service evidence.

UNIT III

Employee role in service designing, importance of service employee, emotional labour, source of conflicts, strategies for closing GAP3 customer role in service delivery, strategies for enhancing, customer participation, delivery through intermediaries, managing demand and capacity, lack of inventory capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies.

UNIT IV

Role of marketing communication: key reasons for GAP-4 involving communication, role of price and value in provider GAP-4, role of non-monetary cost, price as an indicator of service quality, physical evidence in services: types of service Scapes, role of service GAPs, framework for understanding service GAPs and its effect on behaviour, marketing of services in selected industries: banking, insurance, tourism, transportation, educational services, advertising and real estate.

References

1. Bhattacharjee, C., Services Marketing, Excel books
2. Jha, S.M., Services Marketing, Himalaya Publishing House
3. Lovelock, C., Services Marketing, Pearson Education.
6. Swartz and Lacobucci, Handbook of services marketing and management, Sage publication.
MBAEX 7242: WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE

Objective: The course aims at providing and understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.

UNIT I

Documents for starting up a new export venture, aligned documentation system: meaning, rationale, various documents, EDI initiative, methods of payment: advance payment, open account, consignment sales, Documents against acceptance (D/A), documents against payment (D/P), letter of credit, pre shipment credit: meaning, procedure, rates, documents needed, post shipment credit: meaning, procedure, types and documents needed.

UNIT II

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, bank guarantees and special schemes, role of ECGC, theories and practice of foreign exchange rate determination, floating and fixed exchange rates, exchange control regulations and procedures in India, FEMA.

UNIT III


UNIT IV

Customs and port clearance, import procedures and documents, Incoterms 2000.

References

1. Handbook of procedures Volume I & II.
MBAfEX 7243: CUSTOMER RELATIONSHIP MANAGEMENT AND SALES MANAGEMENT

Objective: The course aims to develop in the students an understanding of the concepts, importance, benefits and principles of customer relationship management within the context of marketing strategy. It also aims to familiarize the students with the fundamentals of sales management so as to enable the students to effectively manage a sales force.

UNIT I
Introduction to CRM: definition, components, scope, evolution, importance and transformation of customers, touch point analysis, customer value, customer relationship styles, types of customers and customer value, customer lifetime value, customer value and customer satisfaction as precursors to CRM, value co-creation, customer value management, analysing profitability of customers: value chain analysis, customer defection, closed loop marketing, customer retention: importance, stages, measurement of customer expectations: managing and delivering, consumer research, CRM measurement, e-CRM: basic concepts, importance, benefits, steps and success factors in e-CRM, merging CRM and the internet, and barriers to internet adoption.

UNIT II
Developing and deploying CRM strategy: CRM program life-cycle, building blocks of CRM, components of CRM infrastructure: information, process, technology and people and their integration, technology for customer relationship, delivering the customer offer, issues in customer privacy, CRM measurement, Analysis of CRM strategies and approaches practised by successful business houses in India and abroad, emerging trends in CRM.

UNIT III
Introduction to sales management: nature, scope & its evolution, relationship between selling & marketing, selling strategies, selling & buying styles, selling skills, sales in the era of CRM, sales related marketing policies: product, distribution, pricing & personal selling policies, negotiation strategies.
UNIT IV

Sales organization: types of sales structure, management of sales territory, sales quotas, sales budget, sales control & cost analysis, organizing & staffing sales force: selection & recruitment of sales force, sales training, motivation & compensation, strategic role of information in sales management, ethical & legal issues in sales, evaluating of sales force performance.

References

4. Lancaster & Jobber, Selling & Sales Management, Pearson Education.

MBAfEX 7244: APPLICATION OF ACCOUNTING AND FINANCE IN MARKETING

Objective: To understand the role of accounting and finance techniques in select areas of decision making in marketing.

UNIT I

Accounting and marketing interface, financial dimensions of marketing planning, budgeting for marketing; strategic planning; accounting for product: financial aspects of product line, financial aspects of product life cycle, life cycle costing, product portfolio analysis, accounting for price: pricing methods and strategies, CVP analysis, risk-averse pricing strategies, setting price in an overseas market.

UNIT II

Accounting for promotion: push strategy and pull strategy, role of accounting in push strategy, formulation of sales force budget, controlling performance of human resources,
sales related variance analysis, role of accounting in pull strategy, formulating advertising budget, controlling financial outlays and evaluating effectiveness of advertising.

**UNIT III**

Accounting for place; accounting techniques for distribution cost analysis and control, cost issues in supply chain management, customer profitability, customer lifetime value and customer equity, determining indirect value of a customer, strategic variance analysis.

**UNIT IV**

Performance measurement and evaluation, impact of financial structure on performance, use of ratios for prediction of business failure, role of discount rate in capital projects, measurement of risk, key performance indicators of marketing performance and balanced scorecard.

**References:**


**MBAfEX 7251: HUMAN RESOURCE INFORMATION SYSTEM**

**Objective:** The Course gives an insight into the application of human resource information systems in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance. The focus is on merging computer technology with a strategic human resource management perspective.

**UNIT I**

Introduction: data & information needs for HR manager, sources of data, role of ITES in HRM, IT for HR managers, concept, structure, & mechanics of HRIS, programming dimensions & HR manager, software packages for human resource information system including ERP software such as SAP (System Applications and Products), oracles financials and Ramco’s marshal etc.
UNIT II


UNIT III

HR management process & HRIS: modules on MPP(Massively Parallel Processor), Recruitment, selection, placement, module on PA System, T & D module, module on pay & related dimensions, planning & control, information systems support for planning & control, organization structure & related management processes including authority & responsibility flows, organization culture and power - data capturing for monitoring & review, behavioral patterns of HR & other managers and their place in information processing for decision making.

UNIT IV

Security, size & style of organizations & HRIS: security of data and operations of HRIS modules, common problems during IT adoption efforts and processes to overcome, orientation & training modules for HR & other functionaries, opportunities for combination of HRM & ITES personnel, HRIS & employee legislation, an integrated view of HRIS.

References
MBAfEX 7252: PERSONAL EFFECTIVENESS AND LEADERSHIP

Objective: The course aims at appreciating the role of leaders in developing world class organizations. Inculcating leadership skills and values leading to personal and organizational effectiveness shall be the thrust of the workshop.

UNIT I

Understanding and appreciating the inspiration, elation, dilemmas and issues in becoming and being a leader, enabling others to become and be a leader, understanding and developing the concepts like vision, idealism, heroism, values, beliefs, ambition, virtue, myths, rituals etc and building sensitivity to the related experiences associated with these in leadership context.

UNIT II

Methods of value sustenance, team effectiveness and ego management, effective life and time management, principle centred leadership, leadership mind and heart, courage and leadership, cultural congruence and competitive effectiveness.

UNIT III

Leadership theories and styles, charismatic and transformational leadership, team leadership, developing leadership diversity, culture and leadership, influencing-power, politics, networking and negotiation, leadership communication.

UNIT IV

Strategic leadership, ethical leadership, the leader as social architect-creating vision and strategic direction, shaping culture and values, designing and leading a learning organization, leading change, spiritual foundations of personal effectiveness, the seven habits of highly effective people.
References


**MBAfEX 7253: WORKSHOP ON MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS**

**Objective:** The course aims of providing the participants better understanding of maintaining discipline and handling disciplinary proceedings and the working of various procedures/mechanisms for the purpose and extensive use of relevant cases.

**UNIT I**

Managing indiscipline-basic concepts, nature of proceedings: judicial, quasi judicial and administrative, principles of natural justice and reasonable opportunity, the law of simple discharge, misconduct and domestic enquiry, reduction in rank and reversion, complaints and decision to initiate enquiry.

**UNIT II**

Charge sheet and its drafting, service or charge sheet to workmen and reply to the charge sheet and its considerations, suspension during enquiry, criminal proceedings and departmental enquiry holding of enquiry, considerations by punishing authority.

**UNIT III**

Discipline and grievance redressal machinery-purposes and procedures of disciplinary actions, relevant legislation relating to disciplinary proceedings, judicial control of labour court and industrial tribunals, provision relating to termination of service.
UNIT IV

Writ jurisdiction, prevention of disputes, handling industrial action, relevant legislation disciplinary action against professionals, victimization: meaning and scope of interference of industrial tribunal cases.

References


MBAfEX7254: LABOUR LEGISLATION-II

**Objective:** The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

UNIT I

Factories act, 1948-health, safety, welfare measures, working hours of adults, provisions related to hazardous process, employment of young persons and women, equal remuneration act, 1976.

UNIT II

Child labour (prohibition and regulation) act, 1986-prohibition of employment of children, regulation of condition of work of children, the workmen compensation act, 1923-employers liability o pay compensation, the workshop and commercial establishment act.

UNIT III

Mines act, 1952-provisions related to health and safety, hours and limitations of employment, leave with wages, the apprenticeship act, 1961-provisions relating to apprentices and their training, authorities.
UNIT IV

The payment of bonus act, 1965, the bonded labour system (abolution) act, 1976-abolition, extinguishment of liability to repay bonded debt, vigilance committees, environment protection act, 1986-prevention, control and abatement of environmental pollution, offences and penalties.

References