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 SYLLABI AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS)

(MBA- IB)

For the Session 2019-20
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS) (MBA-IB) FOR THE EXAMINATION OF 2019-2020

Note:

1. Examination in each subject will be of 3 hours duration except for Global Strategic Management (MBAIB7101).
2. The duration of Global Strategic Management (MBAIB7101) 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 MBAIB7101: Global 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 (IB)

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<tr>
<th>Subject Code</th>
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<td>MBAIB7101</td>
<td>GLOBAL STRATEGIC MANAGEMENT</td>
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<td>MBAIB7102</td>
<td>GLOBAL SUPPLY CHAIN MANAGEMENT</td>
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<td>MBAIB7103</td>
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<td>MBAIB7104</td>
<td>WORKSHOP ON SECTORAL STRATEGIES FOR EXPORTS</td>
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<tr>
<td>MBAIB7105</td>
<td>SEMINAR ON INTERNATIONAL MARKETING RESEARCH</td>
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<td>MBAIB7106</td>
<td>FOREIGN LANGUAGE- FRENCH</td>
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<td>MBAIB7111</td>
<td>SEMINAR ON PROJECT PLANNING AND ANALYSIS</td>
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<td>MBAIB7112</td>
<td>SEMINAR ON CORPORATE RESTRUCTURING AND RE-ENGINEERING</td>
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<td>MBAIB7113</td>
<td>SEMINAR ON ENTREPRENEURSHIP MANAGEMENT</td>
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<td>MBAIB7114</td>
<td>SEMINAR ON REGIONAL ECONOMIC GROUPINGS</td>
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### FORTH SEMESTER

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<td>CROSS CULTURAL ISSUES AND INTERNATIONAL BUSINESS NEGOTIATIONS</td>
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<td>MBAIB7202</td>
<td>INTERNATIONAL BRAND MANAGEMENT</td>
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<td>MBAIB7203</td>
<td>RESEARCH PROJECT***</td>
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<td>MBAIB7204</td>
<td>COMPREHENSIVE VIVA-VOCE****</td>
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<td>MBAIB7206</td>
<td>SEMINAR ON WTO AND INTERNATIONAL TRADE POLICIES</td>
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*** The Research Project will start from 3rd Semester. Though marks of this project will be counted in the 4th Semester only.

**** Comprehensive Viva-voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.
THIRD SEMESTER

MBAIB7101: GLOBAL STRATEGIC MANAGEMENT

Objective: The course will deal with strategic management issues in the context of the firms that operate in more than one country. Extensive case studies of companies operating at the international level will provide the basis for comprehensive analysis of strategic management issues.

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 answers two question selecting one from each unit. Section B will be of 30 marks consisting of a compulsory case.

UNIT I

Concept of strategy including global strategy, an overview of formulation and implementation of global strategy, analyzing the external environment especially the tools of analysis, culture and global strategy, analyzing company resources and capabilities, personal goals of top management, corporate level strategy including vertical integration, diversification, strategic alliance and acquisition

UNIT II

Entering foreign markets, business level strategies, functional level strategies, strategy and technology, evaluation of strategy, implementation of strategy, organization structure and strategy, management of political risk and negotiation, governing the corporation around the world.

References

1. Deresky, H., International Management: Managing across borders and cultures, Pearson Education.
MBAIB7102: 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 centers.
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), Wilsonâs formula, silver Î­ meal method, Wagner Î­ 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
MBAIB7103: INTERNATIONAL BUSINESS LAW

Objective: The objective of this course is to expose the participants to the basic legal principles and issues involved in international business and also the laws affecting Indian foreign trade.

UNIT I

Legal dimensions of India’s foreign trade; Foreign Trade (Development & Regulation) Act 1992 & its provisions; Indian law of contracts – types of contracts, essential elements of valid contract, performance of contract, discharge of contracts; international contracts: negotiation & its formation; major legal systems of the world.

UNIT II

Sale of goods – Indian sales of goods Act 1930, uniform laws on international sale of goods; law of carriage of goods by land, sea and air; marine insurance

UNIT III

Trade related intellectual property rights (TRIPS); trade related investment measures (TRIMS); letter of credit; contracts between agents and principals.

UNIT IV

Issues related to international taxation; double taxation agreements. International arbitration; Indian Customs Act 1962; GST.

References

1. Ashwathappa, K., Legal Environment of Business, Himalaya Publications, Delhi
2. Bakshi, P.M., *Drafting of Commercial agreements*, Indian Law Institute


**MBAIB7104: WORKSHOP ON SECTORAL STRATEGIES FOR EXPORTS**

**Objective:** The objective of this course is to develop an understanding of the performance of exports in various sectors at the national and international level. The special characteristics of different markets would be identified. The students would be expected to suggest remedies for these problems and evolve appropriate strategies for different products and markets.

**UNIT I**

Export marketing of thrust products of agricultural and agro based products: tea and value added tea, fresh and processed foods, cashew kernels, coffee, spices, tobacco & tobacco manufacturers, floriculture, jute and jute based manufactures, cotton textiles – mill made and handloom: trends in exports – India & world’s trade, share of India in world exports, role of respective export promotion councils in promoting exports, quality standards, exports incentives available to the exporters, problems & strategies to increase exports.
UNIT II

Meat & meat products, marine products, woolen fabrics and knitwear, handicrafts and jewellery, leather and leather manufactures including leather garments, minerals and ores, engineering products – capital goods, consumer durables and electronics: trends in exports – India & world, share of India in world exports, role of respective export promotion councils in promoting exports, quality standards, exports incentives available to exporters, problems, strategies to increase exports.

UNIT III

Basic chemicals, pharmaceuticals and cosmetics, services including tourism, shipping, software exports and insurance: trends in exports – India & world, share of India in world exports, role of respective export promotion councils in promoting exports, exports incentives available to the exporters, problems and strategies to increase exports.

UNIT IV

Developing of marketing strategies for select markets - EU, NAFTA, SAFTA, APEC, CIS, select Latin American, West Asian and African countries.

References

1. Annual Reports of Export promotion councils.


3. Economic surveys.


5. Focus WTO – IIFT Publication.

6. I.I.F.T
a. Selected surveys of products and markets.

b. Thrust Sectors in Indian Exports Survey and Study team report.

7. World Trade Reports.

8. World Trade Research and Information Report ‒ Published by World Trade Centre, Mumbai.

**MBAIB7105: SEMINAR ON INTERNATIONAL MARKETING RESEARCH**

**Objective**: The course highlights the considerations and issues that are unique to international marketing research. It seeks to familiarize the students with the application of marketing research, especially multivariate analysis, to marketing mix elements.

**UNIT – I**

An overview of international marketing research ‒ scope, importance, process, issues, challenges facing international marketing research; secondary sources of data in international marketing research, uses of secondary data; issues in collecting primary data, non survey data collection; techniques, survey research including instrument design, sampling, data collection.

**UNIT – II**

Scale development and special issues in multi-country scale development; analysis of multi-country data; assessing differences in the structure of variables; application of marketing research and techniques of multivariate analysis to marketing mix elements; products research, test marketing, advertising research including media research and copy testing; distribution research, pricing research.
References


2. Kumar, V., *International Marketing Research*, Pearson Education


**MBAIB7106: FOREIGN LANGUAGE- FRENCH**

**Objective:** The objective of the course is to introduce to the students to the basics of French Language.

1. Questions on civilization from the prescribed textbook (only objective type 10 marks questions)
2. Comprehension of an easy unseen passage 10 marks
3. Questions on applied grammar pertaining to the prescribed Textbook (Unit 1-6) 20 marks
4. Translation of an essay unseen passage or short sentences from English to French (5 marks) and French to English(5 marks) 50 marks

References


2. (Unit 1 to 6).

3.
MBAIB7111: SEMINAR ON PROJECT PLANNING AND ANALYSIS

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: generation and screening of project ideas: corporate appraisal; preliminary screening; project rating index; sources of positive NPV; market and demand analysis, technical analysis, financial analysis

UNIT II

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; project planning and 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.

References


**MBAIB7112: SEMINAR ON CORPORATE RESTRUCTURING AND RE-ENGINEERING**

**Objective:** This course is an overview of corporate restructuring transactions. It will expose students to transactions significantly affecting the corporation’s assets, liabilities and/or equity claims and will stress the economic motives for undertaking them.

**UNIT I**


**Unit II**

Reorganization of Assets and Ownership: Concept, financial and legal effects as well as rationale of mergers, acquisitions, and divestitures, rationale and choice of restructuring ownership
relationships through spin offs, split-ups, split offs, equity carve-outs, and tracking stock; Reorganization of Financial Claims: Unlocking the corporate value through exchange offers, dual-class recapitalizations, leveraged recapitalizations, financial reorganizations (bankruptcy), liquidation, and revival and restructuring of sick companies; Restructuring through Joint Ventures, ESOPs, LBOs and Share Repurchases: Rationale and the role of joint ventures and alliances, uses and evaluation of ESOPs in restructuring activities, characteristics, stages, and role of LBOs, uses and types of share repurchases.

References


MBAIB7113: SEMINAR ON ENTREPRENEURSHIP MANAGEMENT

**Objective:** The objective of the course is to provide an introduction to entrepreneurship and its development process. It also aims at motivating the participants for taking up entrepreneurship as a career.

**UNIT I**

Nature of entrepreneurship, entrepreneurial motivation; entrepreneurial organization: characteristics and cultures, nurturing / developing entrepreneur; theories of entrepreneurship; entrepreneur vs. professional manager, women entrepreneurs. Entrepreneurship Development - entrepreneurship and environment; policies governing entrepreneurs, entrepreneurial;
development programs; institutions for entrepreneurship development; entrepreneurship development in other countries.

UNIT II

Role of consultancy organizations, role of financial institutions, bank finance to entrepreneurs; incentives and subsidies offered by the central and state government; concept of projects and their classification, project identification project formulation, project report, project design, project appraisal, profitability appraisal, project planning, social cost benefit analysis.

References

Objective: The recent proliferation of Free Trade Areas (FTA) and Customs Union in the world trading system has led to revival of interest in the economic analysis of such Preferential Trading Agreements (PTA). This paper attempts to make students aware of major regional economic groupings in the world and also their trade relations with India.

UNIT I

Regional economic groupings — objectives & rationale; forms of regional economic groupings — free trade area, customs union, common market, economic union; regional economic groupings & its impact on world trade; trade creation and trade diversion; regionalism vs multilateralism; regional integration and foreign direct investment (FDI); concept of optimum currency areas; European Union (EU) — its formation, performance, introduction of euro and trade relations with India; EFTA (European free trade area); ECOWAS (economic community of west African states).

UNIT II

SAFTA (south Asian free trade area), ASEAN (association of south east Asian nations), APEC (Asia pacific economic council), gulf co-operation council (GCC), Arab common market — their set up, performance and trade relations with India; NAFTA (north American free trade area), ANCOM (Andean common market), LAIA (Latin American integration association), CACN (central American common market), CARICOM (Caribbean community and common market), their set up, performance and trade relations with India.
References


4. UNCTAD, WTO, IMF publications.

FOURTH SEMESTER

MBAIB7201: CROSS CULTURAL ISSUES AND INTERNATIONAL BUSINESS NEGOTIATIONS

Objective: The objective of the course is to acquaint students how cultural factors influence behavior in the workplace and to examine the skills needed to manage across national borders. Also, to address the ethical challenges of International Business for corporate decision making.

UNIT I

Introduction: international management culture, meaning and its dimensions; managing cultural diversity; organizational culture; intercultural communication, various frameworks for examining cultural differences.

UNIT II

Strategy for managing across cultures, culture and structure, motivation across cultures, leadership across cultures, culture and dispute resolution, culture and ethics, international staffing policy.
UNIT III

International business negotiations: meaning, features, managing the negotiation process, negotiating within groups, negotiating between groups.

UNIT IV

Cross cultural dimensions in negotiations, ethics in negotiations, human right UN charter and corporate social responsibility.

References


MBAIB7202: INTERNATIONAL BRAND MANAGEMENT

Objective: To facilitate an understanding of the importance of branding in consumer choice and how the value of brands may be developed, protected or lost. Participants are expected to develop an ability to measure brand equity in the context of International Markets and identify main challenges facing international brands.
UNIT I

Branding concepts: introduction to brand, importance and characteristics of the brand, international terminology of brand: brand symbols; brand character, brand logo, brand extension, shared and co-operative branding, corporate name as a brand name, brand association, brand image, brand loyalty; standardization vs. adaptation; characteristics of successful international brand, strategic brand management process, importance of brand planning, issues influencing brand potential, developing brand identity across the globe.

UNIT II

Brand selection criteria of consumers: brands and the consumer’s buying process, brand personality, meaning of brand share and brand communication; service brands and retailer issues in branding: retail branding

UNIT III

Brand positioning, components of positioning: brand positioning strategies, consumer segmentation, brand architecture and portfolio, perceptual mapping, repositioning, differential advantage; brand equity: measuring and interpreting brand performance: brand value chain, qualitative, quantitative and comparative methods of measuring brand strengths, managing brands over time through reinforcements, revitalization and adjustment in portfolio.

UNIT IV

Challenges in international branding: protecting brands through trademark registration, brand falsification and protection; online branding categories, e-branding, global brand strategy managing international brands.

References


**MBAIB7205: FOREIGN LANGUAGE - FRENCH**

**Objective:** The objective of the course is to introduce the students to the basics of French Language.

**Theory Paper**

1. Comprehension of an easy unseen passage. 10 marks
2. General Questions based on the topics covered in the textbook including questions on civilization (objective type or very short type questions) 10 marks
3. Composition of a dialogue/letter 10 marks
4. Grammar from prescribed textbook 20 marks
   **50 Marks**

**References**


**MBAIB7206: SEMINAR ON WTO AND INTERNATIONAL TRADE POLICIES**

**Objective:** Participants are expected to comprehend economic effects of international trade policies under WTO laws, its various constituent agreements, and prospects or its further
evolution. It seeks to provide knowledge and understanding of the interrelationship between the various elements of the WTO agreements and practices.

UNIT I

WTO agreements: WTO - its objectives and principles; ministerial conferences and declarations; Singapore, Geneva, Seattle, Doha agenda, Cancun round & Hong Kong, its implications on international trade; trade in goods, trade related investment measures, subsidies and anti dumping safeguards, quantitative restrictions, agreement on agriculture including sanitary and phytosanitary measures, trade in services including movement of natural persons & GATS.

UNIT II

Trade related intellectual property rights: protection of copyrights, trademark, geographical indicators, industrial designs, patents, integrated circuits; labor and environmental issues; competition policy. investment and trade facilitation; WTO and India’s trade policy regime; impact of WTO on key sectors of Indian economy: agriculture, pharmaceuticals, textiles, software, and engineering goods; dispute settlement mechanism.

References

MBAIB7211: INTERNATIONAL BANKING

Objective: The objective of this course is to familiarize students with the importance and techniques used for effective operations and working of the multinational banks.

UNIT-I

Introduction to international banking; organizational features of international banking; intermediation and resource allocation, policy implications of international banking, correspondent banking-bank accounts—NOSTRO and VOSTRO accounts—SWIFT, CHIPS, CHAPS, FEDWIRE, resident representatives, bank agencies, foreign branches, foreign subsidiaries and affiliates, consortium banks.

UNIT-II

Role and function of overseas banking, foreign lending, international lending policies and practices, the payment mechanism; settlement system followed in US, UK, France, Germany, Switzerland and Japan; global trends and developments in international banking, international financial center's offshore banking units, SEZs; financial markets interdependence and securitization, deregulation, technology and financial innovations.

UNIT- III

The eurocurrency market, international debt management, factors determining exchange rates—national / international, political and economic—direct and indirect quotations—spot rates, forward rates premium and discount and cross rates; basics of derivatives-forward exchange rates, contracts, currency options, swaps and interest rate swaps. major recommendations of the various expert group on forex markets; letter of credit mechanism and UCPDC/URC/buyer's/seller's credit, bilateral trade, counter trade, high seas sales.
UNIT-IV

Various facilities to exporters and importers including forfeiting and factoring; NRI accounts – Indian rupee and foreign currency accounts; risk and credit analysis, management of foreign exchange risk, current banking practice in the analysis and control of foreign portfolio risk; a modern portfolio theory oriented approach to assessment of the riskiness of bank’s foreign claims; loans to government and sovereign risk.

References

3. Compendium on Policies, Incentives and Investment opportunities for Overseas Indians - Govt. of India.

MBAIB7212: TECHNOLOGY AND STRATEGIC CONSULTING

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 WTO - its impact on Indian economy.

UNIT IV

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

References

4. UN-ESCAP, Technology for Development, ESCAP Secretariat.

MBAIB7213: INTERNATIONAL ACCOUNTING

Objective: This course aims at broadening students' knowledge in international accounting and global financial reporting practices so as to prepare them for future endeavors in global market.
UNIT I

Introduction to International Accounting: Worldwide accounting diversity, international convergence, international financial reporting standards (IFRS), international sources of authority and the standard setting process, progress towards international harmonization, national standard setting authority and timetable for convergence with IFRS, accounting standards, interpretations and guidance notes on various accounting aspects issued by the ICAI and their applications.


UNIT II

Income: Revenue and construction contracts; Assets: Inventories, property, plant and equipment, accounting for government grants and disclosures of government assistance, borrowing costs, leases, intangible assets, investment properties, agriculture, impairment of assets, exploration for and evaluation of mineral resources; Liabilities: Provisions, contingent liabilities and contingent assets, employee benefits, share-based payments, income taxes, financial instruments.

UNIT III

Group Accounts: Regulatory framework, consolidated statement of financial position, consolidated statement of comprehensive income, investment in associates, interests in joint ventures, the effects of changes in foreign exchange rates.

UNIT IV

Disclosure and Analysis: Earnings per share, statement of cash flows, operating segments, non-current assets held for sale and discontinued operations, events after the reporting period, related party disclosures, interim financial reporting.
References


MBAIB7214: 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 TQM.
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

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