1. COURSE OBJECTIVES
The MG University MBA program is designed with the following objectives:

1. To develop young men and women into professional managers to manage all sectors of the organized economic activity.
2. To equip the youngsters with conceptual and interpersonal skills and social purpose for managerial decision-making and its execution in real situations.
3. To develop and encourage the entrepreneurial capabilities of young generation to make them effective change agents.
4. To meet the demand for trained and professional people in the country at the top level management of business and industrial organizations in the light of the new economic and industrial policy of the country.

2. COURSE DURATION
The MBA (Full Time) programme of Mahatma Gandhi University shall be spread in two years duration with 4 Semesters. Each semester shall comprise of a minimum of 16 instructional weeks of 5 days each of 5 hours a day (total contact hours 400). Continuous Internal Evaluation during the course period and University examination at the end of each semester shall be conducted. There shall be a semester break of 15 days each in addition to the usual Onam, Christmas and summer holidays.

3. ELIGIBILITY FOR ADMISSION
1. A pass in any Bachelor’s Degree Examination of Mahatma Gandhi University or an equivalent degree of any other universities duly recognized by M.G.University with not less than 50% marks in the aggregate for all parts of examination or a Master’s Degree examination with 50% marks in aggregate.
2. SC/ST students
A pass in any Bachelor’s Degree examination is needed for SC/ST candidates

4. ADMISSION PROCEDURE
Admission to MBA Degree programme of the study shall be on the basis of merit as determined by MAT/CAT/XAT /MGU-MAT and Group discussion & interview conducted by Mahatma Gandhi University. A five member committee will be constituted
by Hon. Vice Chancellor for conducting the admission procedure for MBA Programme including MGU – MAT, Dean Faculty of management will be the Chairman of the Committee and Director, School of Management and Business Studies shall be the member secretary. Among the five members, two members will be from the affiliated colleges of MG University where MBA programme is going on, one member will be a university professor in management school outside Mahatma Gandhi University. MGU-MAT will be conducted by School of Management and Business Studies, monitored by the above mentioned committee.

A rank-list shall be prepared on the basis of the sum of the following three components.

a) Test Score 80%
b) Group Discussion 10%
c) Interview 10%

Candidates will be called for the interview on 1:3 basis.

Based on the score in the test candidate shall be short-listed for Group Discussion and Personal Interview. While preparing the rank list, if there is same index marks for more than one candidate, he/she will be ranked on the basis of actual marks obtained in the qualifying exam. Even after this, there is a tie; they will be ranked on the basis of date of birth that is the elder person is to be ranked higher. Based on the performance on the written test, Group Discussion and interview, merit list will be prepared and published by the committee.

Out of the total sanctioned seats, 50% shall be merit quota (govt. quota) and 50% shall be management quota. Merit quota shall be filled strictly in accordance of the institutional preference opted by the student. Allotment will be done by the admission committee.

Options will be collected by the University from the candidates during counseling and will make allotment of candidate to different institutes on the basis of merit. Reservations applicable as per govt. rule. Based on this, allotment letter will be given by the university to the candidates and the college shall give admission to the candidates in the merit quota (govt. quota).

If sufficient candidates are not joining in the merit quota seats, the college shall report the matter to the university and with the written permission of the university the college management may fill the seats from the merit list.

5. FEE STRUCTURE

For affiliated aided institutions govt. fee structure is applicable to both merit and management seats. For unaided affiliated institutions the fee structure will be decided by fee fixation committee nominated by govt. of Kerala from time to time.

Any form of capitation is strictly prohibited.
6. LIST OF COURSES OF MBA PROGRAMME

FIRST SEMESTER

<table>
<thead>
<tr>
<th>Course No</th>
<th>Title</th>
<th>Internal Evaluation Marks</th>
<th>External Evaluation Marks</th>
<th>Total Marks</th>
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</thead>
<tbody>
<tr>
<td>CC01</td>
<td>Principles of Management</td>
<td>40</td>
<td>60</td>
<td>100</td>
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<td>CC02</td>
<td>Managerial Communication</td>
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<td>CC03</td>
<td>Managerial Economics</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>CC04</td>
<td>Accounting for Management</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>CC05</td>
<td>Quantitative Methods for Management</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>CC06</td>
<td>Legal Environment of Business</td>
<td>40</td>
<td>60</td>
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<td>CC07</td>
<td>Computer Application in Business</td>
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<td>CC08</td>
<td>Organisational Behavior</td>
<td>40</td>
<td>60</td>
<td>100</td>
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<tr>
<td><strong>Total</strong></td>
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SECOND SEMESTER

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<tr>
<td>CC09</td>
<td>Financial Management</td>
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<tr>
<td>CC10</td>
<td>Marketing Management</td>
<td>40</td>
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<tr>
<td>CC11</td>
<td>Human Resource Management</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>CC12</td>
<td>Operations Management</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>CC13</td>
<td>Environment Management</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>CC14</td>
<td>Operations Research</td>
<td>40</td>
<td>60</td>
<td>100</td>
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<tr>
<td>CC15</td>
<td>Research Methodology</td>
<td>40</td>
<td>60</td>
<td>100</td>
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<td>CC16</td>
<td>Management Information Systems</td>
<td>40</td>
<td>60</td>
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<td>CC17</td>
<td>Viva-Voce</td>
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THIRD SEMESTER

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<th>Title</th>
<th>Internal Evaluation Marks</th>
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<th>Total Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>CC18</td>
<td>International Business</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>CC19</td>
<td>Business Ethics &amp; Corporate Governance</td>
<td>40</td>
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<tr>
<td>EC 1</td>
<td>ELECTIVE 1 (Major Specialization)</td>
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<tr>
<td>EC 4</td>
<td>ELECTIVE 4 (Major Specialization)</td>
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<td>100</td>
</tr>
<tr>
<td>EC 5</td>
<td>ELECTIVE 5 (Minor Specialization)</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>EC 6</td>
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<tr>
<td>CC 20</td>
<td>Organization Study</td>
<td>40</td>
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FOURTH SEMESTER

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<th>Title</th>
<th>Internal Evaluation Marks</th>
<th>External Evaluation Marks</th>
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</tr>
</thead>
<tbody>
<tr>
<td>CC21</td>
<td>Strategic Management</td>
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</tr>
<tr>
<td>EC 1</td>
<td>ELECTIVE 7 (Major Specialization)</td>
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<tr>
<td>EC 2</td>
<td>ELECTIVE 8 (Major Specialization)</td>
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</tr>
<tr>
<td>EC 3</td>
<td>ELECTIVE 9 (Minor Specialization)</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>CC22</td>
<td>Project &amp; Comprehensive Viva Voce</td>
<td>-</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>160</td>
<td>440</td>
<td>600</td>
</tr>
</tbody>
</table>

TOTAL MARKS | 3200

7. LIST OF ELECTIVES

1. Marketing Management
2. Financial Management
3. Human Resource Management
4. Information Systems
5. Production and Operations Management
6. International Business

8. COURSE CALENDER

Date of announcement of the course will be done by the university. In order to streamline the MBA programme, colleges are permitted to make their individual announcement of the course only after the course announcement of the university. The course calendar published by the university should be strictly followed for ensuring timely conduct of the course, examinations and publication of results. The course calendar should be prepared by convening a meeting of Principals / Directors of all affiliated management colleges / institutes. This meeting should be convened before the announcement of MBA programme, each year. Semester classes should be started and completed on the stipulated dates at all affiliated colleges / institutes as notified by the university.

With in a week after the commencement of classes of the first semester MBA, Head of each institution should forward the list of faculty members working in the college / institutes along with their qualifications and years of teaching experience, specialization and other relevant details to the university in a format given by the University. Affiliated aided colleges are exempted from this provision. Head of each
institution shall ensure the availability of sufficient number of regular faculty members having experience and qualifications as per AICTE / UGC guidelines in the institution.

9. SCHEME OF THE COURSE

1. The Full time Two-year MBA programme will have four semesters each having 18 work weeks.

2. The First and Second semesters each will have 8 full Courses with 75 contact hours each. All these courses are core courses. Each course carries 100 marks (Internal 40 and External 60). In addition, an External Viva-Voce examination will also be conducted at the end of the Second Semester. There will be a total of 1700 marks for First and Second Semesters (800+900).

3. The Third Semester will have 8 courses with 75 contact hours each and a placement in connection with an organization centered study. Out of the 8 courses two are compulsory and other 6 are electives. Of the six electives 4 courses from one major functional area opted by the student and remaining 2 in another minor functional area opted by the student. Every student has to undergo a placement work and produce a report on an organization centered study based on the organization to which he/ she is deputed. This study and the report will be treated as full course carrying 100 marks. The internal marks for the organization study will be awarded by means of seminar presentation cum viva-voce conducted by a board appointed for this purpose by the Faculty Council of the Institute. Students are permitted to do their organization study only in a nationally or internationally reputed business organization for a period not less than 4 weeks. While selecting the organization students should make sure those four functional areas such as Production, Marketing, Finance and HR Departments are available in those organisations. There will be a total of 900 marks in the third semester.

4. For the Forth Semester, there are 4 full courses of which one is compulsory. Of the remaining 3, two subjects will be from the major functional area opted by the student and one form the minor area opted by the student. In addition the students are required to do a project Work of a problem centered nature and the Dissertation is to be submitted before the commencement of Fourth semester examination. Total duration of this project study is 8 weeks and total marks for the dissertation is 200. Project work should be done in a nationally or internationally reputed organization. Students are expected to select the project study from any one functional area that they have opted as their major functional area. Training should be done strictly under the supervision of an executive allotted by the organization. An attendance certificate should be obtained from the organization as a proof of the successful completion of the training and the same should be incorporated in their project report. For the preparation of the Project report the Head of the Department will entrust one Faculty Member to supervise the student. There will be comprehensive viva at the end of the fourth semester along with the evaluation of the project report.

5. The electives offered in the third and fourth semesters will be depending on the preference, aptitude of the students, availability of the Faculty and other facilities in the institution.
6. Total marks for third and fourth semester will be 1500 (900+600).
7. All clauses of MBA Regulation (Full Time) 2010, except which are under the consideration of Hon. High Court of Kerala are applicable along with these scheme and syllabus.
8. List of courses mentioned in the MBA Regulation (Full Time) 2011 is replaced and modified by the list of courses appended in the new scheme and syllabus.

10. SCHEME OF EXAMINATION AND RESULTS

Assessment of students:

Assessment of students for each course / subject will be done by internal continuous assessments and end semester examinations. Internal assessment shall be conducted throughout the semester. It shall be based on internal examinations and assignments as decided by the faculty handling the course. Assignments includes homework, problem solving, group discussions, quiz, term project, spot test, software exercises etc. Details of assignments of every semester shall be submitted by the faculty members in an assignment book to the principal / director of the institution. This is to facilitate uniformity in the internal evaluation process.

End semester examinations of all subjects will be conducted by the university.

1. There shall be four sets of examinations to be conducted at the end of each semester of 3 hours duration for each course.
2. The marks required for a pass is 50%. There is separate minimum for all courses and for internal and external (University) examinations.
3. No student shall be permitted to appear for the university (external) examinations unless he/she secures at least 50% marks in the internal evaluation in each course.

The distribution of internal assessment marks will be as follows:

1. Periodical tests (subject to a minimum of 3 tests for each course) 60% (15 marks)
2. Assignments, Seminars, group discussions term projects etc. 30%(15 marks)
3. Classroom participation, attendance punctuality and discipline 10%(10 marks)

4. Candidates who have secured not less than 60% marks in the aggregate of total marks for all papers in four semesters (both internal and external together) in the examination shall be declared to have passed the MBA degree examination in first class.
5. Candidates who obtain an average of not less than 75% of the total marks (as explained in clause 4 above) shall be declared to have passed the MBA degree examination with Distinction.
6. The internal assessment marks shall be awarded by the concerned faculty member in charge of the course based on the guidelines stipulated in clause 3 above. A
systematic record for the award of internal assessment marks shall be maintained in the department duly signed by the concerned faculty members and counter signed by the Head of the Department. It should be placed in the notice board two weeks before finalising the marks.

7. In case a candidate fails to secure the required minimum of 50% marks in internal assessment, he may secure it by repeating the course altogether in a regular class or by taking the course with a faculty member assigned by the Head of the Department in a subsequent semester provided that the candidate has failed to obtain the 50% marks in the first instance, but such improvement in sessionals in the same paper cannot be attended more than once.

8. Candidates for the MBA degree shall be eligible to undergo the course of study in the next semester and take the examination of that semester, irrespective of the results of the examinations of the previous semester provided they have completed all the formalities of attendance, payment of all fees due to the university and registration for the examinations in the earlier semesters.

11. REGISTRATION FOR EACH SEMESTER

Every candidate should register for all subjects of the end semester examinations of each semester. A candidate who does not register will not be permitted to attend the end semester examinations. He shall not be permitted to attend the next semester.

1. No student shall be allowed to appear for the university examinations (written and viva-voce), if he/she has not secured 75% attendance for each course.

2. For a student to claim specialization in any functional area he/she must have taken a minimum of 6 courses in that area of specialization.

12. IMPROVEMENT

Candidates shall be allowed to improve the result of any subject along with the examination of their immediate junior batch. There will be no supplementary examination.

13. EXAMINATION MONITORING CELL

Head of each institution should constitute an examination-monitoring cell at the institution for supervising all examinations especially the internal examinations. This cell with a senior faculty member as convener shall consist of minimum three faculty members (one shall be a lady). A clerical staff having computer skill shall be assigned for assisting the examination monitoring cell.

13. (a) The following are the collective responsibilities of the examination-monitoring cell.
1. Schedule and conduct all internal examinations

2. Act as the examination squad to keep a vigil on all internal and university examinations.

3. To receive any complaints from students regarding issues like out of syllabus questions, printing mistakes etc. of end semester examinations. The cell shall investigate these complaints and if necessary forward to university with specific commends.

4. To receive any complaints from students regarding internal examinations, award of marks and any allegation of victimization. Enquire such incidents and give a report to the head of institution for necessary action.

5. To function as a wing of the office of the Controller of the Examinations of the university at institution level.

14. CLASS COMMITTEE

Head of institution shall take necessary steps to form a class committee for each class at the beginning of classes of each semester. This committee shall be in existence for the concerned semester. The class committee shall consist of Head of Department as Chairman of the committee, Faculty advisor of the class, a senior faculty member of the department and three student representatives (one of them should be a girl). There should be at least two meeting of the class committee every semester. It shall be the responsibility of the Head of Department to convene meetings.

14. (a) Responsibilities of Class Committee

1. To review periodically the progress and conduct of students in the class.

2. To discuss any problems concerning any subject in the concerned semester.

3. Maintain strict vigil against ragging.

4. Any other relevant issues.

15. MBA Degree Programme Syllabus appended
SYLLABUS – MBA
(EFFECTIVE FROM 2012 ACADEMIC YEAR ONWARDS)

CC 01- PRINCIPLES OF MANAGEMENT

Module I

Module II

Module III
Organizing – basic concepts - Centralization and Decentralization,- Other elements of Organizing Staffing, Directing, Controlling – process & basic methods, Coordinating. Management by Objectives -- Organisational Structure: Departmentation -Line/Staff Authority and Decentralization.

Module IV

Module V

References

**CC 02 - MANAGERIAL COMMUNICATION**

**Module I**
Principles of communication – Types of communication – Methods and media of communication – Process of communication – Barriers to communication – Strategies for improving communication effectiveness.

**Module II**
Organizational Communication – Principles of effective organisational communication – Causes of poor organizational communication – Types of organisational communication – Grapevine communication – Communication for inter personal influences – Effective leadership communication – Cross culture communication, Crisis Communication.

**Module III**
Verbal and non verbal communication in business – Public speaking skills – Business presentations – Role of audio visual aids and computers in oral presentations – Interviewing – art of negotiation – Listening skills – Mannerisms – Body language.

Technology and communication- Video conferencing

**Module IV**

**Module V**


References


**CC 03- MANAGERIAL ECONOMICS**

**Module I**

**Module II**

**Module III**
Module IV
Market: Definition – Classification of Markets – Importance of understanding market structure – Different types of market based on competition – Perfect and Imperfect competition – Monopoly – Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly – Kinked Demand curve – Monopoly price discrimination and its conditions – Non Price competition.

Module V

References

*CC 04- ACCOUNTING FOR MANAGEMENT*

Module I

Module II
Preparation of basic accounts – journal to trial balance, income statement- position statements- (P&L A/C and Balance Sheet) and adjustment entries.
Module III
Ratio Analysis -its meaning and uses - study of liquidity ratios and leverage ratios - Study of profitability ratios and activity ratios -Meaning - uses and preparation of functions flow statements -meaning, uses and preparation of cash flow statements.

Module IV
Costing as an aid to management- presentation of various costs in proper format - marginal costing and absorption costing- cost volume profit analysis- its assumption and calculation- managerial uses of break even analysis; activity based costing- Budgetary control.

Module V
Meaning and uses of standard costing-procedure of setting standards- variance analysis-one way and two way analysis of variance- overall cost variance- material variance-labour variance and overhead variance- material price variance- material usage variance-material yield variance- material mix variance-labour cost and time variance- labour mix and yield variance - overhead volume and expenditure variance -responsibility accounting and report writing.

References

**CC O5 -QUANTITATIVE METHODS FOR MANAGEMENT**

Module I
Module II
Basic concepts of Integration – Indefinite Integral – Fundamental Formulae- Different methods of Integration- Definite Integral- Application of Integration in Business.

Module III

Module IV

Module V

References

CC06- LEGAL ENVIRONMENT OF BUSINESS

Module I
Introduction – Sources of law and interpretation of law – Classification of Law-Principles of natural justice – History of Indian judicial system.

Module II

Law of contract – Essential features of contract-offer-acceptance-consideration ---

Module III

- Sale of goods Act-1930-Conditions , Warranty, Agreement to sell.

Module IV


Module V


References


**CC07- COMPUTER APPLICATION IN BUSINESS**

Module I

Module II

Operating systems- Windows – MS Office- Text processing using word- Functions. MS-Excel – Graphs, Basic statistical formulae using MS Excel, MS-Power Point -Creating Effective Presentations.

Module III

Microsoft Access - Introduction to DBMS concepts, Creating a Database. Database functions – Database creation – Sorting, Indexing and report- Programming using software. Applications of computers in documentation, Preparation and making reports, Preparation of questionnaires, presentations, Tables Charts and graphs.

Module IV


Module V

World Wide Web and Business Community, Internet, E- Mail with TCP/IP. ERP fundamentals- Introduction to SAP.

References


CC08- ORGANISATIONAL BEHAVIOUR

Module I

Introduction to the concept and relevance of Organisational Behaviour in Modern Management- Individual Behaviour- Personality- Values, Attitudes, Perception, Theories of Personality, Learning.

Module 11
Motivation: Theories of Motivation- Application of Motivation in work place- QWL-Job
Enlargement- Job Enrichment-Job rotation-Job satisfaction and morale .

Module III

Module IV

Module V
Organizational Culture- Concept- Creating and Sustaining Culture - Organizational Change - Resistance to Change- Managing Change - Work Stress- Sources and consequences - Organizational Role Stress- Emotional Intelligence & Emotional Quotient- Conflict – Transactional Analysis & Johary Window - Organizational Development.

References
2. A.F. Stoner and Charles Wenkel, Management New Delhi, Prentice Hall of India.

CC09 -FINANCIAL MANAGEMENT

Module I

Module II

Module III
Financing decisions – Operating, Financial and combined leverage – Capital Structure – Meaning and importance- Theories of capital structure – Net income, Net operating income and MM approach (Hypothesis).

**Module IV**

**Module V**

**References**

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**CC10- MARKETING MANAGEMENT**

**Module I**
Module II

Module III

Module IV
Integrated Marketing Communication Process and Mix-Advertising- Personal selling- Direct Marketing- Sales Promotion, Publicity and Public Relations – Comparative advantages and disadvantages-Managing the Sales Force.

Module V

References
**CCII- HUMAN RESOURCE MANAGEMENT**

**Module I**

**Module II**
Job analysis: Methods for collecting Job Analysis Information, Writing Job Description & Job Specification. Human Resource Planning and Recruiting: The Recruitment and Selection process- Planning and Forecasting, Internal and External sources of candidates, Managing HR in challenging times

Employee Testing and Selection: Basic testing concepts, Types of Tests. Interview: Process and Types, Guidelines for Interviews

**Module III**


**Module IV**
Establishing Pay Rates: Steps, Job Evaluation. Wage and Salary administration- Steps and factors affecting, Incentives

Benefits and services: Statutory Benefits - Non-statutory Benefits - Insurance Benefits - Retirement Benefits, Flexible Benefits Programs. QWL

**Module IV**
Industrial relations: Significance, Objectives, Approaches. Industrial Disputes- Causes, Forms, Preventive Machinery.

Collective Bargaining: Basic Concepts . Trade unions: Definition, Objectives, Functions
Social Security in India, Employee welfare, Grievance Handling and Discipline-Sources and forms of Grievances -Grievance Procedure, Disciplinary Procedure.

References


**CC12- OPERATIONS MANAGEMENT**

Module I

Module II

Module III

**Module IV**


Managing Vendors; Vendor Analysis, Rating and Selection – Procedure and Criterions.

**Module V**


**References**

1. Everest E Adam, Ebert – *Production and Operations Management* – PHI – publication, India

**CCI3- ENVIRONMENTAL MANAGEMENT**

**Module I**


**Module II**


**Module III**

Module IV

Module V

References
1. Bala Krishnamurthy, *Environmental Management: Text and Cases*, PHI.

**CC14- OPERATIONS RESEARCH**

Module I

Module II
Programming techniques – Linear programming and applications – Linear programming
Graphical methods- Simplex methods , Maximization problems – Minimization problems

Module III
Transportation problem – Transportation algorithms – North West corner method
(NWCM) – Least Cost Method (LCM) – Vogels Approximation Method (VAM) – Modi
method – Degeneracy in transportation problem.

Module IV
Assignment problem – Solution methods of assignment problem - Network Analysis,
PERT and CPM, Time estimation, Critical Path , Basic Concepts of Crashing , Resource
leveling, Resource Smoothing, Familiarization with Project Management Software Packages.

Module V
Inventory and waiting line models – Inventory control – Deterministic models – Queuing
models – Simulation – Monte – Carlo simulation.

References
1. Hamdy A Taha, An Introduction to Operations Research, Prentice Hall, ,
2. Ronald L. Rardin, Optimization in Operations Research, Pearson Education,
   India
3. Dr. J.K. Sharma, Operations Research –Macmillan India Ltd.

CC15- RESEARCH METHODOLOGY

Module I
Nature and scope of Research-Role of research in decision-making - Values and Cost of
Information - Research process.

Module II
Research design (exploratory, descriptive, experimental)- Population, Sample, and
Sampling design-Probability sampling- Non-probability sampling-Techniques- Sampling
error and Non-sampling error.

Module III
Data collection - Primary data & Secondary data - Methods & Instruments of data collection – Reliability & Validity, Questionnaire design- Attitude measurement and scaling- Administration of Surveys.

Module IV
Tabulation and analysis of data - Use of Statistical Software Packages, Hypothesis testing – Confidence level & Significance level- Parametric & Non Parametric tests- Tests involving one population mean and two population means, z – test, t – test, chi – square test, F test. ANOVA – one way and two way ANOVA. Basic concepts of Multivariate statistical techniques- Multiple regressions- Discriminant analysis, Factor analysis- Cluster analysis.

Module V
Qualitative research methods - Case study method – Content analysis - Focus group – Projective Techniques – In-depth interview. Research reports - Different types of reports – Different formats of research reports- oral presentations of reports. Research applications in functional areas of management.

References
2. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill, India

**CC16 - MANAGEMENT INFORMATION SYSTEMS**

Module I

Module II
Module III

Module IV

Module V

References
1. O’Brien, James A Management Information Systems, Tata McGraw Hill, New Delhi,

CC18- INTERNATIONAL BUSINESS

Module I

Module II
Process of Globalization – Globalizations of Indian Business – WTO, Regional block –
International commodity agreement – Global Trade – Global Supply Chain and Logistics
Management – Investment Environment.

Module III
International Economic Institutions – IMF, World Bank, UNCTD, UNIDO – Asian
Development Bank, International Trade centre – Foreign Exchange Market Mechanism
– Determinants of Exchange rate.

Module IV
Export and Import Procedure – Licensing & Joint ventures - International Investment –
FDI – Production linkages, Foreign – Investment in India, Cross Border – Forex reserve
– Overview of Currency Exchange and Risk Management.

Module V
Social responsibility of business, Country Evaluation & Selection – International Asset
Protection, Foreign Trade Policy, Social issues in International Business, Labour issues,
Environmental issues.

References

1. Dr. Francis Cherrunilam, *International Business Environment*, Himalaya
   Publishing House

**CC19- BUSINESS ETHICS & CORPORATE GOVERNANCE**

Module I
Introduction – Ethics and morality, Ethics and law, Ethics and ethos, Business Ethics,
Concepts, Importance and benefits, Ethical theories, Values and its relevance in
Management, Values for Managers, Ethics in Business and Indian Value system, Various
approaches to ethics-Indian examples.

Module II
Ethical Corporate Behavior, its Development, Ethical leadership with examples, Ethical Decision Making, Work ethics: nature and scope, Ethical issues at workplace, Ethics and cultural issues, Environmental Ethics, Ethical dilemma, ethical displacement.

**Module III**

Ethics in Functional Areas: Operations, Marketing, Finance, HR & I. Technology, Recent challenges in ethics, Ethics in different countries.

**Module IV**

Corporate Governance, Corporate Governance initiatives in India and abroad. Corporate Governance failures with examples, General ethical issues and the court verdicts in the domain of business ethics, obligation to stakeholders.

**Module V**


**References**


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**CC21-STRATEGIC MANAGEMENT**

**Module I**


**Module II**

Business level strategies – Cost leadership, Differentiation, Focus. Corporate level strategies- Stability strategies, Expansion strategies – Intensification, Integration,
International expansion, Diversification strategies, Merger, Acquisitions, Strategic alliance, Turnaround strategies.

**Module III**

**Module IV**
Corporate Management; Corporate Policy, Corporate Governance, Top Management, Code and Laws of Corporate Management, Corporate Scenarios and Strategy; Strategies for Stable and Dynamic markets, Strategies for Global Markets.

**Module V**

**References**


5. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill. India
MARKETING MANAGEMENT ELECTIVES

MM 01 - AGRI BUSINESS AND RURAL MARKETING


References:


References

1. Vitale & Giglierano, *Business to Business Marketing* Thomson South-Western

**MM 03 - CONSUMER BEHAVIOUR**


**Module IV:** Environmental Influences on CB: Social Class, Life Style Profile of Social Class Application to CB, Social Class Mobility - Culture: Meaning, Characteristics, Factors affecting Culture, Role of Customs, Values and Beliefs in Consumer Behaviour, Sub-culture: Meaning, Sub-culture Division and Consumption Pattern in India, Types of Sub-cultures, Cross-cultural Consumer Analysis: Similarities and Differences among People, Cross-cultural Marketing Problems in India, Strategies to Overcome Cross-cultural Problems.


**References**

**MM 04 - DIGITAL MARKETING**

**Module 1:** Principles and Drivers of New Marketing Environment - Digital Media Industry - Reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix - Mobile Marketing - Digital Signage.


Module V: Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer – Led Marketing Campaigns- Legal and Ethical aspects related to Digital Marketing.

References:


**MM 05 - INTEGRATED MARKETING COMMUNICATION**


Module IV: Promotion Tools: Sales Promotion - Trade Oriented Sales Promotion - Direct Marketing – PR – Publicity – Sponsorships – Merchandising - Van

Module V: Online Marketing Communication Process - Setting Online Communication Objectives - Online Advertising - Online Sales Promotion - Online PR - Direct Marketing through Internet. - Impact of Consumer Generated Communication - Virtual Community Influence on IMC.

References:
2. Clow, Baach, Integrated Advertising Promotion and Marketing Communication, Pearson Education. India.

**MM 06 - MARKETING RESEARCH**

Module I: Introduction, Definition, Need, Relevance and Scope of Marketing Research, Types of Research - Qualitative and Quantitative Research, Steps in Research Proposal, Limitations – Cost & Time Constraints, Industrial Versus Consumer Marketing Research, Ethical Issues in Marketing Research. Marketing Research Organizations in India, Role of Information in Marketing Research, Use of Internet in Marketing Research.


Module V: Applications of Marketing Research in Business: Market Segmentation Studies, Market Potential Studies, New Product Research, Brand Positioning Research, Brand Perception Research, Brand Equity Research, Advertising Research, Consumer Behaviour Research, Pricing Research,
Distribution Effectiveness Studies, Effectiveness of Promotions, Customer Satisfaction and Perception Studies.

References

4. Cooper & Schindler, Marketing Research, Concept & Cases. Tata McGraw Hill, India

**MM 07 - PRODUCT AND BRAND MANAGEMENT**


Module IV: Understanding the role of branding: Concept of Brand - Types of Brand, Brand and Life Cycle, Brand Equity, Brand Loyalty, Brand Awareness, and Brand Evaluation, Perceived Quality, Brand Associations, Brand Personality and Brand Image, Role of Brand Ambassadors.


References

**MM 08 - RETAIL BUSINESS MANAGEMENT**

**Module 1:** Retailing - Definition, Functions, Importance, Types of Retailing, Organized & Unorganized, Store and Non-store; Retailing in India - Current Scenario, Retailing from International Perspectives; Consumer Buying Decision Process, Influencing Factors, Consumer Shopping Behaviour.

**Module II:** Retail Planning - Purpose, Method, Structure and Monitoring the Plan; Retail Marketing mix - Strategies; Retail Brand Management - Positioning, Personality, Merchandise Management, Meaning, Methods, Assortment and Inventory; Purchase Negotiation, Supply Channel and Relationship, SCM Principles, and Retail Logistics.

**Module III:** Retail Location Decisions - Trading Area Analysis; Types of Locations; Site Evaluation; Store Design - Layout and Space Management; Visual Merchandising and Displays; Retail Pricing - Approaches, Influencing Factors, Price Sensitivity and Mark down Policy – EDLP.

**Module IV:** Retail Promotion - Setting Objectives, Role of Advertising, Sales Promotion, Personal Selling, Public Relations and Relationship Marketing in Retailing; Human Resource Issues and Considerations, Customer Service Management.

**Module V:** Impact of Information Technology in Retailing, Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management. Electronic Retailing - Role of Web, Online Retailing, Factors to be considered in having a Website, Limitations of Web and Future Trends, Consumerism and Ethics in Retailing, Social and Green issues. Retail Audit.

**References:**

**MM 09 - SALES AND DISTRIBUTION MANAGEMENT**

**Module 1:** Introduction to Sales Management: Definition and Meaning – Sales Vs Marketing, Scope of Sales Management – Objectives & Functions of Sales Department – Theories of Sales - Buyer Seller Dyads – Aidas Theory – ‘Right Set of Circumstances’ Theory – Buying Formula Theory – Behavioural Equations Theory, Sales Forecasting Methods – Sales Planning and Control: Goal Setting, Performance Measurement, Diagnosis and Corrective Actions.


References:

MM 10 - SERVICES MARKETING

Module 1: Introduction to Services Marketing: Services Marketing – Characteristics – Classification of services – Role of services in economy – Factors
stimulating the transformation of service economy – Growth of services in Indian economy – Differences between Goods and Services Marketing.

**Module II:** Customer Behaviour & Strategic Issues: Customer decision making – Customer expectations and perceptions – Components of customer expectations – Service encounters – High contact services and Low contact services – Market segmentation and Targeting – Positioning and differentiation of services – Managing demand and capacity.

**Module III:** Services and the Marketing Mix: Traditional marketing mix applied to services – Inadequacy of 4Ps – Developing service concepts – Service Product Development – Branding of services – Pricing of services – Educating customers and Promoting services – Managing People for service advantage - Difference between mediocrity and success – Process in services, Service Blueprinting – Crafting the service environment – Services cape – Physical Evidence.


**References:***

FINANCIAL MANAGEMENT ELECTIVES

FM 01 - BANK MANAGEMENT


Module II Functions of Commercial Banks- Agency Services –General utility services-Credit Creation- Banker–Customer Relationship-Bankers as a trustee & an Agent-Appropriation of Payment- Right of Lien &Set off–Garnishee Order-Law of Limitation.

Module III Banking Technology; Electronic Banking-Core Banking –Distribution Channels- Remittance Facilities &Clearing System-Online Banking-Electronic Fund Transfer System- RTGS, SWIFT.


Module V International Banking- Types-Offshore Banking- Bank for International Settlement (BIS)-London Inter Bank Offered Rate (LIBOR) -Bank Accounts- NOSTRO,VOSTRO,LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – Facilities to Exporters & Importers.

References:
2. Institute of Banking & Finance, Principles and Practice of Banking, McMillan publishers, New Delhi.

FM 02- FINANCIAL DERIVATIVES AND RISK MANAGEMENT


Module II Risk Management using derivatives- Forwards and Futures –Commodity Futures- Financial Derivatives- Stock Futures and Index Futures – Interest Rate Futures – Currency Futures –Designing Futures Contracts – Hedging Positions in Futures.

Module IV  Interest rate swaps; forward rate agreements and interest rate futures.

Module V  Accounting and Administration of Derivatives - Regulation of derivatives activity.

References:
2. Elton Edwin J and Gruber Martin J, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons,
3. Russel Fuller, Modern Investments and Security Analysis, McGraw Hill.

FM 03- INSURANCE SERVICES

Module I  Concept of risk - risk identification and evaluation - risk management techniques - risk avoidance - loss control - risk retention - risk transfer, the nature of insurance - principle of insurance contract - requirements of an insurance contract.

Module II  Life, health and income insurance - types of life insurance - life insurance contract provisions - loss of health – health insurance policies - disability income insurance - annuity scheme - pension schemes - structure and characteristics.

Module III  Property and liability loss exposure – types of loss exposure - direct and indirect losses - liability damages - civil and criminal law provisions.

Module IV  Accounts of insurance companies - Valuation balance sheet - Insurance claims - Fire - consequential loss (fire).

Module V  Market structure of insurance services - functions of insurers - reinsurance – types of insures - channels of distribution of insurance services - regulation of insurance services - IRDA – Role, duties and powers - liberalisation of insurance services in India.

References:

**FM 04- INTERNATIONAL FINANCIAL MANAGEMENT**

**Module 1**


**Module II**


**Module III**


**Module IV**


**Module V**


**References:**


**FM 05- MANAGEMENT OF FINANCIAL SERVICES**

**Module 1**

Overview of Financial services sector – Characteristics of Financial services – role of financial services sector in the Economy – Institutional Framework of Indian financial system- Role and Functions of NBFCs, RBI guidelines on NBFCs.

Module III  Factoring: concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfeiting, Factoring Vs Bills Discounting – Factoring; International and Indian scenario. Depositories – mechanism and functions – credit cards and retail financing.


References:

**FM 06- MANAGEMENT ACCOUNTING AND CONTROL SYSTEMS**

Module II Activity Based Costing – Implementing ABC – Activity Based Budgeting – Customer Profitability Analysis.


Module IV Pricing Strategies - Product pricing and Transfer Pricing – Methods of Transfer pricing -Value Chain Analysis.


References:

**FM 07- PROJECT MANAGEMENT**

Module 1
Project management and project selection: Project selection models, Project portfolio process, Analysis under uncertainty, Project organization, Matrix organization.

Module II

Module III

Module IV
Monitoring and information systems: Information needs and the reporting process, computerized PMIS, Earned value analysis, Planning - Monitoring - Controlling cycle, Project control: types of control processes, design of control systems, control of change and scope.
Module V
Project auditing: Construction and use of audit report, Project audit life cycle, Essentials of audit and evaluation, Varieties of project termination, the termination process. Project financing in India – Financial assistance for projects – Sources and schemes and various incentives for new projects.

References

FM 08 - SECURITY ANALYSIS & PORTFOLIO MANAGEMENT


Module IV Technical Analysis –Chart patterns/Moving Average/RSI/ROC/MACD-Efficient Market Hypothesis-Random walk theory.

Module V Portfolio Management –Portfolio Analysis, Portfolio Selection- Markowitz Model-CAPM, Portfolio Revision &Portfolio Evaluation.

References:
1. Fisher Donald and Jordan Ronald, Security Analysis & Portfolio Management Prentice Hall of India.
FM 09 - TAX MANAGEMENT

Module I 
Tax- meaning- Direct Tax- Indirect Tax- History of Income Tax in India- Basic Terms- Capital and Revenue- Residential status- tax incidences- exemptions.

Module II 
Heads of Incomes, - Income from salary - Income from house property- Income from other source.

Module III 
Income from business and profession and capital gain.

Module IV 
Carry forward and set off- clubbing – Deductions- Income tax Authorities – Assessment procedures.

Module V 
Taxation of companies- M A T- Tax planning- tax evasion- tax planning- tax management.

Reference:
1. Dr. H.C. Mehrotra & S.P. Goyal, Income Tax Law and Practice, New Age Publication, India
2. Singhania V.K., Corporate Tax Planning, TMH.

FM 10 - WORKING CAPITAL MANAGEMENT

Module I 
Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital- Approaches to estimation of working capital – operating cycle approach.
Module II  Management of inventories – determination of optimum inventory – Inventory management techniques – Levels of inventory.

Module III  Overview of management of receivables – credit and Collection policy – Credit standards – Credit terms – Credit analysis – management of payables – Maturity matching.


Module V  Sources of working capital finance – Long term – Short term.

References:


**HUMAN RESOURCE MANAGEMENT ELECTIVES**

**HRM 01 - COMPENSATION MANAGEMENT**


Module II  Job Evaluation-nature and importance- methods, Computer aided job evaluation, Internal and external equity- Pay surveys.

Module III  Pay structure-Types, Broad Banding, Performance Linked Compensation - Types of Incentives , Bonus, Profit sharing ,Gain Sharing , stock options, Benefits and allowances-types, Executive and shop floor level rewards, Compensating Expatriates and knowledge workers.


References:

HRM 02 - COUNSELLING SKILLS FOR MANAGERS

Module I  Introduction: Meaning, Functions and Type of Counselling, Goals of Counseling Emergence and Growth of Counseling Services; Approaches to counseling; Counseling Skills, Verbal & Non-Verbal communication, Listening Barriers, Counselor Qualities.

Module II  Counseling process - Beginning, Developing and terminating a counseling relationship and follow up. Counseling Procedures, The Counseling Environment, Intake, Referral procedures, Guidelines for effective counseling.


Module IV  Selecting Counseling Strategies and Interventions – Changing Behaviour through Counseling In the Educational Settings, Special Areas in Counseling, Handling Situations of Strikes, Disputes Through Counseling.

Module V  Special problems in counseling: Need of Counseling Cell in the Organization. Application of Counseling to Organizational situations with a
focus on Performance counseling. Organizational Application of Counseling Skills in Change management, Downsizing, Mentoring and Team Management / Conflict Resolution.

References


HRM 03- HUMAN RESOURCE PLANNING

Module I  Human Resource Planning; Concept and Objectives - HRP at Micro and Macro levels; HRP and Business plans - Different Approaches - Human Resource Planning Process; Demand and Supply Forecasting; Different tools and techniques; Labor wastage – Absenteeism and labor turn over.


Module IV  Selection, Interviewing; Purpose; Types of Interviews; Interview Techniques; Interviewing skills; Advantages and Limitations of Interviews; Do’s and don’ts of selection Interviewing, Medical Checkups, Reference and back ground check, Choice of selection methods, assessment Centers, Reliability and validity of selection tools.

Module V  Employment offers; service conditions, contract of employment, Psychological contract - Induction. Importance, Socializing the new employee, Different types of Socialization. Placement, Probation and Confirmation, Promotion and Transfer; Policies and Procedures, Retraining, Out placements, HR out Sourcing.
Reference
3. Anne Anastasi,Susan urbina., *Psychological testing*, PHI

**HRM 04 - INDUSTRIAL RELATIONS**

**Module I**

**Module II**

**Module III**

**Module IV**

**Module V**
HRM 05- MANAGING OF INTERPERSONAL AND GROUP PROCESS

Module I
Intrapersonal process- Understanding human behaviour, Self concept, Perception, Attention, Distraction, Attitude, Occupational stress, Spill over and coping, Impression management.

Module II
Memory process and types- Intelligence, Intelligence quotient – Emotions; Emotional intelligence, Emotional quotient.

Module III
Interpersonal process – Transactional analysis & Johari window helping process, Practical applications, Interpersonal Communication and feedback, Interpersonal styles.

Module IV
Group and intergroup process- Group formation and group process, Group Dynamics, Group cohesiveness - Team development and team functioning, Conflict collaboration and competition, Sensitivity training.

Module V
Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness.

Reference

HRM 06 - MANAGING ORGANIZATIONAL CHANGE AND DEVELOPMENT

Module I
Organizational Change: Meaning- Necessity for Change- Classification of change-factors affecting change-Model of Organizational change- Kurt Lewin Three Stage Model and Force Field Analysis- Systems theory, 7 Stage models, Burke-Litwin model, Porras and Robbortson. Change Agent-Role and Skills of a change Agent.HR Role as change agent,
Resistance to Change and minimizing the resistance: Impact of change on Human Resources Planning; quality consciousness as an emerging catalyst for change.

**Module II**  

**Module III**  
Human Process Interventions - T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions. HRM Interventions - Performance Management & HRD.

**Module IV**  
Structural Interventions - Restructuring organization, BPR Vs TQM, employee involvement, work design. Strategic Interventions – Organisation and environment relationships, competitive and collaborative strategies, organization transformational strategies.

**Module V**  
Contemporary issues and applications – Organizational development in global context, organizational development in service sector, OD Practitioners – role, competencies requirement, professional ethics and value and experiences; Trends in OD.

**References**


**HRM 07 - PERFORMANCE MANAGEMENT**

**Module I**  
Performance Management - objectives, scope and benefits, Job role and competency analysis, Goal setting process, Organizational, functional and individual Key result areas, Key performance indicators.

**Module II**  
Performance appraisal methods: traditional & modern - MBO, BSC, BOS, assessment centers, Multirater assessment, Potential appraisal, Documentation and appraisal communication, appraisal interview, feedback, Performance coaching.
Module III  Measuring performance – objectives, measurement approaches – traits, behaviour, results based, types, measurement issues, Performance communication – formal & informal methods.

Module IV  Developing, implementing and maintaining PMS, Performance improvement and performance management discipline, PMS in public and private organizations.

Module V  Competency mapping – concept, competency mapping process & models, competency assessment personal competency framework, Core competencies PCMM – concept, benefits, HR score card.

References

**HRM 08 - HUMAN RESOURCE INFORMATION SYSTEMS**

Module I  Introduction: Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Standard Software and Customized Software; HRIS – An Investment; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracle’s Financials and Ramco’s Marshal (only data input, output & screens).

Module II  HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System’s support for Planning & Control.


Module IV  Organization Climate Approach – Improvement and deterioration of organizational climate, Responsibility accounting and Management control
Behavioural aspects of Management Control; Human resources as social capital, Mentoring and development of social capital, Social control, HR accounting and bench-marking.

Module V  Personnel costs, Audit Techniques, HR Audit, HRD Audit, HRD Score Card – Accounting and Financial Statements.

References

**HRM 09 - STRATEGIC HUMAN RESOURCE MANAGEMENT**

Module I  Business Strategy and Organizational Capability-SHRM overview-Linking HR strategy with Business Strategy-Steps in SHRM - Role of HR during Organizational Growth, Turn around, Retrenchment -Mergers and Acquisitions.

Module II Strategic HR Planning and Acquisition-Business Strategy and HRP-Job Analysis and SHRM -HRP Process-HRP and Outsourcing-Strategic Recruitment and Selection-IT enabled acquisition -Alternatives to hiring.


Module V Global Environment of HR-Change & Diversity-Difference between Global HRM and Domestic HRM-Cross Cultural context-Strategic HR Issues in Global Assignments-Competencies of HR Professional in a SHRM Scenario.

References
**HRM 10 - TRAINING AND DEVELOPMENT**

**Module 1**

**Module II**
Needs Assessment and Analysis: Organizational Support for need assessment, operational analysis / Organizational analysis, requirement analysis, individual analysis. Motivational aspects of HRD: Development cycle; Reinforcement for behaviour modification - Learning theories, stages of learning, learning principles, challenges to become learning organization, trainee readiness, trainee motivation to learn, motivational theories.

**Module III**

**Module IV**

**Module V**
Human resource development concept - HRD at micro and macro levels - Sub - systems of HRD - role of HRD function - concept of career - career Stages - career planning and development - need - steps in career Planning - methods of career planning and development - career development Actions and programs - career problems and solutions - guidelines for Career management. Concept of management development - need and importance of Management development - management development process - Leader centered techniques of management development.

**References**
Development & Evaluation, Wordsworth Publication
2. Lynton & Parekh, Training for Development, Sage Publication
5. Rao TV, Readings in HRD, Oxford & IBH

INFORMATION SYSTEM ELECTIVES

IS 01-SYSTEM ANALYSIS & DESIGN


Module III Business Modelling with UML, Components of UML used in Business Modelling, RUP, IDEF, and BPMN 2.0 basics. Object modelling: Object oriented analysis, Object modelling with UML: Class diagram, Object diagram, State chart diagram, Activity diagram, Sequence diagram, Collaboration diagram, Use case diagram, Component diagram, Deployment diagram

Module IV  Output and User interface design: Output design, input design, user interface design, File Design, Data design concepts, DBMS components, ER diagrams, Documentation Tools; Testing Techniques Available; Systems control and Audit trails; Systems Administration and Training; Conversion and Operations Plan.

References

1. Elias M. Awad, System Analysis & Design, Galgotia Publications. India

IS 02- ELECTRONIC COMMERCE & INTERNET MARKETING


Module II  Launching online business: Business plan, Funding, Web hosting, content creation management, Website design and construction, Strategies for web development, 7 Cs framework, web technologies: website and page development tools, Open source tools.

Module III  E-Payment system: Traditional vs. Digital payment systems, Digital Payment requirements, Merchant account, Payment gateway, E-payment methods: Credit cards, E-wallet, Digital Token based E-payment systems, E-Cash, Innovative payment methods, E-loyalty and Reward programmes, E-payment system Design, E-Banking, Main Concerns in Banking.


References
3. Efraim Turban et al., *E-Commerce*, Pearson Education.

**IS 03- ENTERPRISE RESOURCE PLANNING**

**Module I**
ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM.

**Module II**
ERP Implementation-ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring.

**Module III**

**Module IV**
ERP Market - Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, SSA.

**Module V**
ERP – Present and Future - Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions.

References

**IS 04- BUSINESS PROCESS REENGINEERING**

**Module I**
Conceptual Foundation of Business Process Re-engineering; Role of information Technology in BPR; Nature, significance and rationale of business process reengineering (BPR).

**Module II**
Major Issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes; Process Improvement and Process Redesign; BPR Experiences in Indian Industry.
Module III  Process identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking: Business Process Improvement. Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.

Module IV  Typical BPR activities within phases: Change management, Performance management, and programme management.

Module V  BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. Man Management for BPR Implementation; Re-organizing People and Managing Change.

References
1. R.Radakrishnan and S.Balasubramanian Buisness Process Reengineering: Text Case, PHI.
2. Jayaraman,M.S., Business Process Re-engineering, Tata Mcgraw Hill,

IS 05-SOFTWARE QUALITY MANAGEMENT


Module III  Basic Quality Tools : Ishikawa’s Diagram, Pareto Diagram, Histogram, Run Charts, Scatter Diagram, Control Charts, Cause & Effect Diagram, Relations Diagram,


References


**IS 06- MULTIMEDIA MANAGEMENT**

Module I  Introduction to multimedia- Stages in multimedia project- Multimedia Team


Module IV Designing for World Wide Web- Planning and costing –Designing and producing -Assembling and delivering a project.


References


**IS 07- MANAGEMENT SUPPORT SYSTEM**


Module III  Use of DSS Technology for Marketing, Finance, Production and HRM. Modeling of Multi-Objective and Analytic Hierarchy Process. Artificial Intelligence, Need and Application. AI based systems


Module V  Executive Information Systems definition; their Applications. EIS components. Making EIS work. Future of EIS

References:

2. Gerald V Post, David L Anderson, Management *Information System*, PHI

**IS 08- SOFTWARE PROJECT MANAGEMENT**

Module I  Software engineering and management: Functions of management, Need for software management, Conventional software management,
Evolution of software Economics. Improving software Economics, conventional and modern software engineering.

Module II
Software development as a process: Building the software development team - Team building as a process, The Apollo syndrome, Management Styles, A maturity model for software project management, Process of team building, Developing and maintaining project plan – Software development plan, using the work break down structure, optimizing the project plan using the design structure matrix, risk management.

Module III
Management Methods and Technology: Selecting a software development life cycle model – the software quality life cycle, modeling process, life cycle models, selecting a software development life cycle, Modeling the target system – requirements modeling methods, requirements analysis using self interaction matrices, real-time systems. Estimating project size, cost and schedule – costing and sizing software projects, software lifecycle management, 3D function point method, cost variance method, Tracking the software project plan – tracking schemes, Earned Value Management (EVM), precedence diagramming for cost and schedule control, tracking remedial action.

Module IV
Managing software professionals: Improving team performance – basics, relative importance of workplace, models of motivation, managing high performance teams-Evaluating software development team – classic techniques for valuating individuals, Strategy Based Evaluation methods (SEM), the SEM process, traditional performance evaluation methods, evaluating the software development team.

Module V
Future of software management: Modern project profiles, Next generation software economics, Modern process transitions Agile, SCRUM approaches of project management.

References:

2. Walker Royce *Software project Management*, Addison-Wesley

**IS 09- DATABASE MANAGEMENT SYSTEM**

Module I
Overview of DBMS: Database Management in organisations; Objectives of DBMS; Evolution; data structures; DBMS Architecture; User interface, data languages, DBMS modes of operation.
Module II  DBMS functions: Design ; retrieval ; creation and updating; backup and recovery.

Module III  Study of Relational Data Base Management System for successful implementation of Distributed systems; RDBMS concepts, structure and ER models ; Normalisation and Logical design Query Language for RDBMS.

Module IV  Structured Query Language – basic structure of SQL queries, DML, DDL, DCL statements ; Distributed database systems - data fragmentation, replication and allocation techniques ; object oriented databases ; online database ; database administration ; trends to the future in database management.

Module V  Applications ; Advanced transaction processing – transaction processing monitors, transactional workflows, Real- time transaction systems, Long duration transactions, transaction management in multi-databases; Evaluation of commercially available software systems

References:

1. C.J Date, A. Kannan, S.Swamynathan, Introduction to Database system, Pearson education.

IS 10 -PLANNING AND IMPLEMENTING IT STRATEGIES


References:

2. Rich Schiesser, IT Systems Management, PHI.

PRODUCTION AND OPERATIONS MANAGEMENT

ELECTIVES

POM 01- SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Module I

Module II

Module III

Module IV

Module V

References:
2. Donald J Bowersox, David J Closs, *Logistical Management (The integrated Supply Chain Process)*, TMH
Module I
Quality Management – Definition, Concept, Features, Dimensions of Quality, Quality Planning, Quality Costs, Evolution of Quality Management, Quality revolutions in US, Japan and India.
Quality Gurus – Deming’s principles on Total Quality Management, Juran’s Triology, Crosby’s principles on Quality Management.

Module II

Module III

Module IV
Quality education and training quality process, Quality system – Quality measurement system – Cost of Quality – Quality planning – Quality information feedback – Internal customer concept – Auditing for TQM. TQM in India. Pitfalls in operationalising Total Quality Management.

Module V
Quality awards – Rajiv Gandhi National Quality Award, Deming Application Prize, European Quality Award, and Malcolm Baldrige National Quality Award.
References:

POM 03- ADVANCED MAINTENANCE MANAGEMENT

Module I


Module II

Maintenance Planning and Equipment Efficiency Management: Overhaul and repair meaning and difference, Optimum Maintenance policy for equipments subject to breakdown, Replacement decisions: Optimum interval between preventive replacement of equipment subject to breakdown, group replacement, Physical Asset Management, Overall Equipment Effectiveness Measuring Equipment Effectiveness

Module III

Failure Data Analysis, MTBF,MTTF, Useful life-Survival curves, Repair time, Breakdown time distributions- Poisson’s, Normal, Exponential, Failure Mode Effects and Criticality Analysis

Module IV

Availability, Reliability, Maintainability: Availability of repairable systems, Concept of Reliability, System reliability- Series, Parallel and mixed configuration, Reliability improvement, Concept of Maintainability, Maintainability prediction, Design for Maintainability, Maintainability Improvement, Availability- Maintainability-Reliability trade off.

Module V
Advanced Techniques: Reliability centered Maintenance, Total Productive Maintenance (TPM)- Philosophy & Implementation, Signature Analysis-MMIS-Expert systems, Concept of Tero-Technology, Reengineering Maintenance process.

References
2. AKS Jardine, Maintenance, Replacement and Reliability, Pitman Publishing.
3. R.C.Mishra & K.Pathak, Maintenance Engineering & Management, PHI.

POM 04 - LEAN MANUFACTURING

Module I
Lean manufacturing and six sigma – overview : Evolution of Lean; Traditional versus Lean Manufacturing; Business of Survival and Growth; Business Model Transformation; Ford Production System; Job Shop Concepts Concept of Lean; Toyota's foray in Lean.

Module II
Design - Value Stream Management: Definition; VSM Types; Product Family Selection; Value Stream Manager; Current State Map; Process Box; Value Stream Icons; 3 Ms - Muda, Mura, Muri - 7 Types of Muda; Future State Map; Value Stream Plan; Process Stability - Loss Reduction 7 Major Losses Reduction. Demand Stage : Market Dynamics; Customer Demand; PQ Analysis; PR Analysis; TAKT Time; Pitch; Finished Goods Stock; Cycle Stock; Buffer Stock; Safety Stock.

Module III
System implementation : Flow Stage : Continuous Flow; Cell Layout; Line Balancing; Macro and Micro Motion Analysis; Standardised Work; Concept of Kaizen; Steps involved in Kaizen Deployment; Industrial Engineering - Concepts and Fundamentals; KANBAN Concepts; Types of Kanbans ; and Practical Application ; Concept of Pull; Changeover Time Reduction - External & Internal Single Minute Exchange of Die; Quick Die Change; Quality-Vendor,In Process and Customer Line ; Concept of PPM; Pokayoke; Prevention & Detection Types; Maintenance - Preventive, Time Based and Condition Based; Human Development for Lean, Leveling Stage of Lean Implementation : Production Leveling ; Leveling Box; Concept of Water Spider.

Module IV
Lean metrics and lean sustenance: Identify Lean Metrics; Steps involved in Goal Setting; Corporate Goals; Kaizen Cloud identification in VSM ; Lean
Assessment. Cultural Change; Reviews; Recognition; Improving Targets and Benchmarks.

Module V
Six sigma and DMAIC tools: Project charter, stakeholder analysis, SIPOC, Voice of the customer, Rolled throughput yield, KANO Models, CTQ Tree, Process Mapping Data collection, measurement system analysis, sampling plans, process capability, cost of poor quality (COPQ), FMEA Regression Analysis, cause & effect diagram, Hypothesis testing, Design of experiments, Response Surface methodology, Poka-yoke, Quality Control, Control charts.

References

POM 05 - INTEGRATED MATERIALS MANAGEMENT

Module – I

Module – II

Module – III

Module – IV

Module – V

Reference:

POM 06 - PRODUCTIVITY MANAGEMENT

Module I
Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles. Internal and external factors affecting enterprise productivity.

Module II

Module III

Module IV

Module V

References:

POM 07 - OPERATIONS STRATEGY
Module 1

Strategic Management: organizations and managers, contents of strategy, levels of strategic decision, designing a strategy, approaches to design - top-down and bottom-up approaches, steps, defining the purpose of operations, business environment, components of environment, economic environment, industries, industry life cycle, markets.

Module II

Operations Strategy concept: aims of an operations strategy, contents of an operations strategy, and approaches to designing an operations strategy, market view, resources view.
Designing an operations strategy – focuses of operations strategies: product differentiation, materials management– environmental scans, analysis of the environment, PEST analysis, operational audit, SWOT analysis– implementing the strategy – meaning of implementation, stages of implementation, designing infrastructure, controlling the strategy, action plan for implementation.

Module III

Products and innovation: product planning, entry and exit strategies, new product development, market demands, operations’ requirements, production possibility curve quality management – strategic importance of quality, quality management, quality revolution, Total Quality Management – zero defects, implementing TQM, ISO 9000, quality control.

Module IV

Capacity Management: measures of capacity, capacity planning, approaches to planning, forecasting demand, timing and size of change, size of expansion, changing capacity over time, different levels of capacity plan.

Module V

Structure of the supply chain: role of logistics and supply chain management, integration of activities along the supply chain, location of facilities, strategic sourcing and supply management, risk management, operational hedging, mass customization and technology movement of materials, flow of materials, importance of procurement, inventory management, models of independent demand.

References:


**POM 08 - TECHNOLOGY MANAGEMENT**

**Module I**


**Module II**

Strategic Implications of Technology: Technology - Strategy Alliance-Convergent and Divergent Cycle- The Balanced Approach- Technology Assessment- Technology Choice- Technological Leadership and Followership-Technology Acquisition

**Module III**

Technology Absorption and Diffusion – absorption, adaptation and improvement, Diffusion of Technology: Rate of Diffusion- Innovation Time and Innovation Cost- Speed of Diffusion- Technology Indicators- Various Indicators.

**Module IV**

Technology policies, incentives and support mechanisms Organizational Implications of Technology: Relationship between Technical Structure and Organizational Infrastructure-Flexible Manufacturing Management System (FMMS).

**Module V**


**References:**

Module I
Introduction to services – Nature and Characteristics of Services and Service Encounters, Service Organization as a system, Service Strategy formulation, Basic and Integrative elements of Strategic service.

Module II

Module III
Operating the Service System- Managing Demand, Nature and pattern of Service demand, Strategies for influencing Demand, Yield management, Queuing theory and Simulation, Managing Supply, Capacity, Components of Capacity, Strategies for Management of Supply, Overbooking, Allocating capacity- Static, Nested and Dynamic Methods, Inventory Management in Services, Methods to reduce stockouts, shrinkages and inventory inaccuracy

Module IV

Module V
Case studies in service operations management-
Travel and tourism sector – Hotel, Airline
IT and communication sector – Information technology, Telecom services, Computer networking service
Healthcare sector – Hospital, Medical Transcription
Financial Services sector – Insurance, Banking, Portfolio services
Educational services – Education, Training.

References

POM 10 - OCCUPATIONAL HAZARDS AND INDUSTRIAL SAFETY

Module I
Understanding the importance of safety at work: Concept of Safety-Applicable areas- Recognition, evaluation and control of physical hazards- Hazard Analysis, Human Error and Fault Tree Analysis- Emergency Response-Hazards and their control in different manufacturing and processing industries.

Module II

Module III

Module IV
Legal provisions regarding safety:
Factories Act-1948 1nd Amendment 1987- Sections 11 -16, 18-20
Sections 17, 21 – 24, 28, 32,, 34-36, 38,45
The Mines Act Section 25 ESI Act – Section 39
Public Liabilities Insurance Act - Section 13
Workmen Compensation Act and Fatal Accident Act

Module V

Accidents in workplaces - Types, Investigation methods, Analysis, Reporting and Recording
Injuries - First aids - Health problems in different types of industries – construction, textile, steel, food processing and pharmaceutical.
Fire - Causes, Types of fire, Extinction of fire, Prevention of fire.

References


INTERNATIONAL BUSINESS ELECTIVES

IB 01 - INTERNATIONAL ECONOMICS

Module I
Introduction: International Economics - meaning, Scope & Importance
Inter-regional and international trade. Importance of International Trade.
Theoretical Aspects of Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and Diversion effects.

Module II

Module III
Trade policy & Exchange Rate, Free trade policy - case for and against, Protections – case for and against, Types of Tariffs and Quotas, Determination of Exchange rate, Fixed & Flexible Exchange Rate - Merits & Demerits.

Module IV
Balance of Payments, Balance of trade and Balance of payments; Concepts and Components Equilibrium and Disequilibrium in Balance of Payments; Causes and Consequences, Measures to correct deficit in the Balance of Payments. International Monetary System, Devaluation; -
Merits, Demerits and Limitations, Foreign Trade Multiplier; - Concept and Limitations, IMF, World Bank – Objectives, Functions & Performance.

Module V

Foreign Trade in India, Recent changes in the composition and direction of foreign trade; Causes and Effects of persistent deficit in the Balance of Payments; Measures adopted by the Government to correct the deficit after 1991; WTO & India Export Promotion measures, Partial and Full convertibility of Indian Rupees, Export Promotion – Contribution of SEZ Foreign Trade policy 2009, Role of Multinational Corporations in India.

References


**IB 02 - INTERNATIONAL FINANCIAL SYSTEM**

Module I

Introduction to International Financial System: International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods system to free float and convertibility; Pegging of currencies – target zone arrangement; European monetary system; International liquidity.

Module II

Exchange Rate Determination: Exchange rate determination in spot and forward market – Interest Rate Parity (IRP), Purchasing Power Parity, Fisher open equation Monetary and portfolio balance approaches; Short run demand and supply theory, BOP theory, and Growth theory; Forecasting Exchange Rate.

Module III

Foreign Exchange Markets and its Activities: Exchange rate quotations and practices; Foreign exchange market activities; Forex Exposure and Risk Management. Arbitraging, hedging and speculation.

Module IV

International Financial Markets and Instruments: Changing scenario; International capital and money market instruments; International development banking; Euro – currency markets; International securities markets and instruments - Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries.
Module V  International Debt Problem: Problem of debt servicing and developing countries (with special reference to India).

References
1. Shapiro, C, Alan, *Multinational Financial Management*, Wiley India

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**IB 03 - INTERNATIONAL MARKETING**

Module I  Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Influence of physical, economic socio-cultural, political and legal environments on international marketing, operations; Scanning and monitoring global marketing environment; International marketing information system.


Module III  Pricing for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

Module IV  International Promotion Strategies: Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Planning for direct mail, sales literature, trade fairs and exhibitions.

Module V  International Marketing Planning, Organising and Control: Emerging trends in International Marketing; International Marketing through Internet; Ecological concerns and International Marketing ethics.

References
IB 04 - INTERNATIONAL TRADE POLICIES AND PROCEDURES

Module I
India’s Foreign Trade and Investments: Pattern and structure of India’s foreign trade; Terms of trade; Foreign investment flows; India’s balance of payments account and correction policies.

Module II
Policy Framework and Promotional Measures: India’s foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Module III
EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; getting started in export business. Legal framework in India – FEMA- Origin and objectives, Main provision of FEMA and FEDAI

Module IV
International Trade Terms: Trade contract and trade terms; DA Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary credit – Documentary bills for collection –DP and DA; UCPDC.

Module V
Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements. Excise duty – Definition, rationale, stages of levying and collection; Type of duties.

References

**IB 05 -GLOBAL SOURCING AND BUSINESS DEVELOPMENT**

Module I  
Global Sourcing – procuring from all over the world: Meaning, Opportunities and Challenges in Global Sourcing – Differences between Global Sourcing and other sourcing Strategies - Global Sourcing Process – examples of successful companies profiting from Global Sourcing – General conditions required for efficient Global Sourcing.

Module II  
The most attractive regions for international procurement: important criteria when selecting country – Significant tools for country assessment – sourcing market: China, India, and Eastern Europe.

Module III  
Global Sourcing as a profit booster – products suitable for Global Sourcing – Positioning the purchasing department for Global Sourcing – Operational procurement – Strategic procurement management – Clear decision for or against Global Sourcing – Product specification for comparable offers – Suitability for various countries for various products – Search for finding optimal supplier – supplier information for Global Sourcing – Procurement, Controlling.

Module IV  
Legal aspects of Global Sourcing – basic elements of Global Sourcing contract - Significance of Global Sourcing of the UN convention on contracts for the international sale of goods –Agreements on default – payment terms – securities – Enforcement of claims in International Business – Assessment of country and debtor risk.

Module V  
Profitable growth and increasing the shareholder value through Global Sourcing - Global Sourcing as a growth booster – Global Sourcing as a value enhancement instrument for private equity houses – Positive effects of Global Sourcing on shareholder value.

References


**IB 06 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

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<td>The role of cultural understanding – Culture and HR functions in a global subsidiary Planning Recruitment and Selection, Staffing Policies, Performance Management of international employees, Performance Appraisal in a global context. Recent innovative methods in HRM.</td>
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<tr>
<td>Module V</td>
<td>MNC’s and HR Policies. Human Resources Practices and Programs adopted in USA, EUROPEAN and Major Asian countries (Japan, China and India).</td>
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**References**

IB 07 - INTERNATIONAL ECONOMIC ORGANISATIONS

Module I  International Economic Organizations and Development Diplomacy: Regimes and Regimes theory.


Module III  General Agreement on Tariffs and Trade (GATT); World Trade Organisation (WTO); WTO Agreement, Tariff and Non-Tariff restrictions, Investment and transfer of technology, Quota restriction and anti-dumping, Permissible regulations, Dumping of discarded technology and goods in International Markets. Moduleed Nations Conference on Trade and Development (UNCTAD); International Labour Organisation (ILO).

Module IV  Economic Integration and Cooperation-Meaning and Scope, rationale and Objectives, Forms of Integration, Integration Theory. Benefits and Disadvantages of RIAs. Economic Integration of Developed Countries and Developing countries..

Module V  Selected Regional Blocks- NAFTA, EU, ASEAN, SAARC, SAPTA, Indo-Lanka Free trade, Indo-Singapore CECA Globalization vs. Regionalization.

References


IB 08 - INTERNATIONAL LOGISTICS MANAGEMENT
Module I  Marketing Logistics: Concept, objectives and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Concept of customer service.

Module II  General Structure of Shipping: Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping.

Module III  Developments in Ocean Transportation: Containerization; CFS and inland container depots; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements.

Module IV  Air Transport: Air transportation – total cost concept, advantages, freight structure and operations; Carrier consignee liabilities.

Module V  Inventory Control and Warehousing: Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

References


IB09 - INTERNATIONAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR


Module II  Internal Determinants of Buying Behaviour: Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude Change; Personality and psychographics (values and life style analysis).

Module IV  Cross-Cultural: Consumer and Industrial Buying Behaviour; Economic Demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and international marketing implications.

Module V  Innovation Diffusion and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

References


**IB 10 - INTERNATIONAL BUSINESS NEGOTIATIONS**

Module I  Nature of International Business Negotiations: Framework for international business negotiations - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

Module II  Cultural aspects of International Business negotiation. Role of culture, patterns of cross-culture behavior and communication. Importance of understanding the negotiating conventions and expectations between foreign counterparts. Comparative and inter-cultural studies of negotiating behavior.

Module III  Inter-firm negotiation studies: buyers’ negotiating strategies in international sourcing, negotiating sales, export transaction and agency agreements. Negotiating licensing agreements, negotiating international joint ventures, projects. Cooperative negotiation for mergers and acquisitions.

Module IV  Frameworks and support for international business negotiations: multinational, bilateral trade agreements, government supported trade
delegations, international trade fairs, international trading houses, industry associations.

**Module V**  
Ethics in negotiations. Differences from an ethical perspective of the importance of relationship development, negotiating strategies, decision making methods, contracting practices, illicit behaviours such as bribery. Best practices in negotiations, business etiquette. Personality and negotiation skills.

**References**