



**Mahatma Gandhi University**  
MEGHALAYA  
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## **SYLLABUS MANUAL**

# **MANAGEMENT PROGRAMME**

**PROGRAMME CODE--- 210103**

**Bachelor of Business Administration (BBA)**

<b>CODE</b>	<b>SUBJECT</b>	<b>CREDIT</b>
MP11	Principles of management	4
MP12	Managerial economics	4
MP13	Introduction to information technology	4
MP14	Communication skills	4
MP15	Financial accounting	4
MP16	Business law	4
MP17	Marketing Management	4
MP18	Human Resources Management	4
MP19	Logistics Management	4
MP20	Corporate legal framework	4
MP21	Project Management	4
MP22	Management Information System	4
MP23	Production and Operations Management	4
MP24	Organization Behaviour	4
MP25	Training and Development	4
MP26	Advertising and sales Promotion	4
MP27	Quality Management	4
MP28	Management of financial institutions	4
MP29	Security analysis and portfolio management	4
MP30	E-commerce	4
MP31	Enterprise resource planning	4
MP32P	Presentation/Seminar	10
MP33P	Project course work	10

The Bachelor Program consists of 23 Subjects in all. These comprise of Subjects:

Year 1--- MP11 to MP17 & MP32

Year 2 --- MP18 to MP24

Year 3 --- MP25 to MP31 & MP33

## Detailed Syllabus

### **MP11--- Principle of Management**

#### **Unit 1 Introduction to Management**

Introduction, Concept of Management, Definition of Management, Need for Management, Objectives of Management, Evolution of Management, Classical School of Thought, Scientific School of Thought, Behavioral School of Thought, Modern Approach to Management, Management Process, Distinction between Management and Administration, Managers-Executors of Management, Decision-Making, Summary, Key Terms, Exercise

#### **Unit 2 Planning Function of Management**

Introduction, Concept of Planning, Nature of Planning, Importance of Planning, Limitations of Planning, Planning Process, Concept of Strategic Planning, Reasons for Failure of Planning, Summary, Key Terms, Exercise

#### **Unit 3 Organizing Function of Management**

Introduction, Organizing-A Basic Function of Management, Organizing Process, Principle of Organizing, Purpose of Organizing

#### **Unit 4 Concept of Organizational Structure**

Principles of Organizational Structure, Factors Influencing Organizational Structure, Design of Organizational Structure, Characteristics of Organizational Structure, Elements of Organizational Structure, Departmentation, Span of Management, Delegation of Authority, Assigning Responsibility, Organizational Strategy

#### **Unit 5 Staffing**

Organizing the Human Resource, Recruitment, Selection, Compensation, Placement, Induction, Summary, Key Terms, Exercise

#### **Unit 6 Directing Function of Management**

Introduction, Concept of Directing, Definition of Directing, Characteristics of Directing, Importance of Directing,

#### **Unit 7 Personality and Attitude**

Introduction to personality, types and traits of personality, Theories

#### **Unit 8 Learning**

Perception, Motivation (characteristics, types, and theories), Learning Theories

#### **Unit 9 Leadership**

Characteristics, types, and theories, Concept of Supervision,

**Unit 10 Authority**

Concept of Authority, Centralization and Decentralization of Authority, Effectiveness of Delegation, Benefits and Limitations of Delegation, Summary, Key Terms, Exercise

**Unit 11 Conflict, Communication, and Coordination**

Introduction, Concept of Conflict, Classification of Conflict, Sources of Conflict, Outcomes of Conflict, Management of Conflict

**Unit 12 Negotiation**

An Approach to Conflict Resolution, Negotiation Process, Negotiation Strategies

**Unit 13 Communication**

Concept of communication, Communication Process, Types of Communication, Principles of Effective Business Communication, Concept of Coordination, Types of Coordination, Principles of Coordination, Techniques of Coordination, Advantages of Coordination, Summary, Key Terms, Exercise

**Unit 14 Controlling Function of Management**

Introduction, Concept of Controlling, Purpose of Controlling, Process of Controlling, Types of Control, Relationship between Planning and Controlling, Controlling Overall Organizational Performance, Summary, Key Terms, Exercise

**Unit 15 New Concepts in Management**

Introduction, Concept of Entrepreneurship, Meaning of Globalization, Concept of Business Ethics, Corporate Social Responsibility, Objectives of CSR, Benefits of CSR, Concept of Total Quality Management, Summary, Key Terms, Exercise

**Unit 16 Managing Strategies in an Organization**

Introduction, Concept of Strategy, Features and Importance of a Strategy, Concept of Strategic Business Units, Levels of Strategy, Types of Strategies, Concept of Strategic Management, Components of Strategic Management, Process of Strategic Management, Role of Strategic Management, Strategic Management in Marketing, Strategic Management in Finance, Strategic Management in Human Resource, Concept of Strategic Planning, Summary, Key Terms, Exercise

**Reference Books: -**

1. Principles and Practices of Management by Dr. Kiran Nerkar, Dr. Vilas Chopde (Paperback, Dreamtech Press)
2. Introduction to Management by Vijay Pithadia (Ph. D.) (Paperback, Biztantra)
3. Management Principles & Guidelines by Thomas N. Duening (Ph. D.) & John Ivancevich (Ph. D.) (Paperback, Biztantra)

## **MP12--- Managerial Economics**

### **Unit 1 Managerial Economics: Meaning, Nature, Scope, and Importance**

Introduction , Meaning of Economics ,Nature of Economics ,Branches of Economics ,Concept of Managerial Economics, Scope of Managerial Economics, Importance of Managerial Economics, Role of a Managerial Economist, Major Economic Problems , Summary, Key Terms, End of Chapter Exercise

### **Unit 2 Business Objectives of Organizations**

Introduction ,Business Objectives ,Objectives of Business Organizations ,Maximization of Profit , Maximization of Sales Revenue ,Maximization of Organization's Growth Rate ,Maximization of Managerial Utility Function Maximization of Satisfaction, Summary, Key Terms ,End of Chapter Exercise

### **Unit 3 Demand and Supply Analysis**

Introduction, Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand ,Concept of Supply, Determinants of Demand, Law of Demand ,Market Equilibrium: Demand and Supply Equilibrium, Summary, Key Terms, End of Chapter Exercise

### **Unit 4 Elasticity of Demand**

Introduction, Elasticity of Demand ,Types of Elasticity of Demand, Price Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Measurement of Elasticity of Demand, Factors Influencing Elasticity of Demand, Summary, Key Terms, End of Chapter Exercise

### **Unit 5 Demand Forecasting**

Introduction, Objectives of Demand Forecasting, Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Criteria for Efficient Demand Forecasting, Summary, Key Terms, End of Chapter Exercise

### **Unit 6 Utility Analysis and Consumer Behavior Analysis**

Introduction, Utility: A Basis of Consumer Demand ,Total Utility, Marginal Utility , Law of Diminishing Marginal Utility Limitations of Law of Diminishing Marginal Utility, Exceptions to the Law of Diminishing Marginal Utility, Measurement of Utility, Cardinal Utility Concept- A Neo-Classical Approach , Ordinal Utility Concept- A Modern Approach

### **Unit 7 Concept of Consumer Behavior Analysis**

Indifference Curve, Marginal Rate of Substitution, Properties of Indifference Curve ,Criticism of Indifference Curve Concept of Budget Line ,Slope of the Budget Line ,Shifts in Budget Line ,Consumer's Equilibrium through Indifference Curve and Budget Line ,Summary, Key Terms, End of Chapter Exercise

### **Unit 8 Production Analysis**

Introduction ,Concept of Production ,Production Function ,Short-Run Production ,Law of Diminishing Returns Significance of Law of Diminishing Returns, Long-Run Production Iso-Cost Lines ,Producer's Equilibrium, Determination of Producer's Equilibrium, Expansion Path ,Returns to Scale ,Summary, Key Terms, Review Exercise

### **Unit 9 Cost and Revenue Analysis**

Introduction, Concept of Cost, Types of Costs, Economies and Diseconomies of Scale, Concept of Revenue ,Average Revenue, Marginal Revenue , Relationship between Total Revenue and Marginal Revenue, Relationship between Average Revenue and Marginal Revenue, Break-Even Analysis, Summary ,Key Terms , Review Exercise

### **Unit 10 Market and Market Structures**

Introduction, Concept of Market, Types of Market Structures, Purely Competitive Market, Perfectly Competitive Market, Imperfectly Competitive Market, Summary, Key Terms, Review Exercise

### **Unit 11 Pricing and Output Decisions in Different Markets**

Introduction, Price and Output Determination under Perfect Competition , Demand Curve under Perfect Competition, Supply Curve under Perfect Competition ,Time Element in Price Determination under Perfect Competition, Price and Output Determination under Monopoly, Demand and Marginal Revenue under Monopoly, Monopoly Equilibrium in Case of Zero Marginal Cost

### **Unit 12 Price and Output Determination under Monopolistic Competition**

Demand and Marginal Revenue under Monopolistic Competition ,Price-Output Equilibrium under Monopolistic Competition ,Price and Output Determination under Oligopoly , Sweezy's Kinked Demand Curve Model ,Collusion Model- The Cartel, Summary ,Key Terms, Review Exercise

### **Unit 13 Product and Factor Pricing**

Introduction, Concept of Product Pricing, Price and Non-price Competition, Pricing Methods, Cost-based Pricing, Demand-based Pricing, Competition-based Pricing, Product Life Cycle Based Pricing, Other Pricing Methods

### **Unit 14 Concept of Factor Pricing**

Wages, Rent, Interest, Profit, Theories of Factor Pricing, Marginal Productivity Theory, Modern Theory of Factor Pricing Equilibrium of a Firm in Factor Market, Summary, Key Terms, Review Exercise

### **Unit 15 Introduction to Macroeconomics and its Concepts**

Introduction ,Concept of Macroeconomics ,Different Concepts of Macroeconomics ,Meaning of National Income (concepts and measurement),Theory of Employment (Say's Law and Keynesian Theory ,Concept of Business Cycles (phases of business cycles),Concept of Money (Functions, demand, and supply of money)

### **Unit 16 Inflation**

Defining Inflation (types of inflation and measures of controlling inflation), Concept of a Bank (commercial and central bank, credit creation by bank), Concept of International Trade (Globalization and Balance of Payments), Summary, Key Terms, Review Exercises

## **Reference Books: -**

1. Managerial Economics by Prof. (Dr.) Jaswinder Singh (Paperback, Dreamtech Press)
2. Managerial Economics An Economics Foundation for Business Decisions by Barry Keating (Ph. D.) & Holton Wilson (DBA) (Paperback, Biztantra)
3. Managerial Economics by William F. Samuelson, Stephen G. Marks (Paperback, Wiley India)

## **MP13--- Introduction to IT**

### **Unit 1 Introduction to Computer Systems**

Introduction, Defining Computer, Exploring the History of Computer and its Pioneers, Exploring the Basic Parts of a Computer, Computer Software, Summary, Keywords, Review questions, Further Readings

### **Unit 2 Generations and Structure of Modern Computer**

Introduction, First Generation of Computers (1940-1956), Second Generation of Computer (1956-1963), Third Generation of Computer (1964-1971), Fourth Generation of Computer (1971-Present), Fifth Generation of Computer (Present and Beyond), Exploring the Basic Structure of a Computer, Categories of computer,

### **Unit 3 Input and Output devices**

Introduction, Keyboard, mouse, Computer, Trackball, Joystick, Digitizer, Scanner, Printer, Summary, Keywords, Review questions, Further Readings

### **Unit 4 Operating Systems**

Introduction, Processor Management, Job Scheduling, Memory Management, Virtual Storage, Device Management, Information Management, Summary, Keywords, and Review questions, Further Readings

### **Unit 5 Introducing Windows Operating System**

Introduction, Windows 95, Windows 98, Windows 2000, Windows XP, Windows Vista, Windows 7, Exploring Features of Windows OS, Graphical User Interface, Internet Explorer, User Accounts, Internet Information Services, System Backup and Restore. Summary, Keywords, Review questions, Further Readings

### **Unit 6 Introducing Linux**

Exploring Linux Distributions, Exploring Fedora Linux, Introducing the Fedora Desktop, Introducing Linux Files and Directory Structure, Exploring the Terminal Window, Describing the Basic Linux Commands, Working with Files in Linux, Creating, Copying, and Removing Files in Linux, Using Wildcards with the ls

Command, Describing the Linux File Permission, Working with Directories in Linux, Exploring Pipes, Filters, and Redirectors in Linux, Summary, Keywords, Review questions, Further Readings

### **Unit 7 Getting Started with Word 2007**

Introduction, History of Microsoft Word, Starting and Quitting Word 2007, Exploring Word 2007 Interface Features, Creating, Saving, Opening, and Closing a Word Document, Editing and Formatting Text, Working with Header and Footer, Summary, Keywords, Review questions, Further Readings.

### **Unit 8 Working with Tables and Mail Merge**

Introduction, Performing Basic Operations on Tables, Performing Advanced Operations on Tables, Using Mail Merge, Summary, Keywords, Review questions, Further Readings

### **Unit 9 Getting Started with Excel 2007**

Introduction, Understanding Excel 2005, working with a Workbook in Excel 2005, working with Data in a Worksheet, Understanding Advanced Operations in a Worksheet, Exploring Data Ranges, Summary, Keywords, Review questions, Further Readings

### **Unit 10 Working with Formulas and Functions in Excel 2007**

Introduction, Understanding Formulas in Excel 2007, working with a Formula, Exploring Functions, Understanding What-If Analysis, Understanding the Statistical Functions, Summary, Keywords, and Review questions, Further Readings

### **Unit 11 Working with Graphs in Excel 2007**

Introduction, Creating a Graph, Changing the Graph Layout, Changing the Graph Styles, Changing the Graph Type, Adding a Graph Title, Adding Axis Titles, Adding Data Labels, Adding a Legend, Adding Gridlines, Formatting Graph Objects, Changing the Graph Data, Resizing and Moving Graphs, Working with 3-D Graphs, Printing a Graph, Summary, Keywords, Review questions, Further Readings.

### **Unit 12: Getting Started with PowerPoint 2007**

Introduction, History of PowerPoint, Features of PowerPoint, Starting PowerPoint 2007, Exploring the PowerPoint 2007 UI, Creating a New Presentation in PowerPoint 2007, Adding and Removing Slides in PowerPoint 2007, Saving a Presentation in PowerPoint 2007, Opening an Existing Presentation in PowerPoint 2007, Closing a Presentation in PowerPoint 2007, Getting Help in PowerPoint 2007, Quitting PowerPoint 2007, Summary, Keywords, Review questions, Further Readings.



### **Unit 13 Working with Text, Graphs, and Multimedia in PowerPoint 2007**

Introduction, Working with Text in PowerPoint 2007, working with Graphs, Working with Multimedia, Working with Animations, Summary, Keywords, Review questions, Further Readings

### **Unit 14 Introduction to Networking**

Introduction, The Convergence of Computing with Communication, The OSI Model, Understanding the Basics of Networking, Need for Networking, Basic Components of a Network , Exploring the Types of Networks, Architectural Model, Network Topologies , Protocols, Networking Cables, Networking Devices, Network Interface Card, Protocols , Transmission Modes, Transmission Media, Security, Virus and Its Types, Antivirus, Firewall, Summary, Keywords , Review questions ,Further Readings.

### **Unit 15 Getting Started with Internet**

Introduction, Internet Protocols, Defining E-mail, Defining Chatting, Surfing and Searching the Internet, Web Page, Web Browser, Web Server, Website, Defining Domain Name System , Website Hosting, Exploring Blogs and Forums, Summary, Keywords , Review questions ,Further Readings.

### **Unit 16 Working with HTML**

Introduction, Exploring HTML Tags, Creating an HTML Document, Saving the HTML Document, Viewing the HTML Document in a Web Browser, Summary, Keywords, Review questions, Further Readings

#### **Reference Books: -**

- **Computer Applications in Management** by Niranjan Shrivastava (Paperback, Dreamtech Press)
- **Management Information Systems** by Shubhalakshmi Joshi, Smita Vaze (Paperback, Biztantra)
- **Comdex Computer Course Kit** by Vikas Gupta (Paperback, Dreamtech Press)

#### **MP14--- Communication Skills**

##### **Unit 1: Basics of Communication**

Introduction, Concept of Communication, Importance of Communication, Objectives of Communication, Process of Communication, Types of Communication

## **Unit 2 Organizational pyramid**

Formal & Informal Channels of Communication, The Grapevine, Direction of Communication, Downward Communication, Upward Communication, Horizontal Communication, Diagonal Communication, C's of Communication, Summary, Keywords, Review questions, Further Readings

## **Unit 3: Verbal Communication**

Introduction, Verbal communication and its types ,Oral communication , Advantages of Oral communication, Limitations of Oral communication ,Written communication , Advantages of written communication, Limitations of written communication, Summary , Keyword, Review questions ,Further Readings

## **Unit 4: Listening Skills**

Introduction, Listening Skills, Types of listening skills, Barriers to effective listening, how to make listening effective, Ten Commandments of listening, Summary, Keywords, Review questions, Further Readings

## **Unit 5: Non- Verbal Communication**

Introduction, Non-Verbal Communication, Body language, Para language, Summary, Keywords, Review questions, Further Readings

## **Unit 6: Communication Barriers**

Introduction, Communication Barriers, Types of Communication Barriers, Physical Barriers, Personal Barriers, Organizational Barriers, Socio-psychological Barriers, Semantic Barriers, Overcoming the Barriers, Summary, Keywords, Review questions, Further Readings

## **Unit 7: Effective Speeches**

Introduction, Characteristics of a Good Speech, Delivering a Speech, Summary, Keywords, Review questions, Further Readings

## **Unit 8: Effective Presentation**

Introduction, Purpose of Presentation, Essential features of a Good Presentation, Summary, Keywords, Review questions, Further Readings

## **Unit 9: Business Correspondence**

Introduction, Business Correspondence, Importance of Business Correspondence

## **Unit 10 Business letters**

Business Letters, Important features of a good business Letter, Parts of a business letter, Layout of Letters, Types of Letters, Enquiry Letter, Quotation Letter, Order Letter, Complaint Letter, Recovery Letter, Summary , Keywords , Review questions , Further Readings

## **Unit 11 Writing a Cover Letter**

Introduction, Cover letter and its importance, Purpose of a cover letter, Guidelines to write a good cover letter, Essential features of a cover letter, Types of the cover letter, Summary, Keywords, Review questions, Further Readings

## **Unit 12 Report Writing Press Release**

Introduction, Report Writing, Importance of Report Writing, Essential features of a good report, Principles of drafting a report, Format of a Report

## **Unit 13 Press Release**

Press Release, Essential features of a good press release, e-mail writing, Summary, Keywords, Review questions, Further Readings

## **Unit 14: Introduction to Grammar**

Introduction, Grammar and its importance , Parts of Speech, Noun, Pronoun, Adjective, Verb, Adverb, Preposition, Conjunction, Interjection, Subject- Verb Agreement and its rules , Articles and its types , Correct Usage of articles , Omission of Articles , Tenses , Types of Tenses ,Summary, Keywords , Review questions ,Further Readings

## **Unit 15: Vocabulary Building**

Introduction, Colloquial Phrases, Synonyms, Antonyms, and Words Often Confused, One Word Substitution.

## **Unit 16 Reading Comprehension**

Précis, Paragraphs for Reading and Comprehending, Summary, Keywords, Review questions, Further Readings

### **Reference Books: -**

- **Business Communication** by Sangeeta Magan (Paperback, Biztantra)
- **Contemporary Business Communication** (Fifth Edition) by Scot Ober (Paperback, Biztantra)
- **Contemporary Business English** by Scot Ober (Paperback, Biztantra)

## **MP15---Financial Accounting**

## **Unit 1: Basic Concepts of Accounting**

Introduction, Concept of Accounting, Objectives of Accounting, Functions of Accounting, Book keeping and accounting, Advantages of Accounting, Limitations of Accounting, Nature of Accounting, Users of Accounting Information, The role of Accounting, Branches of Accounting, Financial Accounting

## **Unit 2 Cost Accounting**

Principles and concepts, Summary, Key Words, Review Questions, Further Readings

## **Unit 3 Management Accounting**

Theories, concepts, Summary, Key Words, Review Questions, Further Readings

## **Unit 4: Accounting Concepts, Principles, and Standards**

Introduction, Basic Accounting Concepts, Business Entity Concept, Dual Aspect Concept, Going Concern Concept, Accounting Period Concept, Money Measurement Concept, Cost Concept, Periodic Matching of Cost and Revenue Concept, Verifiable Objective Evidence Concept, Realization Concept, Accrual Concept, Disclosure Concept, Materiality Concept, Consistency Concept, Conservatism Concept

## **Unit 5 Accounting Principles**

Defining Accounting Principles, Features of Accounting Principles, GAAP, Summary, Key Words, Review Questions, Further Readings

## **Unit 6 Accounting Standards**

Significance of Accounting Standards, Functions of Accounting Standards, Process of Setting Accounting Standards, Accounting Standards in Indian, International Financial Reporting Standards (IFRS), Summary, Key Words, Review Questions, Further Readings

## **Unit 7: Accounting Process: Recording of Transactions**

Introduction, Process of Accounting, Accounting Equation, Summary, Key Words, Review Questions, Further Readings

## **Unit 8 Bookkeeping**

Classification of Accounts, Double Entry Bookkeeping System ,Significance of Double Entry Bookkeeping System, ,Summary, Key Words, Review Questions, Further Readings

### **Unit 9 Journalizing**

Rules for Debit and Credit, Journal Entry, Steps in Journalizing, Compound Journal Entry, Ledger Books, Difference between Journal and Ledger, Ledger Posting, Balancing the Ledger, Subsidiary Books, Summary, Key Words, Review Questions, Further Readings

### **Unit 10 Trial Balance**

Introduction, Concept of Trial balance, Objectives of Trial Balance, Methods of Preparing a Trial Balance, Limitations of Trial Balance, Summary, Key Words, Review Question, Further Readings

### **Unit 11 Rectification of Errors**

Rectification of Errors, Errors of Omission ,Errors of Commission , Errors of Principle, Compensating Errors, Locating the Errors, Suspense Account, Summary, Key Words, Review Question, Further Readings

### **Unit 12 Preparation of Financial Statements**

Introduction, Financial Statements ,Objectives of Financial Statements, Concept of Capital and Revenue Expenditure, Classification of Financial Statements, Trading Account, Profit and Loss Account, Balance Sheet, Adjustments in the Preparation of Financial Statements, Closing Stock, Outstanding Expenses, Prepaid Expenses, Accrued Income, Income Received in Advance, Depreciation, Bad Debts and Provision for Doubtful Debts, Provision for Discount on Debtors, Manager's Commission, Summary, Key Words, Review Questions, Further Readings

### **Unit 13 Depreciation**

Introduction, Definition of Depreciation, Need for Charging Depreciation, Factors Affecting the Computation of Depreciation

### **Unit 14 Methods of Calculating Depreciation**

Straight Line Method, Written Down Value Method, Sum of Years' Digits Method, Inventory Method ,Annuity Method, Depreciation Fund Method, Insurance Policy Method ,Depletion Method of Depreciation of Natural Resources, Machine Hour Rate Method, Criteria for Selecting the Depreciation Method, Summary, Key Words, Review Questions, Further Readings

## **Unit 15 Bank Reconciliation Statement**

Introduction, Definition of Bank Reconciliation Statement, Need for Bank Reconciliation Statement, Bank Passbook/ Bank Statement, Causes of Difference between Cash Book and Passbook Balances,

## **Unit 16 Preparing a Bank Reconciliation Statement**

Procedure of Preparing a Bank Reconciliation Statement, Summary, Key Words, Review Questions, Further Readings

### **Reference Books: -**

- **Financial Management** by Anil Kr. Dhagat (Paperback, Dreamtech Press)
- **Financial Management** (Second Edition) by Paresh Shah (Ph. D.) (Paperback, Biztantra)
- **Financial Wisdom: Finance for Non Finance Executives** by A.P. Dash (Ph. D.) (Paperback, Biztantra)

## **MP16---Business Law**

### **Unit 1 Introduction to International Business Law**

Objectives, Understanding International Business Law, Public International Law and Private International Law, International Trade, Key Terms, Summary, Questions and Exercises, Further Readings

### **Unit 2 International Environment**

International Legal, Political and Economic Environment, International Treaties and Convention, International Organizations: Roles and Functions, Key Terms, Summary, Questions and Exercises, Further Readings

### **Unit 3 Introduction to Company Law**

Objectives, Concept of a Company, Characteristics of Companies, m Promotion and Incorporation of Companies, Memorandum of Association, Articles of Association, Prospectus, Key Terms, Summary, Questions and Exercises, Further Readings

### **Unit 4 Company Administrations and Management**

Company Administrations and Management, Membership, Company Meeting, Winding up of a Company, Keywords, Summary, Questions and Exercises Further Readings

### **Unit 4 Business Law in India**

Objectives, Introduction to Business Law , Indian Contract Act 1872, General Principles of Contract, Exceptions to the Rule - No Consideration, No Contract, Contingent Contracts , Quasi-Contracts, Discharge of Contracts, Key Term, Summary, Questions and Exercises, Further Readings

## **Unit 5 Indemnity and Guarantee**

Indemnity and Guarantee, Bailment and Pledge, Law of Agency, Key Term, Summary, Questions and Exercises, Further Readings

## **Unit 6 Contract of Sale of Goods**

Objectives, Meaning of Contract of Sale of Goods, Features of Contract of Sale, Sale of Goods and Agreement to Sell, Sale and Hire Purchase, Conditions and Warranties , Concept of Delivery of Goods , The Doctrine of 'Caveat Emptor', Transfer of Property, Unpaid Seller, Key Term, Summary, Questions and Exercises, Further Readings

## **Unit 7 Employment Relations**

Objectives, Understanding Employment Relations, Law of Employment, Elements of Employment Contract, Unfair Dismissal and Wrongful Dismissal, Health and Safety Legislation, Impact of Non-compliance with Health and Safety Legislations, Key Terms, Summary, Questions and Exercises, Further Readings

## **Unit 8 Introduction to Corporate Governance**

Objectives, Defining Corporate Governance, Historical Perspective of Corporate Governance, Guidelines of Corporate Governance, Need for Corporate Governance, Corporate Governance in India, Issues in Corporate Governance, Key Terms, Summary, Questions and Exercises, Further Readings

## **Unit 9 Board of Directors (BOD)**

Introduction of Board of Directors (BOD), Roles of BOD, Power of BOD, Structure of Board, Key Terms, Summary, Questions and Exercises, Further Readings

## **Unit 10 Regulatory Governance Framework for Companies and Stakeholders Benefits**

Regulatory Governance Framework for Companies and Stakeholders Benefits, Effects of Public Policies on Organizations , The Environmental Protection Act, 1986, Environment and Environment Pollutants, Role and Power of Central Government in Environment Protection, The Wildlife Protection Act, 1972, Key Words, Summary, Questions and Exercises, Further Readings

## **Unit 11 Management of Foreign Exchanges**

Objectives, Foreign Exchange Market, Foreign Exchange Risk, Managing Foreign Exchange Risk, Foreign Exchange Management Act 1999, Objectives of Foreign Exchange Management Act, Scope of Foreign Exchange Management Act, Features of Foreign Exchange Management Act, Key Words, Summary, Questions and Exercise, Further Readings

## **Unit 12 EXIM Principles**

Objectives, Introduction, United Nations Commission in International Trade Law (UNCITRAL), International Bill of exchange, Key Words, Summary, Questions and Exercise, Further Readings

### **Unit 13 EXIM TRANSACTIONS PROCEDURES**

Letter of Credit, Bill of Lading, Export-Import Documentation and Procedure, Summary, Key Terms, Questions and Exercises, Further Readings

### **Unit 14 Different Legal Traditions & Systems**

Socialist legal Systems (Vietnam; China), Theocratic legal Systems (Pakistan; Saudi), Traditional legal systems (Within others), Authoritarian legal systems (military & civilian), Key Words, Summary, Questions and Exercise, Further Readings

### **Unit 15 International Commercial Law System**

Public International Law: Definition, scope, basic principles, Private International Law: Definition and scope, Choosing economic policy: protectionism or “free trade”, Role of the state in establishing the commercial framework , Role of business in establishing “private” agreements as to rules of the , transaction or relationship, CISG (Convention on Sales of Goods), UNIDROIT Principles on International Commercial Contracts, Int’l Chamber of Commerce ICC) or AAA rules for arbitration) , Key Words, Summary, Questions and Exercise, Further Readings

### **Unit 16 Supra-national law at the regional level**

Regional Economic Integration (REI)-principles and applications, Focus on ASEAN (and perhaps EU based on class composition and interest), Regional ( & ASEAN) performance and concerns, Unity within ASEAN; disunity in state external economic relations, Relationship to global (WTO) trade actions, Relationship to bilateral trade actions (and entry of non-ASEAN goods into ASEAN)., Dominance by regional economic powers, ASEAN protectionism-global non-competitiveness, ASEAN-The prominence of the security agenda, Key Words, Summary, Questions and Exercise, Further Readings

#### **Reference Books: -**

- **Corporate Governance** by Sumeet Khurana (Paperback, Dreamtech Press)
- **Business Law For Managers** (2006-2007 Ed.) by Prof. (Commodore) P.K. Goel (Paperback, Biztantra)
- **Corporate Governance: Principles, Mechanisms & Practice** by Swami (Dr.) Parthasarathy (Ph. D.) (Paperback, Biztantra)

### **MP17--- Marketing Management**

#### **Unit 1 Fundamentals of Marketing**

Introduction, Concept of Marketing, Evolution of Marketing, Production Era, Sales Era, Marketing Era



## **Unit 2 Scope of Marketing**

Scope of Marketing, Objectives of Marketing, Core Concepts of Marketing, Market, Needs and Wants, Exchange, Value, Demand

## **Unit 3 Philosophies of Marketing Management**

Philosophies of Marketing Management, Production Concept, Product Concept, Selling Concept, Marketing Concept, Societal Marketing Concept

## **Unit 4 Marketing Environment**

Micro Environment, Macro Environment, Marketing Mix Elements, Summary, Key Words, Review Questions, Further Readings

## **Unit 5 Principles and Precepts of Marketing Management**

Introduction, Marketing Research, Process of Marketing Research, Marketing Information System, , Segmentation of Market, Definition of Market Segmentation, Basis of Market, Levels of Market Segmentation, Patterns of Market Segmentation, Process of Market Segmentation, Requirements for Effective Segmentation, Target Market Selection Process, Evaluating the Market Segment, Selecting the Market Segment, Tools for Competitive Differentiation, Developing a Positioning Strategy  
Summary, Key Words, Review Questions, Further Readings

## **Unit 6 Product Decisions**

Introduction, Concept of Product, Levels of Product, Product Classification, Product Differentiation and its Basis, Product Line Analysis, Product Mix Analysis, New Product Development, New Product Adoption, New Product Diffusion, Concept of Product Life Cycle

## **Unit 7 Brand Management**

Process of Branding, Brand Identity, Brand Equity, Brand Loyalty, Brand Repositioning, Challenges of Product Branding Product Packaging, Product Labeling, Summary, Key Words, Review Questions, Further Readings

## **Unit 8 Pricing Decisions**

Introduction, Concept of Pricing, Price and Non-price Competition, Factors Affecting Pricing Decisions, Pricing, Decision Framework, Pricing Methods, Cost-based Pricing, Demand-based Pricing, Competition-

based Pricing, Other Pricing Methods, Pricing Strategies, Differential Pricing, Promotional, Pricing, Product Line Pricing, New Product Pricing, Psychological Pricing, Summary, Key Words, Review Questions, Further Readings

### **Unit 9 Distribution Decisions**

Introduction, Concept of Distribution Channel, Design of Distribution Channel, Levels of Distribution, Types of Distribution Channel Direct Distribution Channel, Indirect Distribution Channel, Hybrid (Mixed) Distribution Channel, Importance and Functions of Distribution Channel, Monitoring and Managing Distribution Channel, Members of Distribution Channel Concept of Marketing Systems, Vertical Marketing System, Horizontal Marketing System, Summary, Key Words, Review Questions, Further Readings

### **Unit 10 Warehouse Management System**

Wholesalers, Retailers, Introduction to Logistics, Warehouse Management System, Summary, Key Words, Review Questions, Further Readings

### **Unit 11 Communication Mix in Marketing**

Introduction, Concept of Communication, Types of Communication, Verbal Communication, Nonverbal Communication, Written Communication, Visual Communication, Marketing Communication Mix, Summary, Key Words, Review Questions, Further Readings

### **Unit 12 Advertising**

Advertising, Direct Marketing, Personal Selling, Public Relations, Sales Promotion, Marketing Communication Process, Summary, Key Words, Review Questions, Further Readings

### **Unit 13 Marketing Strategies**

Introduction, Concept of Marketing Strategies, Porter's Generic Strategies, Porter's Five Forces Model, Marketing Warfare Strategy, Goal Attacking Strategy, Market Expansion Strategies, Expansion through Concentration , Expansion through Integration, Expansion through Diversification, Expansion through Cooperation, Expansion through Internationalization, Expansion through Digitalization, Summary, Key Words, Review Questions, Further Readings

### **Unit 14 Marketing Theories**

Boston Consulting Group Matrix, GE Nine Cell Matrix, Ansoff's Product-Market Growth Strategy, Strategies Adopted by Different Marketers, Summary, Key Words, Review Questions, Further Readings

## **Unit 15 Neo-Marketing Trends**

Introduction, Introduction to Web-based Marketing, Network Marketing Management, Multilevel Marketing, Customer Relationship Management, Green Marketing Management, Event Marketing Management , Opportunities in Event Marketing, Sponsorship, Cause-related Marketing Management, Rural Marketing Management, Global Marketing Management, Marketing for Nonprofit Organizations Summary, Key Words, Review Questions, Further Readings

## **Unit 16 Customer Relationship Marketing**

Customer Life Cycle, Consumerism, Summary, Key Words, Review Questions, Further Readings

Reference Books:-

**Marketing Management** by Prof. (Dr.) P. K. Chopra, Bhawna Mehra (Paperback, Dreamtech Press)

**International Marketing** by Dr. Shakeel Ahmad Siddiqui (Paperback, Dreamtech Press)

**Contemporary Indian Cases in Marketing** (2006-07 Ed.) by Dr. Mukesh Pandey (Paperback, Biztantra)

**Marketing Management** by Prof. Vijay Prakash Anand (Paperback, Biztantra)

## **MP18--- Human Resource Management**

### **Unit 1 Overview of HRM**

Introduction, Concept of HRM, Features of HRM, Objectives of HRM, Functions of HRM, Scope of HRM, Difference between Human Resource Management and Personnel Management, Limitations of HRM, Careers in HRM, Summary, Keywords, Review questions, Further Readings

### **Unit 2 Human Resource Planning**

Introduction, Concept of HRP, Features of HRP, Process of HRP, Methods used for HRP, Difficulties in HRP, Pre-Requisites for successful HRP, Integrating HRP into Strategic Planning, Summary , Keywords , Review questions , Further Readings

### **Unit 3 Job Analysis**

Introduction, Job Analysis, Uses of Job Analysis, Steps in job analysis, Techniques for Collecting the Job Analysis Data

### **Unit 4 Job Description**

Job Description, Purpose of Job Description, Limitations of Job Description, Guidelines for writing an effective Job Description, Summary, Keywords, Review questions, Further Readings

## **Unit 5 Job Specification and Job Evaluation**

Job Specification, Purpose of Job Specification, Guidelines for preparing Job Specification, Job Design, Job Evaluation, Objectives of Job Evaluation, Procedure of Job Evaluation, Limitations of Job Evaluation, Methods of Job Evaluation, Summary , Keywords , Review questions , Further Readings

## **Unit 6 Recruitment and Selection**

Introduction , Recruitment, Objectives of Recruitment , Types of Recruitment, Process of Recruitment , Sources of Recruitment Policies, Strategic Issues in Recruitment, Selection, Process of Selection , Techniques in Selection, Induction and Orientation, Purpose of Induction and Orientation , Induction and Orientation Program, Requisites of an Effective Induction and Orientation Program Placement , Summary , Keywords , Review questions , Further Readings

## **Unit 7 Training and Development**

Introduction , Training of Human Resource ,Nature of Training ,Objectives of Training , Importance of Training, Role of a Trainer , Methods of Training , Process of Training , Development of Human Resource, Objectives of Development of Human Resource, Human Resource Development Mechanism , Human Resource Development for Organizational Effectiveness, Summary , Keywords, Review questions , Further Readings

## **Unit 8 Performance Appraisal**

Introduction , Concept of Performance Appraisal , Objectives of Performance Appraisal, Process of Performance Appraisal Methods of Performance Appraisal , Benefits of Performance Appraisal , New trends in Performance Appraisal , Concept of Potential Appraisal , Defining Potential Appraisal , Features of Potential Appraisal , Potential Appraisal versus Performance Appraisal , Challenges Faced in Performance Appraisal , Summary , Keywords , Review questions , Further Readings

## **Unit 9 Change Management**

Introduction, Concept of Change , Scope of Change, Drivers of Change, Models of Change, Principles of Change, Process of Change Types of Change , Change Management , Challenges Faced During Change Management, Change Management Failure Interventions in Managing Change, Summary , Keywords , Review questions , Further Readings

## **Unit 10 Career Planning**

Introduction, Concept of Career , Features of Career, Career Anchors, Career Stages, Career Planning, Features of Career Planning, Objectives of Career Planning, Process of Career Planning , Benefits of Career Planning , Problems in Career Planning Career Planning Vs. Human Resource Planning, Role of Psychometrics Testing in Career Planning

## **Unit 11 Succession Planning**

Succession Planning Features of Succession Planning , Scope of Succession Planning , Career Planning Vs. Succession Planning , Summary , Keywords , Review questions , Further Readings

### **Unit 12 Maintenance of Human Resource**

Introduction, Defining Human Resource Maintenance, Human Resource Audit, Encouraging Good Performance of Human Resource Promotion, Transfer, Demotion, Quality of Work Life, Summary , Keywords , Review questions , Further Readings

### **Unit 13 Compensation Management**

Introduction, Concepts of Compensation, Job Evaluation and compensation, Pre-Requisites for Effective Job Evaluation Objectives of job Evaluation, Significance of Job Evaluation, Concept of Wages, Salaries, and Fringe Benefits, Wage Salary , Fringe Benefits, A New Trend in Compensation-Employee Stock Options, Summary , Keywords , Review questions, Further Readings

### **Unit 14 Latest Trends in Human Resource Management**

Introduction, Human Resource Information System, Objectives of Human Resource Information System, Designing Human Resource Information System, Benefits of Human Resource Information Systems, Summary, Keywords, Review questions, Further Readings

### **Unit 15 Total Quality Management**

Total Quality Management , Need of Total Quality Management, Benefits of Total Quality Management, Implementation of TQM, Kaizen – A Continuous Improvement Philosophy, Quality Circles Benefits of Quality Circles, Limitations of a Quality Circle, Collective Bargaining Summary , Keywords , Review questions , Further Readings

### **Unit 16 International human resource management**

International Human Resource Management, Types of International Organizations, Differences between International and Domestic Human Resource Management, International Human Resource Management Practices, Knowledge Management, Need for Knowledge Management, Managing the Flow of Knowledge, Knowledge Management in Multinational Companies, Summary, Keywords, Review questions, Further Readings

Reference books:-

**Human Resource Management** by P. K. Gupta (Paperback, Dreamtech Press)

**Human Resource Management** (Third Edition) by Lawrence S. Kleiman (Paperback, Biztantra)

**Training & Development** (Indian Text Edition) by B. Janakiram (Ph. D) (Paperback, Biztantra)

### **MP19--- Logistics Management**

## **Unit 1 Introduction to Logistics Management**

Introduction, Concept of Logistics, Definition of Logistics, Types of Logistics Summary, Keywords, and Review questions Further Readings

## **Unit 2 Logistics management**

Logistics management, Development of Logistics , Role of Logistics in economy, Logistics and Supply Chain Management Logistics and Competitive advantage Summary, Keywords, Review questions Further Readings

## **Unit 3 Supply Chain Management**

Need, components and design.

## **Unit 4 Logistics Mix**

Logistics Mix ( warehousing, inventory control, packaging, transportation) , Summary, Keywords, Review questions Further Readings

## **Unit 5 Inventory Management**

Introduction, Concept of Inventory, Importance of inventory management, Types of Inventory, Inventory Costs, Inventory Performance Measures, Inventory Planning Measures, Summary, Keywords, Review questions, Further Readings

## **Unit 6 Transportation Management**

Introduction, Concept of Transportation, Transportation modes, Rail, Highway, Water, Pipeline, Air Summary, Keywords, Review questions, Further Readings

## **Unit 7 Transportation Selection and Decision**

Transportation Selection and Decision, Transportation Cost, Summary, Keywords, Review questions, Further Readings

## **Unit 8 Warehousing**

Introduction, Concept of warehousing , Need for warehousing management, Evolution of warehousing , Functions of Warehouses, Types of warehouses , Warehousing costs Summary , Keywords , Review questions , Further Readings

## **Unit 9 Warehousing Strategies**

Warehousing Strategies, Significance of warehousing in logistics, Summary, Keywords, Review questions, Further Readings

## **Unit 10 Logistical Packaging**

Introduction, Concept of Logistical Packaging, Design Consideration in Packaging, Types of packaging material Packaging Costs , Summary ,Keywords , Review questions , Further Readings

### **Unit 11 International Logistics**

Introduction, Concept of International Logistics, Components of International Logistics, Importance of International Logistic, Methods of Entry in Foreign Markets, International Commercial Documents, International Insurance , International Transportation , Export Packaging , Summary , Keywords , Review questions , Further Readings

### **Unit 12 material handling**

Material handling, packaging, customer service

### **Unit 13 Logistic information systems**

Logistic information systems: Need, components and design.

### **Unit 14 Containerization**

Containerization, requirements, types of containerization, routing,

### **Unit 15 Logistic organization**

Logistic organization, Types of organizations, Departmentation, line and staff organizations

### **Unit 16 EOQ MODELS**

Introduction, EOQ Models, ABC and VED Analysis

### **Reference Books:-**

- **International Logistics** by Pierre David (Ph. D.) (Paperback, Biztantra)
- **Global Operations And Logistics: Text And Cases** by Philippe-Pierre Dornier, Ricardo Ernst, Michel Fender, Panos Kouvelis (Paperback, Wiley India)
- **Logistics Management** by Satish C Ailawadi, Rakesh Singh (Paperback, PHI)

### **MP20 ---Corporate Legal Framework**

#### **Unit 1 Introduction to Corporate Legal Framework**

Introduction, Concept of Corporate Legal Framework (Corporate Legal Framework is set by CG), Need for Corporate Legal Framework, Effect of legal framework on organizations , Economic policies , Monetary policies , Fiscal policies , Physical Controls, Summary, Keywords , Review questions , Further Readings

#### **Unit 2 Corporate Governance**

Corporate Misgovernance in India, Obligations of Corporate Governance, Obligations towards Society, Obligations towards Investors, Obligations towards Employees, Obligations towards Customers, Summary, Keywords , Review questions , Further Readings

### **Unit 3 Shareholder's Rights and Privileges**

Introduction, Rights of Shareholders, Views of Various Committees on the Protection of Shareholder Rights, Views of Working Group on Companies Act, 1992, Views of Confederation of Indian Industry (CII), 1992, Views of Kumar Mangalam Birla Committee, 1999, Views of Naresh Chandra Committee, Views of Narayan Murthy Committee, 2003, Guidelines for the Protection of Shareholders' Rights and Responsibilities, Summary, Keywords, Review questions, Further Readings

### **Unit 4 Securities and Shareholder's Protection in India**

Trading of Securities, Transfers of Securities, Poor Record of Shareholders' Protection in India, Summary, Keywords, Review questions, Further Readings

### **Unit 5 Investor Protection and Corporate Legal Framework**

Introduction, Defining Investor Protection, Relationship between Investor Protection and Corporate Legal Framework , Stealing the Investors' Funds, Rights of Investors, Protecting Investors' Rights, Investor Protection and Ownership Control, Investor Protection and the Financial Market, Investor Protection in the Indian Scenario, Views of N.K. Mitra Committee on Investor Protection, Investors' Problems in India, Issues in Investor Protection, Scams affecting Investor Protection, The Evaluation of SEBI's Performance, Summary, Keywords , Review questions , Further Readings

### **Unit 6 Board of Directors**

Introduction, Role of Board of Directors, Corporate Management Structure, Definition of a Director, Types of Directors, Eligibility of a Director, Remuneration of a Director, Limitations of a Director, Role of Directors in setting Corporate Legal Framework, Power of the Board, Role of the Board, Summary, Keywords , Review questions , Further Readings

### **Unit 7 Duties of a director, Responsibilities of a director, Liabilities of a director**

Introduction, Duties of a Director, Responsibilities of a Director, Liabilities of a Director, Summary, Keywords , Review questions , Further Readings

### **Unit 8 Remuneration of a Director**

Introduction, Remuneration of a Director, Summary, Keywords, Review questions, Further Readings



## **Unit 9 Concept of Audit**

Introduction, Objectives of Audit, Types of Audit, Responsibilities of an Audit Firm, Auditing in Indian Scenario, Naresh Chandra Committee, Companies (Amendment) Bill, 2003, Companies (Auditor's Report) Order (CARO), 2003, Role of an Auditor, Types of Auditors, Duties of an Auditor, Responsibilities of an Auditor, Summary, Keywords, Review questions , Further Readings

## **Unit 10 Audit and Corporate Governance**

Audit and Corporate Governance, Cost Audit/ Internal Audit and Corporate Governance, Quality Audit and Corporate Governance, Summary, Keywords, Review questions , Further Readings

## **Unit 11 Corporate Legal Framework in Banks**

Introduction, Need of Corporate Legal Framework in Banks, World Bank's Initiatives towards Corporate Legal Framework, Role of Basel Committee on Banking Supervision, Basel-II and Risk Management, Corporate Governance and RBI, Sound Corporate Governance Practices- Setting legal framework , Summary , Keywords , Review questions , Further Readings

## **Unit 12 Business Ethics**

Introduction, Concept of Business Ethics, Importance of Business Ethics, Ethics and the Indian Corporate Culture, Causes and Issues of Unethical Behavior, Corporate Legal Laws and Ethics, Summary, Keywords, Review questions, Further Readings

## **Unit 13 Corporate Social Responsibility**

Concept of Corporate Social Responsibility, Definition of Corporate Social Responsibility, Scope of Corporate Social Responsibility, Importance of Corporate Social Responsibility, Corporate Social Responsibility in the Indian Scenario, Summary, Keywords, Review questions, Further Readings

## **Unit 14 Environmental Concerns**

Concept of Environmental Concerns in Corporate Governance, Environmental Concerns for Organizations, Environmental Management in India, Summary, Keywords , Review questions , Further Readings

## **Unit 15 Competition Acts**

Introduction, Concept of Competition , Benefits of Competition, Types of Competition, Restricting Competition, Competition and Ownership Control, Essentials of a Sound Competition Policy, Competition and Stakeholder's Benefits, Formation of Indian Competition Act, 2002, Objectives of Competition Bill, The

Competition Act, 2002, Three Areas of Concern for Competition Act, 2002 , Summary, Keywords, Review questions , Further Readings

## **Unit 16 MRTP And Competition Act**

Monopoly and Corporate Governance, Difference between the Competition Act, 2002 and the MRTP Act, Summary, Keywords, Review questions, Further Readings

### **Reference Books:-**

**Corporate Governance** by Sumeet Khurana (Paperback, Dreamtech Press)

**Business Ethics: An Indian Perspective** by Prof. (Col.) P.S Bajaj & Dr. Raj Agrawal (Ph. D.) (Paperback, Biztantra)

**Corporate Governance: Principles, Mechanisms & Practice** by Swami (Dr.) Parthasarathy (Ph.D) (Paperback, Biztantra)

## **MP21--- Project Management**

### **Unit 1 Introduction to Project Management**

Introduction, Concept of a Project, Characteristic of a Project, Project Cycle, Project Process, Project Resources, Scope of a Project, Project Cost, Project Management, Objective of Project Management, Advantages of Project Management, Project Management Life Cycle, Analysis and Evaluation phase, Marketing Phase, Design Phase, Inspecting, Testing, and Delivering Phase, Post Completion Phase, Summary, Keywords, Review Question

### **Unit 2 Principles of Project Management**

Principles of Project Management, Summary, Keywords, Review Questions

### **Unit 3 Project Manager and Project Team**

Introduction, Qualities of a Project Manager, Functional Areas of a Project Manager, Responsibilities of a Project Manager , Selection of a Project Manager, Summary, Keywords, Review Questions

### **Unit 4 Project Team**

Formation of a Project Team, Problems of a Project Team, Cultural Differences, Matrix Team Problem, Intra-Team Conflict, Summary, Keywords, Review Questions

### **Unit 5 Project Planning**

Introduction, Concept of Project Planning, Steps in Project Planning, Project Planning Tools, Project Organization, Project Structure, Project Key Personnel

## **Unit 6 Project Management Team**

Project Management Team, Key Stakeholders, Key Resources , Work Breakdown Structure , Task Duration, Project Team Development, Project Planning Estimation, Purpose of Estimation, Essentials of Estimation, Estimation Tools, Summary, Keywords, Review Questions

## **Unit 7 Market Analysis in Project Management**

Introduction, Concept of Market Analysis , Collection of Market Information, Factors Affecting Market Information, Demand Forecasting, Qualitative Approach of Demand Forecasting, Quantitative Approach of Demand Forecasting, Process of Demand Forecasting , Product Line Analysis, Product Mix Analysis, Summary, Keywords, Review Questions

## **Unit 8 New Product Developments**

New Product Development, Selection of Plant Location, Plant Capacity, Environmental Aspects of a Project , Estimation of Production and Sales, Financial Feasibility of a Project, Estimation of Cost of a Project, Estimation of Working Capital Requirements, Estimation of Cash Flow, Summary, Keywords, Review Questions

## **Unit 9 Financing of a Project**

Introduction, Long Term Financing, Capital Market , Money Market, Sources of Long Term Financing, Medium Term, Financing, Lease Finance, Hire Purchase, Venture Capital Financing, Retained Earnings, Public Deposits, Short Term Financing, Trade Credit, Customer Advances, Installment Credit, Bank Loan, Cash Credit, Commercial Papers, Certificate of Deposits, Bills of Exchange, Factoring, Agencies Providing Financial Facilities, Commercial Bank, Cooperative Bank, National Bank for Agriculture and Rural Development (NABARD) , Summary, Keywords, Review Questions

## **Unit 10 Project Scheduling**

Introduction, Concept of Project Scheduling, Developing a Project Network, Estimation of Time, Project Network Analysis, CPM Model, PERT Model, Gantt chart, Summary, Keywords, Review Questions

## **Unit 11 Resource Scheduling**

Introduction , Concept of Resource Scheduling, Process of Resource Scheduling , Resource Loading , Resource Leveling, Resource Allocation, Goldratt's CCPM, Summary, Keywords, Review Questions

## **Unit 12 Monitoring a Project**

Introduction, Planning-Monitoring-Controlling Cycle, Project Monitoring, Designing of Monitoring System, Information Collection and Analysis, Reporting and its Types, Earned Value Analysis, Summary, Keywords, Review Questions

## **Unit 13 Controlling a Project**

Project Controlling, Purpose of Controlling , Types of Control , Control System Designing, Types of Control Systems, Tools of Control, Management Control System, Identifying Key Performance Areas, Identifying Strategic Control Points, Summary, Keywords, Review Questions

#### **Unit 14 Project Evaluation and Auditing**

Introduction, Concept of Project Evaluation, Purpose of Project Evaluation, Advantages of Project Evaluation, Summary, Keywords, Review Questions

#### **Unit 15 Project Auditing**

Concept of Project Audit, Audit Team, Project Audit Life Cycle, Audit Report, Auditing in Indian Scenario, Differences between Project Evaluation and Project Audit, Summary, Keywords, Review Questions

#### **Unit 16 Project Termination**

Introduction, Meaning of Project Termination, Factors Considered for Terminating a Project, Project Termination Process, Project Final Report, Summary, Keywords, and Review Questions

#### **Reference Books:-**

- **Project Management** by Prof. (Dr.) Sanjiv Marwah (Paperback, Dreamtech Press)
- **Project Management: A Managerial Approach**, seventh edition by Jack R. Meredith, Samuel J. Mantel (Paperback, Wiley India)
- **Project Management Jump Start** (second edition) by Kim Heldman (Paperback, Wiley India)

#### **MP22--- Management Information System**

##### **Unit 1 Introduction of Management Information System**

Introduction, Management Information System (MIS), Nature and Scope of MIS, Characteristics of MIS, Functions of MIS, Physical Components, Information Processing, Management Summary, Keywords, Review Questions

##### **Unit 2 Structure of MIS**

Introduction, Structure of MIS, Summary, Keywords, Review Questions

##### **Unit 3 Activities at Various Levels of MIS**

Introduction, Activities at Various Levels, Summary, Keywords, Review Questions

##### **Unit 4 Decision Support System**

Decision Support System, Summary, Keywords, Review Questions

## **Unit 5 Strategic Role of MIS**

Introduction, Strategic MIS, Competitive Advantages with MIS, Summary, Keywords, Review Questions

## **Unit 6 Enterprise Resource Planning (ERP)**

Introduction, Enterprise Resource Planning, Summary, Keywords, Review Questions

## **Unit 7 Business Process Re-Engineering (BPR)**

Introduction, Business Process Re-Engineering (BPR), Summary, Keywords, Review Questions

## **Unit 8 Management of Data Resources**

Introduction, Data Warehousing, Data Mining, Designing Database, Summary, Keywords, Review Questions

## **Unit 9 Types Of Data Models**

Hierarchical Data Model, Network Data Model, Relational Data Model, Summary, Keywords, Review Questions

## **Unit 10 Decision Support Systems**

Introduction, Understanding DSS, Types of Decision Support Systems, Tools and Technologies used in DSS, DSS and Outsourcing, Summary , Keywords , Review Questions

## **Unit11 System Analysis and Design**

Introduction, Concept of System Analysis, System Analyst: Meaning and Roles, System Development Life Cycle (SDLC), Developing MIS, Concept of Rapid Application Development, Summary, Keywords, Review Questions

## **Unit 12 Knowledge Management and Systems**

Introduction, Knowledge Support System, Transactional Processing, Summary, Keywords, Review Questions

## **Unit 13 Introduction to ERP**

Introduction, Enterprise Management System, Enterprise Resource Planning (ERP) Systems, ERP Models and Modules, Benefits of ERP, ERP Product Evaluation, ERP Implementation, Summary , Keywords , Review Questions

## **Unit 14 Role of ERP in New Product Development**

Introduction, Role of ERP in New Product Development, ERP in Customer Centric Organizations, Summary, Keywords, Review Questions

## **Unit 15 Strategies of ERP**

Strategy of Organization and ERP, Role of ERP in achieving Organizational Objectives, Developing an Effective ERP System, Summary , Keywords ,Review Questions

## **Unit 16 CRM**

Introduction, Definition, Summary, Keywords, Review Questions

### **Reference Books:-**

- **Management Information Systems** by Shubhalakshmi Joshi & Smita Vaze (Paperback, Biztantra)
- **Introduction To Information Systems: Supporting And Transforming Business** by Rainer, Turban, Potter (Paperback, Wiley India)
- **MIS: Managing Information Systems In Business, Government And Society** by RAHUL DE (Paperback, Wiley India)

## **MP23--- Production and Operations Management**

### **Unit 1 Overview of Production and Operations Management**

Introduction, Concept of Production and Operations Management, Historical Evolution of Operations Management, Difference between Goods and Services, Contrasting Production and Operation Management, The Basic Operation Management Transformation Model An Input Output System, Problems Faced by Operations Manager, Summary, Key-Terms, End of Chapter Exercises

### **Unit 2 Operations Strategy**

Introduction, Concept of Operations Strategy, Competitive Priorities, Relationship among Organization, Operations, and Marketing Strategies, Developing an Operations Strategy, Types of Operations Strategies, Revising and Updating the Operations Strategy, Summary, Key Terms, End of Chapter Exercises

### **Unit 3 Forecasting**

Introduction, Concept of Forecasting, Period of Forecasting, Forecasting in Different Departments, Steps in Forecasting, Summary, Key Terms, End of Chapter Exercises

### **Unit 4 Techniques of Forecasting**

Techniques of Forecasting, Survey Method, Statistical Methods, Limitations of Forecasting, Criteria for Efficient Forecasting, Summary, Key Terms, End of Chapter Exercises

### **Unit 5 Concept of Product**

Structure, Learning Objectives, Introduction, Concept of Product and its Characteristics, Levels of Product, Product Classification, Product Differentiation and its Basis, Product Line Analysis, Product Mix Analysis , Summary, Key Terms, End of Chapter Exercises

### **Unit 6 Product Selection**

Concept of Product Selection, Product Selection Methodology, Commercialization of Select Product, Economic Considerations in Product Selection, Summary, Key Terms, End of Chapter Exercises

#### Unit 7 Concept of Product Design

Characteristics of Good Product Design, Types of Design, Objectives of Designing, Factors Affecting the Product Design, Aspect of Designing a Product, Design and Production Costs, Design for Volume Production, Product Specification, Design Changes, Concept of Product Planning, Elements of product Planning, Importance of Product Planning

### **Unit 8 Product Development**

Concept of Product Development, Elements of Product Development, Principles of Product Development, Advantages of Product Development, Scope of Product Planning and Product Development

#### Unit 9 Process of New Product Development

Process of New Product Development, Concept of Service Design, Customer Benefits and Design Parameters for Delivery, Choice of CBP Design, Detailed Service and Delivery Design, Summary, Key Terms, End of the Chapter Exercises

### **Unit 10 Capacity Requirement Planning**

Introduction, Definition of Capacity, Measurement of Capacity, Service Capacity , Process of Capacity Planning, Capacity Requirement Prediction, Determination of Capacity, Equipment Requirements for a Single Production Stage, Summary, Key Terms, End of Chapter Exercises

### **Unit 11 Quality Management Strategic Issues**

Introduction, Quality Management , Definition of Quality, Importance of Quality Management, Quality Requirements, Concept of Quality Control, Meaning of Quality System, Classification of Quality Control Techniques, Meaning of Process Capability, Process Variation Distribution, Defining Control Charts, Control Charts for Variables, Control Charts for Attributes, Concept of ISO, ISO 9000 Standard, Steps in ISO 9000 Registration, Benefits of ISO 9000 series, Summary, Key Terms, End of Chapter Exercises

### **Unit 12 Facility Location and Layout**

Introduction, Concept of Facility Location, Location Concepts, Weber's Theory of Industrial Location, Sargant Florance's Theory of Industrial Location, Factors Affecting Location of a Facility, Location Pattern

of Indian Industries , Concept of Facility Layout, Characteristics of an efficient layout, Objectives of Plant Layout, Advantages of a Good Layout, Characteristics of Bad Layout, Principles of Deigning a Facility Layout, Methods for designing a layout, Prerequisite for Developing a Layout of Facilities, Summary, Key Terms, End of Chapter Exercises

### **Unit 13 Materials Planning and Requirement**

Introduction, Concept of Materials Planning, Factors Affecting Materials Planning, Techniques of Materials Planning, Guidelines for Materials Planning, Material Requirements Planning, MRP Logic, Benefits of MRP, Summary, Key Terms, End of Chapter Exercises

### **Unit 14 Inventory Management**

Introduction, Concept of Inventory Management, Objectives of Inventory Management, Cost of Holding Inventory, Benefits of Holding Inventory, Concept of Inventory Control, Significance of Inventory Control, Functions of Inventory Control, Factors Affecting Inventory, Inventory Models, Summary, Key Terms, End of Chapter Exercises

### **Unit 15 Production Planning and Control**

Introduction, Concept of Production Planning, Functions of Production, Planning and Control, Effectiveness of PPC and Its Management, Importance of Production Planning and Control, Organization Structure of Production Planning and Control Department, Difference between Production Planning and Production Control, Summary, Key Terms, End of Chapter Exercises

### **Unit 16 Just-in-Time Production Management**

Introduction, The Just-in-Time (JIT) Revolution, Fundamentals Of JIT, Just In Time Production System, Quality Production through JIT and KANBAN, KANBAN Production Information System, JIT Methods, Summary, Key Terms, End of Chapter Exercises

### **Reference Books:-**

- **Production and Operations Management** by Martin K. Starr (Ph. D.) (Paperback, Biztantra)
- **Production And Operations Management: An Applied Modern Approach** by Joseph S. Martinich (Paperback, Wiley India)
- **Production and Operations Management** by R. Panneerselvam (Paperback, PHI)

### **MP24--- Organization Behavior**

#### **Unit 1 Evolution of Organizational Behavior**

Introduction, Concept of Organizational Behavior, Four Elements of Organizational Behavior, Key Concepts of Organizational Behavior, Disciplines Contributing to Organizational Behavior, Major Historical Developments in Organizational Behavior, Hawthorne Experiments for Studying Organizational Behavior. Illumination Experiments (1924-1927). Relay Room Experiments (1927-1932) Mica Splitting Test Room



Experiments, Mass Interviewing Program (1928-1930), Bank Wiring Room Study (1931–1932), Levels of Organizational Behavior

## **Unit 2 Significance of Organizational Behavior**

Managerial Skills Influencing Organizational Behavior, Challenges Faced by Organizational Behavior, Summary Keywords, Review questions, Further Readings

## **Unit 3 Foundations of Individual Behavior**

Introduction, Concept of Organization, Organization as a System, Characteristics of an Organization, The 7-S Framework of an Organization , Learning Organization, Organization and Individual, Personality, Determinants of Personality, Values, Relationship between Personality and Values of an Employee, Personality Theories, Personality, Behavior and Performance, Attitude, Components of Attitude, Job Attitude

## **Unit 4 Learning**

Behaviorism, Cognitivism, Constructivism/ Social Learning, Perception, Elements of Perception, Factors Influencing an Individual's Perception, Perceptual Process, Distortions in Perception, Significance of Perception, Attribution Theory of Perception, Developing Perceptual Skills, Summary , Keywords , Review questions , Further Readings

## **Unit5 Motivation**

Introduction, Concept of Motivation, Features of Motivation, Factors Affecting Motivation, The Process of Motivation

## **Unit 6 Theories of Motivation**

Maslow's Hierarchy of Needs, Theory X and Theory Y, Herzberg's Two Factor Theory / Motivation-Hygiene Theory, McClelland's Theory of Needs, Goal Setting Theory, Equity Theory , Vroom's Expectancy Theory, ERG Theory, Cognitive Evaluation Theory , Cognitive Dissonance Theory, Behavior Modification Theory , Motivational Techniques, Significance of Motivation , Pre-Requisites of an Effective Motivation , Summary , Keywords , Review questions , Further Readings

## **Unit7 Leadership**

Introduction, Definition of Leadership, Characteristics of a Leader, Functions of a Leader, Types of Leaders, Leaders versus Managers

## **Unit 8 Leadership Theories**

Charismatic Leadership Theory, Trait Theory, Behavioral Theories, Contingency Theories, Leadership Styles. Summary, Keywords, Review questions, Further Readings

## **Unit9 Group and Team in an Organization**

Introduction, Group, Need of a Group, Types of Groups, Group Dynamics, Group Properties, Group Decision-Making and Its Techniques

## **Unit 10 Concept of a Team**

Types of Teams, Team Culture , Stages of Team Development, Team Diversity, Team Effectiveness, Difference between a Group and a Team, Management by Objectives (MBO), Features of MBO, Process of MBO, Summary , Keywords , Review questions , Further Readings

## **Unit11 Conflict and Negotiation**

Introduction, Conflict, Three Views on Conflict, Characteristics of Conflict, Classification of Conflict, Sources of Conflict, Levels of Conflict ,Conflict Process, Relationships between Performance and Conflict, Outcomes of Conflict, Conflict Management

## **Unit 12 Negotiation- An Approach to Conflict Resolution**

Negotiation Process, Negotiation Process, Other Approaches for Conflict Resolution, Summary , Keywords , Review questions , Further Readings

## **Unit 13 Organizational Culture and its Management**

Introduction, Organizational Culture, Types of Organizational Culture, Functions of Organizational Culture, Cognitive Levels of Organizational Culture, Analyzing Organizational Culture, Managing Cultural Diversity

## **Unit 14 Organizational Politics**

Reasons for Political Behavior, Political Strategies, Managing Political Behavior

## **Unit 15 Morale**

Fundamentals of Building Good Morale, Factors Affecting an Employee's Morale, Indicators of Low Morale, Relationship between Morale and Productivity, Working Conditions, Determinants of Work

Conditions, Impact of Working Conditions on Employees' Performance, Summary , Keywords , Review questions , Further Readings

## **Unit 16 Organization Development**

Introduction, Concept of Organization Development, Objectives of Organization Development, Phases of Organization Development, Factors Affecting Organization Development, Managing Effective Organization Development, Organization Development Interventions, Benefits of Organization Development, Organization Development Facilitators, Organization Development in Indian Scenario, Summary, Keywords, Review questions, Further Readings

### **Reference Book:-**

- **Organizational Behavior** by Supreet Ahluwalia (Paperback, Dreamtech Press)
- **Organizational Behavior** by Kamran Sultan, Supreet Ahluwalia (Paperback, Dreamtech Press)
- **Organizational Behaviour: Design, Structure and Culture** by DR. Ananda Das Gupta (Ph. D.) (Paperback, Dreamtech Press)

## **MP25--- Training and Development**

### **Unit 1 Training**

Introduction, Definition of Training, Training - Role and Relevance, Training and Development, Training and Human Resource Development, Scope of Training

### **Unit 2 Objectives of Training**

Benefits of Training, Beneficiaries of Training, Problems of Training, Future Trends in Training, Summary, Keywords, Review Questions

### **Unit 3 Analysis of Training Needs**

Introduction, Organization support for Training Need Assessment, Requirements Analysis, Significance of Training Needs Analysis

### **Unit 4 The Triggers for Training**

Methods and Techniques of Training needs assessment, Summary, Keywords, Review Questions

### **Unit 5 Training Design**

Introduction, Considerations while Designing a Training Programme, Factors Affecting Training Design, Constraints in the Design, Budgeting for Training, Developing Training Objectives, Types of Training Objectives, Identifying Objectives, Writing Objectives

## **Unit 6 Facilitation of Learning**

Focus on the Trainee, Focus on Training Design, Focus on Training, Factors Influencing Transfer of, Training, Conditions of Practice, Other factors to facilitate Transfer of training, Facilitation of Transfer, Design Theory, Outcomes of Design, Identification of Evaluation Objectives, Identification of Alternative methods of instruction, Summary, Keywords, and Review Questions

## **Unit 7 Learning**

Introduction, Definition of Learning, Nature of Learning, Principles of Learning, Learning Process and its elements

## **Unit 8 Technology of Training**

Building Effective Instructions, Hierarchy of Learning, Kolb's Learning Cycle, Incorporating Learning Principles, Theories of Motivation, Summary, Keywords, Review Questions

## **Unit 9 Training Process**

Introduction, Designing the Training Programme, Elements of Programme Design, Stages in Design a Structure, Factors Affecting Design and Development of a Training Programme, Considerations while Designing the Training Programme

## **Unit 10 Training Implementation**

Training Policy, Training Plan, Internal and External Training Resources, Summary, Keywords, Review Questions

## **Unit 11 Training Methods, Techniques and Aids**

Introduction, Training Approaches, The 'Sitting by Nellie' or 'Learning by Exposure' Approach, The 'Educational' Approach, The 'Problem-centred' Approach, The 'Action Learning' Approach, The 'Systems' Approach, The 'Analytical' Approach, The 'Competences' Approach, The 'Training Process' or 'Procedural' Approach

## **Unit 12 Training Method**

Classification of Training Methods & Methodologies, Summary, Keywords, Review Questions

## **Unit 13 Implementation of Training**

Introduction, Logistical arrangements, Physical arrangements, Implementation of Training

## **Unit 14 Classroom Management**

Training Policy, Summary, Key words, Review Questions

## **Unit 15 Trainers Skills and Styles**

Introduction, Competence of Trainer, Communication Skill

### **Unit 16 Listening Skills**

Motivating Participants, Questioning Skills, Body Language and Gestures, Summary, Key Words, Review Questions

#### **Reference Books:-**

- **Training & Development (Indian Text Edition)** by B. Janakiram (Paperback, Biztantra)
- **Human Resource Management** by P. K. Gupta (Paperback, Dreamtech Press)
- **Human Resource Management (Third Edition)** by Lawrence S. Kleiman (Paperback, Biztantra)

### **MP26--- Advertising and Sales Promotion**

#### **Unit 1 Marketing Communication**

Introduction, Concept of Communication, Types of Communication, Verbal Communication, Non-verbal Communication, Written Communication, Visual Communication

#### **Unit 2 Role of Marketing Communication**

Changing Marketing Environment, Marketing Communication, Brand Equity, and Sales, Communication Process Model, Developing Effective Communication process, Identify the Target Audience, Determine the Communication Objectives, Design the Communications, Select the Communication Channel, Create the Aggregate Marketing Communications Budget

#### **Unit 3 Marketing Communication Mix**

Characteristics of marketing Communication Mix, Factors Affecting Marketing Communication Mix, Measuring Communication Outcomes, Managing Integrated Marketing Communication, Summary, Key Words, Review Questions

#### **Unit 4 Promotion Mix**

Introduction, Advertising, Sales Promotion, Events and Experiences

#### **Unit 5 Public Relations**

Direct Marketing, Word-of-Mouth, Personal Selling, Personal Selling Process, Summary, Key Words, Review Questions

#### **Unit 6 Introduction to Advertising**

Introduction, Concepts of Advertising, Classification of Advertising, Forms of Advertising

#### **Unit 7 Advertising Models**

AIDA Model, Laidge- Stenier Model, Thoughts of Advertising Experts ,Ethics in Advertising, Criticism against Advertising, Summary, Key Words, Review Questions

### **Unit 8 Planning**

Introduction, Concepts of Advertising Planning, Advertising Approaches, Considerations for Advertising Campaign Planning

### **Unit 9 Budgeting**

Advertising Creativity, Copywriting, Advertising Layout, Advertising Budget

### **Unit 10 Advertising Research**

Measuring Advertising Effectiveness, Advertising Rating, Summary, Key Terms, Ends-of-Chapter Exercises

### **Unit 11 Media for Advertising**

Introduction, Concepts Media Advertising, Characteristic of Media Advertising, Advantages and Limitations of Media Advertising, Types of Media for Advertising, Concepts of Media Planning , Media Planning Process, Types of Media Planning , Concepts of Internet Advertising

### **Unit 12 Media Strategy**

Delivering Objectives, Target audience strategies, Media Vehicle selection, Allocation of media budget , Evaluation of Media Planning

### **Unit 13 Media Buying**

Media Tactics, Monitoring, Advertising effectiveness, Comparative study with different promotion mix, Legal and Ethical Issues for Indian Ad-Agencies, Summary, Key Words, Review Questions

### **Unit 14 Advertising Industry and Demand Creation**

Introduction, Components of Advertising Industry, Advertising Agencies, Communication Model in Advertising, Communication Process, Stages and Challenges, Aspects of Advertising, Demand Creation Role of Advertising, Primary Demand, Secondary Demand, Hierarchy of Effects Model, Summary, Key Words, Review Questions

### **Unit 15 Executing Advertising in Business Activities**

Introduction, Corporate Advertising, Advertising and Customer Behavior, Characteristics of Customer Behavior , Factors Influencing Customer Behavior, Relationship between Advertising and Customer Behavior, Motivation analysis and Value Proposition

## **Unit 16 Advertising and Direct Marketing**

Advertising and Sales Promotions, Advertising and Channel Design Decisions, Industrial Advertising, Advertising and Event Management, Network Marketing Advertising, Summary, Key Words, Review Questions

### **Reference Book:-**

- **Marketing Management** by Prof. (Dr.) P. K. Chopra, Bhawna Mehra (Paperback, Dreamtech press)
- **Truth, Lies & Advertising: The Art Of Account Planning** by JON STEEL (Paperback, Wiley India)
- **Sales Management: Concepts And Cases**, tenth edition by WILLIAM L. CRON, THOMAS E. DECARLO (Paperback, Wiley India)

## **MP27--- Quality Management**

### **Unit 1 Introduction to Quality Management**

Introduction, Concept of Quality Management, A Shift to Quality, The Quality Hierarchy, Total Quality Management, Basic Tenets of TQM, and The Three C's of TQM, The TQM System, Fundamental factors affecting Quality-(9 M's), Benefits of TQM

### **Unit 2 Quality Movement in India**

Contributions of Quality Gurus, Contributions of W. Edwards Deming, Contribution of Joseph M Juran, Contribution of Philip B Crosby, Contribution of Masaki Imai, Elements of JIT, Concept of Quality Circle

### **Unit 3 Leadership**

Strategic Quality Planning, Customer Focus in Quality Management, Dimensions of Product and Service Quality, Summary, Key Words, Review Questions

### **Unit 4 Statistical Process Control and Process Capability**

Introduction, Control Charts for Variables, Definition of Control Chart, Commonly Used Control Charts for Variables, Objectives of the Control Charts

### **Unit 5 Control Charts for Variables: Frequency of Sampling**

Control Limits, Chance of Making an Error, Starting the Control Charts, Some Control Chart Patterns, Process Capability Analysis, Process Capability, Methods of Calculating Process Capability

### **Unit 6 Comparison of X and R chart with P chart**

Control Charts for Defects, Maintenance and Reliability, Quality and Reliability, Summary, Key Words, Review Questions

### **Unit 7 TQM Maintenance**

Introduction, TQM and Predictive Maintenance (TPM), Methods for CBM (Condition-Based Maintenance) for Monitoring Quality in the Process, Choice of Equipment for CBM

### **Unit 8 Maintenance**

Control System for Planned Maintenance, TQM and Total Safety Systems (TSS), Summary, Key Words, Review Questions

### **Unit 9 Definition of Business Process Reengineering**

Introduction, Business Process Reengineering, Definition of Reengineering, Requirement of Reengineering

### **Unit 10 Principles of Reengineering**

BPR project at Ford Motor Company, The Essence of Reengineering

### **Unit 11 The Three R's of Reengineering**

Quality and Reengineering, Summary, Key Words, Review Questions

### **Unit 12 Quality Management Tools**

Introduction, Quality Function Deployment (QFD), Introduction of Quality Function Deployment (QFD), Objectives of QFD, Process of QFD, Benefits of QFD

### **Unit 13 The House of Quality (HOQ)**

QFD Methodology, **Taguchi's** Approach, **Taguchi's** Off-Line Approach to Quality, Design of Experiments

### **Unit 14 Tool Kit for TQM**

Tools for Process Management (Problem Solving), Seven Old Statistical tools, Benchmarking, Definition of Benchmarking, Types of Benchmarking, Summary, Key Words, Review Questions

### **Unit 15 Quality Standard**

Introduction to ISO, ISO 9000 Standards, Benefits of ISO 9000 series, ISO 9004:2000, Quality Audit

### **Unit 16 Implementation**

TQM Culture, Quality Council, Employee Involvement, Role of Information Technology in Quality Management, Summary, Key Words, Review Questions

### **Reference Books:-**



- **Total Quality Management** by S. Rajaram (Ph. D.) & M. Sivakumar (Paperback, Biztantra)
- **Management Guide to Quality and Productivity** (Second Edition) by Mr. R. Gopalan (Ph. D.) & Mr. John Bicheno (Paperback, Biztantra)
- **Managing Quality**, fifth edition by Barrie G. Dale, Ton Van Der Wiele, Jos Van Iwaarden (Paperback, Wiley India)

## **MP28--- Management of Financial Institutions**

### **Unit 1 Introduction to Financial Markets**

Introduction, Classification of Financial System, Financial Institutions, Development of Financial Systems, Summary, Key Words, Review Questions

### **Unit 2 Financial Institutions in Industrial Sector**

Introduction, Industrial Finance Corporation of India, Industrial Development Bank of India, Industrial Reconstruction Bank of India (IRBI)

### **Unit 3 Other Financial Institutions I**

State Finance Corporations (SFCs), State Industries Development Corporations, Small Scale Industries Development Corporations (SSIDCS), Small Industries Development Bank of India

### **Unit 4 Export Import Bank of India**

### **Unit 5 Small and Medium Enterprises Finance**

### **Unit 6 Agri Finance**

### **Unit 7 Film Finance**

### **Unit 8 Financial Institutions in Agriculture Sector**

Introduction, National Bank for Agriculture and Rural Development, Types of Refinance Facilities, Interest Rates, Production Credits, Investment Credit Refinance

### **Unit 9 Agricultural Finance Consultancy Ltd. (AFC)**

Introduction, Area of Specialization of AFC, Land Development Banks, Summary, Key Words, Review Questions

### **Unit 10 Other Financial Institutions II**

Introduction, Shipping Credit and Investment Company of India, Principal Activities, Power Finance Corporation (PFC), Financial Services Offered by Corporation

### **Unit 11 Other Financial Institutions III**

Introduction, National Cooperative Development Corporation (NCDC), National Housing Bank (NHB), Refinance Assistance from NHB, Housing and Urban Development Corporation (HUDCO), Housing Development Finance Corporation (HDFC), Summary, Key Words, Review Questions

### **Unit 12 Area Specific Financial Institutions**

Introduction, North Eastern Development Finance Corporation Ltd, Project Finance Scheme, North East Equity Fund (NEEF), Jute Enterprises Development Schemes (JEDS), Women Enterprise Development Schemes (WEDS), Scheme for North East Handloom and Handicrafts (SNEHH), Summary, Key Words, Review Questions

### **Unit 13 Micro Finance**

Introduction, Micro Finance Scheme, Working Capital Term Loan, Equipment Finance, Micro Finance Institutions in India, MFIs and Legal Reforms, Summary, Key Words, Review Questions

### **Unit 14 Financial Intermediaries I**

Introduction, Non-Banking Financial Intermediaries, LIC and GIC, Unit Trust of India and other Mutual Funds, Provident/Pension Funds, Summary, Keywords, Review Questions

### **Unit 15 Financial Intermediaries II**

Post Offices, Postal Life Insurance, Mutual Funds, Chit Funds, NIDHIS, Hire Purchase Finance Companies, Equipment Leasing Finance Companies, Summary, Key Words, Review Questions

### **Unit 16 International Monetary Fund (IMF)**

Concept of IMF, IMF Facilities, Special Drawing Rights, the International Bank for Reconstruction and Development, Summary, Key Words, Review Questions

### **Reference Books:-**

- **Financial Wisdom: Finance for Non Finance Executives** by A.P. Dash (Ph. D.) (Paperback, Biztantra)
- **Financial Management** by Anil Kr. Dhagat (Paperback, Dreamtech Press)
- **Strategic Financial Management** by Dr. Meena Goel (Ph. D.) (Paperback, Biztantra)

### **MP29--- Security Analysis and Portfolio Management**

#### **Unit 1 Risk Management**

Introduction, Concept of Risk, Risk in a Traditional Sense, Types of Risk, Summary, Keywords, Review Questions

#### **Unit 2 Industry Analysis**

Introduction, Economic Analysis, Industry Analysis, Product Line, Raw Material and Inputs, Capacity Installed and Utilized, Industry Characteristics, Demand and Market, Government Policy with Regard to Industry, Labour and other Industrial Problems, Management of Risk, Summary, Keywords, Review Questions

### **Unit 3 Investment Risk and Return**

Introduction, Return and Risk on Assets and their Portfolios, Single Asset, Two Assets, Three assets, Portfolio Diversification and Risk, Benefits of Diversification, Utility Function and Risk Taking, Indifference Curves and Attitudes to Risk, Concept of Certainty Equivalent, Risk and Required Return, Risk-return Relationship, Summary, Key Words, Review Questions

### **Unit 4 Capital Asset Pricing Model and Modern Portfolio Theory**

Introduction, Concept of CAPM, Assumptions of CAPM, Alpha and Beta Coefficient, Beta Factor of a Market Portfolio, Benefits of CAPM, Limitations of CAPM, The Arbitrage Pricing Model, Markowitz Mean-Variance Model, Assumptions of Model, Efficient Frontier, Capital Market Line (CML), Separation Theorem, Market Portfolio, Investment Strategies, Types of Companies and Stocks, Matrix Approach in Investment Decisions, Summary, Key Words, Review Questions

### **Unit 5 Fundamental Analysis**

Introduction, Fundamental Analysis, Price/Earnings Ratio, Earnings Per Share, Return on Investment, Book Value, Debt Equity Ratio, Summary, Key Words, Review Questions

### **Unit 6 Technical Analysis**

Introduction, Assumptions, Technical Analysis and Fundamental Analysis-Distinction, Dow Theory, Dow Jones's Industrial Average (DJIA), Dow Theory's Defects, Chartism, Line Charting, Trend, Bar Charting, Summary, Key Words, Review Questions

### **Unit 7 Valuation of Shares & Business I**

Introduction, Value of Share and Company, Difficulties in Valuation, Capital Structure and Business Value, Asset Based Valuation, Valuation Relative to Industry Averages, Methods of Valuation, Models of Valuation, Summary, Key Words, Review Questions

### **Unit 8 Valuation of Shares & Business II**

Valuation Based on Company's Fundamentals, Multiple, Revenue of Sales Multiple, Operating Profit Multiple, Operating Free Cash Flow Multiple, Operating Multiple, Price/Book Value Multiple, Summary, Key Words, Review Questions

### **Unit 9 Efficient Market Hypothesis**

Introduction, Random Walk Theory, Assumption of Random Walk Theory, Random Walk and Efficient Market Theory, Types of Tests, Mutual Fund Performance, Efficient Market Hypothesis, Assumptions, Forms of EMH, Markets in India, Critique of EMH, Summary, Key Words, Review Questions

### **Unit 10 Bond Markets and Valuation**

Introduction, Bond Markets in India, Impact of Debt Market on Economy, Debt/Bond Valuation, Features of Debt Instruments, Types of Debt Instruments, Collateral, Sinking Fund, Protective Covenants, Bond Pricing, Relationship between Bond Price and Time, Price-yield Relationship, Yield, Realized Yield to Maturity, Types of Risk in Debt, Summary, Key Words, Review Questions

### **Unit 11 Derivatives**

Introduction, Concept of Derivatives, Forward Contract, Futures Contract, Types of Futures Contract, Important Features of Futures Contract, Commodities Futures Market, Options, Features of Options, Call Option, Put Option, Factors Affecting the Pricing of Options 183, Advantages and Disadvantages of Options, Swaps, Risk-Management Through Derivatives, Summary, Key Words, Review Questions

### **Unit 12 Mutual Funds**

Introduction, Mutual Fund Industry: An Introduction, Growth of Mutual Funds, Investment in Mutual Funds, Professional Investment Management, Types of Mutual Funds, Risk vs. Reward, Types of Risks, Choosing a Fund, Tax aspects of Mutual Funds, Summary, Key Words, Review Questions

### **Unit 13 Commodity Market**

Introduction, Commodity Exchange, Evolution of Commodity Exchange, Roles of Commodity Exchange, Global Exchanges, Commodity vs. Equity (Derivative Markets), Indian Commodity Exchanges, Objective & Scope, List of Commodities, Market Participants, Hedgers, Speculators, Arbitrators, The Regulator And Regulations, Summary, Key Words, Review Questions

### **Unit 14 Value at Risk**

Introduction, Concept of VAR, Methods of Calculating, Converting One Time Period to Another, Applying a VAR Method to a Single Stock, Advantages And Disadvantages of VAR, Summary, Key Words, Review Questions

### **Unit 15 Portfolio Management**

Introduction, Portfolio Management, Investment Strategy, Objectives of Investors, Risk and Beta, Modern Portfolio Theory (MPT), CAPM and SML, Applications of Portfolio Management, Portfolio Construction, Revision and Evaluation, MPT and Dominance Concept, Diversification Process, Summary, Key Words, Review Questions

## **Unit 16 Portfolio Performance Measurement**

Introduction, Sharpe's Model, Optimal Portfolio of Sharpe, Basis for Cut off Rate, Treynor's Measure, Jensen's Measure, Jensen's Model , Summary, Key Words, Review Questions

### **Reference Books:-**

- **Security Analysis and Portfolio Management** by Suyash N Bhatt (Ph. D.) (Paperback, Biztantra)
- **Modern portfolio theory and investment analysis**, 8th edition by edwin j. Elton, martin j. Gruber, stephen j. Brown, william n. Goetzmann (paperback, wiley india)
- **Investments: analysis and management**, 9th ed by charles p. Jones (Paperback, Wiley India)

## **MP30--- E-Commerce**

### **Unit 1 Introduction to E-Commerce**

Introduction, Definition and Scope of E-Commerce, Electronic Data Interchange (EDI), Summary, Key words, Review Questions

### **Unit 2 Different Types of E-Commerce**

Introduction, E-Commerce Scenarios, Retailing, Servicing, Publishing, Supply Chain Management, Changes Brought by E-Commerce, Summary, Key Words, Review Questions

### **Unit 3 Technology Structure for E-Commerce**

Introduction, Internet Applications in E-Commerce, Internet Protocols, Internet Search, Telnet, Summary, Key words, Review Questions

### **Unit 4 File Transfer Protocol (FTP)**

Introduction, FTP, Hypertext Transfer Protocol (HTTP), WHOIS, World Wide Web (WWW), Issues of Concern, Summary, Key words, Review Questions

### **Unit 5 E-Commerce Business Models I**

Introduction, Business Models of E-Commerce, Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Market Strategy, Organizational Development, Business to Business (B2B) Business Model, Summary, Key words, Review Questions

### **Unit 6 E-Commerce Business Models II**

Business to Customer (B2C) Business Model, Summary, Key words, Review Questions

### **Unit 7 Impact of Internet on Business Strategy**

Introduction, Structure, and Process, Industry Structure, Industry Value Chains, Organization Value Chains, Organization Value Webs, Business Strategy, Summary, Key words, Review Questions

### **Unit 6 Online Security and Payment System**

Introduction, E-Commerce Security Environment, Security Threats, Technology Solution, Summary, Key words, Review Questions

### **Unit 7 Business Policies and Public Laws**

### **Unit 8 E-commerce Payment System**

Introduction, Electronic Billing and Payment, Summary, Key words, Review Questions

### **Unit 9 Marketing Concepts in E-Commerce I**

Introduction, Internet Audience and Consumer Behavior, Core Marketing Concepts, Summary, Key words, Review Questions

### **Unit 10 Marketing Concepts in E-Commerce II**

Product and Brand, Segmenting, Targeting, and Positioning, Summary, Key words, Review Questions

### **Unit 11 Internet Marketing Technologies**

Introduction, B2B and B2C E-Commerce Marketing, Market Entry Strategies, Customer Relationship Management, Summary, Key words, Review Questions

### **Unit 12 Pricing Strategies**

Introduction, Managing Channel Conflict, Summary, Key words, Review Questions

### **Unit 13 Ethical Issues in E-Commerce**

Introduction, Basic Ethical Concepts Related with E-Commerce, Summary, Key words, Review Questions

### **Unit 14 Political Issues in E-Commerce**

### **Unit 15 Social Issues in E-Commerce**

Introduction, Rights of Privacy and Information, Intellectual Property Rights, Governance, Public safety and Welfare, Summary, Key words, Review Questions

### **Unit 16 Other Issues in E-Commerce**

#### **Reference Books:-**

- **E-Business and Commerce Strategic Thinking and Practice** by Brahm Canzer (Paperback, Biztantra)

- **E-Commerce, Fundamentals And Applications** by Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang (Paperback, Wiley India)
- **Essentials Of E-Commerce Technology** by Rajaraman (Paperback, PHI)

## **MP31--- Enterprise Resource Planning**

### **Unit 1 Introduction of Management Information System- I**

Introduction, Management Information System (MIS), Nature and Scope of MIS, Summary, Key words, Review Questions

### **Unit 2 Introduction of Management Information System- II**

Characteristics of MIS, Functions of MIS, Summary, Key words, Review Questions

### **Unit 3 Structure of MIS**

Introduction, Physical Components, Information Processing, Management Activities at Various Levels, Decision Support System, Summary, Key words, Review Questions

### **Unit 4 Strategic Role of MIS**

Introduction, Strategic MIS, Competitive Advantages with MIS, Enterprise Resource Planning (ERP), Business Process Re-Engineering (BPR), Summary, Key words, Review Questions

### **Unit 5 Management of Data Resources**

Introduction, Data Warehousing, Data Mining, Designing Database, Summary, Key words, Review Questions

### **Unit 6 Hierarchical Data Model**

Introduction, Hierarchical Data Model, Network Data Model, Relational Data Model, Summary, Key words, Review Questions

### **Unit 7 Decision Support Systems- I**

Introduction, Understanding DSS, Types of Decision Support Systems, Summary, Key words, Review Questions

### **Unit 8 Decision Support Systems- II**

Tools and Technologies used in DSS, DSS and Outsourcing, Summary, Key words, Review Questions

### **Unit 9 System Analysis and Design I**

Introduction, Concept of System Analysis, System Analyst: Meaning and Roles, Summary, Key words, Review Questions

### **Unit 10 System Analysis and Design I**

System Development Life Cycle (SDLC)

### **Unit 11 Developing MIS**

Introduction, Concept of Rapid Application Development, Summary, Key words, Review Questions

### **Unit 12 Knowledge Management and Systems**

Introduction, Knowledge Support System, Transactional Processing, Summary, Key words, Review Questions

### **Unit 13 Introduction to ERP**

Introduction, Enterprise Management System, Enterprise Resource Planning (ERP) Systems, ERP Models and Modules, Benefits of ERP, ERP Product Evaluation, ERP Implementation, Summary, Key words, Review Questions

### **Unit 14 ERP and CRM- I**

Introduction, Role of ERP in New Product Development, ERP in Customer Centric Organizations, Summary, Key words, Review Questions, Summary

### **Unit 15 ERP and CRM- II**

Strategy of Organization and ERP, Role of ERP in achieving Organizational Objectives, Summary, Key words, Review Questions

### **Unit 16 Developing an Effective ERP System**

#### **Reference Books:-**

- **Management Information Systems** by Shubhalakshmi Joshi, Smita Vaze (Paperback, Biztantra)
- **Enterprise Resource Planning**, Alexis Leon (Paperback, Tata Mac Graw-Hill)
- **Enterprise Resource Planning**, Mary Sumner (Paperback, Pearson Education)

**MP32---Presentation/seminar**

**MP33---Project Course Work**

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