



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

# **MANAGEMENT PROGRAMME**

**PROGRAMME CODE --- 210125**

**Masters of Business Administration (MBA)**

<b>CODE</b>	<b>SUBJECT</b>	<b>CREDIT</b>
MP101	Management-'Theory And Practice'	3
MP102	Accounting And Finance For Managers	3
MP103	Managerial Economics	3
MP104	Quantitative Techniques For Managerial Applications	3
MP105	Business Law	3
MP106	Organizational Behaviour	3
MP107	Business Policy & Strategic Management	3
MP108	Executive Communication & Research Methodology	3
MP109	Operations Research	3
MP110	Entrepreneurship Development	3
MP111	Management Information System	3
MP112	Management Of Human Resources	3
MP113	Marketing Management	3
MP114	International Business Environment	3
MP115	Product Management	3
MP116	Total Quality Management	3
MP117	Financial Management	3
MP118	Capital Investment And Financial Decisions	3
MP122	Information Technology And Management	3
MP123	Database Management System	3
MP124	Retail Operations Management	3
MP125	Customer Relationship Management	3
MP126	Principles & Practices Of Insurance	3
MP127	Risk Management And Insurance	3
MP128	Facility Design And Management	3
MP129	Hospitality Law	3
MP130	Principles Of Hospital Management	3
MP131	Basic Concepts Health	3

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MP132	Business Ethics And Value	3
MP133	Executive Communication	3
MP134	Hotel House Keeping	3
MP135	Food & Beverage Service & Production	3
MP136	Conference & Event Management	3
MP137	Media Relations	3
MP138	Export Trade And Documentation	3
MP139	Export Finance Procedure	3
MP140	International Human Resource Management	3
MP141	International Marketing Management	3
MP142	Understanding Oil Business	3
MP143	Petro Retailing Business	3
MP144	Productions And Operations Management	3
MP145	Logistics And Supply Chain Management	3
MP146	World Class Management	3
MP147	Advanced Supply Chain Management	3
MP148	Electronic Commerce	3
MP149	Enterprise Resource Planning	3
MP150	Tourism And Marketing	3
MP151	International Hospitality Law	3
MP119	Industrial Training	10
MP120	Presentation/Seminar	10
MP121	Project Course Work	20

Master of Business Administration (MBA)

The UG Degree consists of 15 Subjects in all. These comprise of Subjects:

Year I: MP-101 to MP-108 & MP-119

Year II: \*Two Electives, MP-120 & MP-121

If any student wants to appear for semester system then follow the below mentioned subject's module:

**Semester I:** MP101 to MP104

**Semester II:** MP105 to MP108

**Semester III:** Combination of Following \*Two Electives According to their Specializations: ---

Operation Management:	MP109 & MP110
Human Resource Management:	MP111 & MP112
Marketing Management:	MP113 & MP114
Product Management:	MP115 & MP116
Financial Management:	MP117 & MP118
Information Technology:	MP122 & MP123
Retail Management:	MP124 & MP125
Insurance & Banking:	MP126 & MP127
Hospitality Management:	MP128 & MP129
Hospital Administration:	MP130 & MP131
Total Quality Management:	MP132 & MP133
Hotel Management:	MP134 & MP135
Events Management:	MP136 & MP137
Import & Export Management:	MP138 & MP139
International Business Management:	MP140 & MP141
Oil & Petroleum Management:	MP142 & MP143
Production & Operations Mgmt.:	MP144 & MP145
Supply Chain Management:	MP146 & MP147
Systems:	MP148 & MP149
Travel & Tourism Management:	MP150 & MP151

**Semester IV:** MP119, MP120 & MP121

## Detailed Syllabus

### **MP101--- Management- 'Theory and Practice'**

#### **Unit 1 Nature and Scope of Management**

Introduction, Concept 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

#### **Unit 2 Managers-Executors of Management**

Types of Managers, Styles of Managers, Roles and Responsibilities of Managers, Developing Managerial Skills, Qualities of a Good Manager, Summary, Key Terms, Exercise

#### **Unit 3: Decision Making and Planning**

Introduction, Concept of Decision Making, Nature of Decisions, Types of Decisions, Decision-Making Models, Factors Influencing Decision Making, Strategic Decision-Making, Features of Strategic Decisions, Issues in Strategic Decision-Making, Strategic Decision-Making Process, Concept of Plan, Recurring Plans, Non-Recurring Plans, Concept of Planning, Nature of Planning, Importance and Limitations of Planning, Concept of Strategic Planning, Reasons for Failure of Planning, Summary, Key Terms, Exercise

#### **Unit 4: Organization and Organizing**

Introduction, Concept of Organization, Organization as a System, Characteristics of an Organization, Types of Organizations, Concept of Vision and Mission , Setting Organizational Objectives, Features of Objectives, Factors to be Considered While Setting Objectives, Management by Objectives, Organizing-A Basic Function of Management, Organizing Process, Purpose of Organizing, Concept of Organizational Structure, Factors Influencing Organizational Structure, Design of Organizational Structure, Characteristics of Organizational Structure, Elements of Organizational Structure, Organizational Structure and Culture, Corporate Restructuring – A Tool to Modify Organizational Structure, Staffing – Organizing the Human Resource, Summary, Key Terms, Exercise

#### **Unit 5: Directing, Motivating and Supervising**

Introduction, Concept of Directing, Definition of Directing, Characteristics of Directing, Importance of Directing, Concept of Motivation, Features of Motivation, Factors Affecting Motivation, The Process of Motivation, Theories of Motivation, Motivational Techniques, Significance of Motivation

#### **Unit 6 Leadership**

Definition of Leadership, Characteristics of a Leader, Functions of a Leader, Types of Leaders, Leadership Theories, Concept of Supervision, Functions of a Supervisor, Importance of Supervision, Summary, Key Terms, Exercise

## **Unit 7 Conflict, Communication, and Coordination**

Introduction, Concept of Conflict, Classification of Conflict, Conflict Management, Negotiation- An Approach to Conflict Resolution, 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 8 Power, Politics, and Authority**

Introduction, Concept of Power, Aspects of Power, Types of Power, Concept of Organizational Politics, Reasons for Political Behavior, Political Strategies, Managing Political Behavior, Morale, Fundamentals of Building Good Morale, Factors Affecting an Employee's Morale, Indicators of Low Morale, Relationship between Morale and Productivity, Concept of Authority, Delegation of Authority, Centralization and Decentralization of Authority, Effectiveness of Delegation, Benefits of Delegation, Limitations of Delegation

## **Unit 9 Job Design**

Techniques of Job Design, Purpose of Job Design, Summary, Key Terms, Exercise

## **Unit 10 Controlling Function of Management**

Introduction, Concept of Controlling, Purpose of Controlling, Types of Control, Relationship between Planning and Controlling, Management Control System, Identifying Key Performance Areas, Identifying Strategic Control Points, Controlling Overall Organizational Performance, Financial Control, Budgetary Control, Quality Control, Marketing Control, Human Resource Control, Information Technology Control, Summary, Key Terms, Exercise

## **Unit 11 Management of Organizational Functions**

Introduction, Defining Organizational Functions, Human Resource Management, Human Resource Planning, Development of Human Resource, Marketing Management, Marketing Mix, Promotional Techniques of Marketing, Financial Management in an Organization, Managing Cash Flow, Maintaining Accounts or Record Keeping, Financial Control, Production and Operations Management, Productivity, Quality Control, Managing Information Systems, Types of Information Systems, Implementation of Information System, New Trends and Concepts in Management, Entrepreneurship, Business Ethics, Globalization, Corporate Social Responsibility, Total Quality Management, Summary, Key Terms, Exercise

## **Unit 12 Strategy and Strategic Management**

Introduction, Concept of Strategy, Features and Importance of a Strategy, Levels of Strategy, Role of Strategists, Types of Strategies, Concept of Strategic Management, Components of Strategic Management, Process of Strategic Management, Schools of Thought in Strategic Management, Future of Strategic Management, Strategic Management in the Indian Scenario, Concept of Strategic Planning, Summary, Key Terms, Exercise

### **Reference Books: -**

- **Principles and Practices of Management** by Dr. Kiran Nerkar, Dr. Vilas Chopde (Paperback, Dreamtech Press)

- **Introduction to Management** by Vijay Pithadia (Ph. D.) (Paperback, Biztantra)
- **Management Principles & Guidelines** by Thomas N. Duening (Ph. D.) & John Ivancevich (Ph. D.) (Paperback, Biztantra)

## **MP102--- Accounting and Finance for Managers**

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

Introduction, Concept of Accounting, Objectives of Accounting, Functions of Accounting, Bookkeeping and Accounting, Advantages of Accounting, Limitations of Accounting, Nature of Accounting, Users of Accounting Information, Role of the Accounting ,Branches of Accounting, Financial Accounting ,Cost Accounting ,Management Accounting, Basic Accounting Terms, Summary, Keywords, Review questions, Further Readings

### **Unit 2 Accounting Concepts, Principles and Standards**

Introduction, Basic Accounting Concept, 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, Defining Accounting Principles, Objectives of Accounting Principles, Features of Accounting Principles, The Accounting Standards, Significance of Accounting Standards, Functions of Accounting Standards, Process of Setting Accounting Standards, Summary ,Keywords ,Review questions , Further Readings

### **Unit3 Accounting Process: Recording of Transactions**

Introduction, Process of Accounting, Accounting Equation and Transaction Analysis, Classification of Accounts, Personal Account, Real Account, Nominal Account , Double Entry System, Significance of Double Entry, Rules for Debit and Credit, Journal Entry, Steps in Journalizing, Compound Journal Entry, Ledger Books, Difference between Journal and Ledger, Ledger Posting, Balancing the Accounts, Subsidiary Books, Summary , Keywords , Review questions , Further Readings

### **Unit 4 Trail Balance and Rectification of Errors**

Introduction , Concept of Trial Balance , Objectives of Trail Balance , Importance of Trial Balance, Methods of preparing a Trail Balance, Limitations of Trail Balance, Rectifications of Errors, Errors of Omission, Errors of Commission, Errors of Principle, Compensating Errors, Summary, Keywords , Review questions , Further Readings

### **Unit 5 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 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 , Keywords , Review questions , Further Readings

### **Unit 6 Depreciation**

Introduction, Meaning of Depreciation, Need for Charging Depreciation, Factors Affecting Depreciation, Importance of Depreciation in Decision Making, Methods of Depreciation, Straight Line Method, Written Down Value Method, Unit of Production Method, Annuity Method, Sinking Fund Method, Criteria for selecting Depreciation Method, Summary, Keywords , Review questions , Further Readings

### **Unit 7 Bank Reconciliation Statement**

Introduction, Meaning of Bank Reconciliation Statement, Objective of Bank Reconciliation Statement, Need for Bank Reconciliation Statement, Importance of Bank Reconciliation Statement, Technique of Preparing Bank Reconciliation Statement, Solved Illustrations, Summary, Keywords, Review questions, Further Readings

### **Unit 8 Budget Concept and Types**

Introduction, Concept of Budget, Types of Budget, Solved Illustrations, Summary, Keywords , Review questions, Further Readings

### **Unit -9: Cash Flow and Funds Flow Statements**

Introduction, Cash Flow Statements, Method for the Preparation of Cash Flow Statement, Advantages and Disadvantages of Cash Flow Statement, Solved Illustrations, Concept of Fund, Sources of Funds, Application of Funds, Funds Flow Statement, Method of Preparing Funds Flow Statement, Advantages and Disadvantages of Fund Flow Statement, Solved Illustrations, Difference between the Cash Flow and Funds Flow Statements , Summary, Keywords, Review questions, Further Readings

### **Unit 10 Analysis of Financial Statements**

Introduction, Determining the Parameters of Organizational Health, Profitability, Liquidity, Solvency and Efficiency, Tools of Financial Analysis, Percentile Financial Planning, Common Size Statement, Comparative Statement, Ratio Analysis, Solved Illustrations, Summary , Keywords , Review questions , Further Readings

### **Unit 11 Cost Accounting, Management Accounting and Process Accounting**

Introduction, Concept of Cost Accounting, Need of Cost Accounting, Objectives of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Advantages of Cost Accounting , Classification of Costs, Methods of Cost Accounting, Cost Sheet, Cost Centers and Cost Units, Concept of Management Accounting , Nature of Management Accounting, Scope of Management Accounting, Objectives of Management Accounting, Functions of Management Accounting, Changing Role of Management Accounting in Dynamic Business Environment, Process of Management Accounting, Tools and techniques of Management Accounting, Relationship between Management Accounting and Financial Accounting, Relationship between Management Accounting and Cost Accounting, Concept of Process Accounting, Nature of Process Accounting, Features of Process Accounting, Advantages of Process Accounting, Disadvantages of Process Accounting, Procedure of Process Costing, Process of Cost Accounting Summary , Keywords , Review questions ,Further Readings

### **Unit 12 Standard Costing, Variance Analysis and Responsibility Accounting**

Introduction, Concept of Standard Costing, Setting Cost Standards, Revision of Cost Standards, Types of Standards, Standard Costs and Budgeted Costs, Advantages of Standard Costing, Limitations of Standard Costing,. Components of Standard Cost, Standard Direct Materials Cost, Standard Direct Labor Cost, Overheads Standards, Quality Costs, Classification of Quality Cost, Computation of Quality Cost, Non-Financial Measures of Quality and Customer Satisfaction, Illustrations, Concept of Variance Analysis, Usage of Variance Analysis, Classification of Variance Analysis, Material Variance, Material Price Variance, Material Cost Variance , Material Usage Variance, Labor Variance, Labor Rate Variance, Labor Efficiency Variance, Variable Overhead Variance, Fixed Factory Overhead Variance, Joint Basis of Overhead Analysis , Concept of Responsibility Accounting, Meaning of Responsibility Accounting, Objectives of Responsibility Accounting, Responsibility Centers, Features Responsibility Centers, Requirements Responsibility Centers, Types of Responsibility



Centers, Cost Centers, Profit Centers, Investment Centers, Responsibility Performance Reporting, Transfer Prices, Summary, Keywords , Review questions , Further Readings

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

- **Financial Management** by Anil Kr. Dhagat (Paperback, Dreamtech Press)
- **Managerial Accounting** By Balakrishnan, Sivaramakrishnan, Sprinkle (Paperback, Wiley India)
- **Accounting For Non-Specialists** By Michael Jones (Paperback, Wiley India)

#### **MP103 ---Managerial Economics**

##### **Unit 1 Introduction to Managerial Economics**

Introduction , Concept of Managerial Economics , Scope of Managerial Economics, Significance of Managerial Economics , Distinction between Economics and Managerial Economics , Managerial Economics in Other Disciplines , Role of a Managerial Economist , Major Economic Problems , Decision Making Process, Summary, Key Terms, End of Chapter Exercise

##### **Unit 2 Profit**

Introduction, Profit-A Prime Business Objective , Types of Profit, Theories of Profit ,Functions of Profit, Issues in Measuring Profit , Maximization of Profit , Generating Reasonable Profit- A Practical Methodology, Profit Planning and Control , Summary , Key Terms , End of Chapter Exercise.

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

Introduction, Concept of Demand, Determinants of Demand, Law of Demand, Changes in Demand and Quantity Demanded , Concept of Supply, Determinants of Supply, Law of Supply, Changes in Supply and Quantity Supplied, Market Equilibrium: Demand and Supply Equilibrium, Summary, Key Terms, End of Chapter Exercise.

##### **Unit 4 Utility Analysis of Consumer Demand**

Introduction, Utility: A Basis of Consumer Demand , Law of Diminishing Marginal Utility, Limitations of Law of Diminishing Marginal Utility, Exceptions to the Law of Diminishing Marginal Utility , Concept of Consumer Behavior Analysis , Cardinal Utility Approach, Consumer's Equilibrium through Utility , Derivation of Individual Demand ,Ordinal Utility Approach , Meaning of 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 5 Elasticity of Demand and Supply**

Introduction, Elasticity of Demand , Price Elasticity of Demand , Measurement of Price Elasticity, Factors , Influencing Price Elasticity of Demand, Practical Applications of Price Elasticity of Demand, Income Elasticity of Demand (types, measurement and significance), Cross Elasticity of Demand(types, measurement and significance), Advertisement Elasticity of Sale , Elasticity of Supply, Types of Elasticity of Supply , Methods of Measuring Elasticity of Supply, Factors Determining Elasticity of Supply, Summary, Key Terms, End of Chapter Exercise.

##### **Unit 6 Demand Forecasting**

Introduction, Concept of Demand Forecasting, Significance of Demand Forecasting, Objectives of Demand, Forecasting, Factors Influencing Demand Forecasting, Steps of Demand Forecasting, Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Limitations of Demand Forecasting, Criteria for Efficient Demand Forecasting, Summary, Key Terms, End of Chapter Exercise.

### **Unit 7 Production and Cost Function**

Introduction, Production Function, Short-Run Production, Long-Run Production, Iso-Cost Lines, Producer's Equilibrium, Returns to Scale, Different Types of Production Functions, Cobb-Douglas Production Function, Leontief Production Function, CES Production Function, Concept of Cost, Kinds of Costs, Types of Cost in Long Run and Short Run, 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, Margin of Safety, Uses and Limitations of Break-Even Analysis, Summary, Key Terms, End of Chapter Exercise

### **Unit 8 Pricing and Output Determination under Perfect and Imperfect Competition**

Introduction, Concept of Market, Types of Market Structures, Purely Competitive Market, Perfectly Competitive Market, Imperfectly Competitive Market, Price and Output Determination under Perfect Competition, Demand Curve under Perfect Competition, Price-Output Equilibrium under Perfect Competition, Price and Output Determination under Monopoly, Demand and Marginal Revenue under Monopoly, Price-Output Equilibrium under Monopoly, Concept of Dumping, Price and Output Determination under Monopolistic Competition, Demand and Marginal Revenue under Monopolistic Competition, Price-Output Equilibrium under Monopolistic Competition, Comparison between Monopolistic Competition and Perfect Competition, Indeterminate Price and Output in Oligopoly, Summary, Key Terms, End of Chapter Exercise.

### **Unit 9 Pricing Strategies and Practices**

Introduction, Concept of Product Pricing, Pricing Methods, Pricing Strategies, Unethical Pricing Practices, Concept of Factor Pricing, Theories of Factor Pricing, Equilibrium of a Firm in Factor Market, Transfer Earnings, Wages, Determinants of Real Wages, Theories of Wages, Determination of Wages under Imperfect Competition, Rent, Theories of Rent, Quasi-Rent, Interest, Components of Gross Interest, Theories of Interest, Profit, Summary, Key Terms, End of Chapter Exercise

### **Unit 10 Macroeconomics Analysis**

Introduction, Significance of Macroeconomic Analysis, Concept of National Income, Keynesian Theory of Employment, Principle of Effective Demand, Determination of Effective Demand, Determination of Equilibrium Level of Employment, Determinants of Income and Employment, Propensity to Consume, Inducement to Invest, Determination of National Income (Two-sector, three-sector, and four-sector) Concept of Business Cycles, Concept of Money, Functions of Money, Demand and Supply of Money, Theories of Money, Concept of Inflation, Inflation, Causes of Inflation, Methods for Measuring Inflation, Measures of Inflation, Banking, Key Terms, End of Chapter Exercise

### **Unit 11 Role of Government in an Economy**

Introduction, Requirement of Government Intervention in an Economy, Role of Government in Different Economic Systems, Role of Government in Private Businesses, Fiscal Policy, Monetary Policy, Economic Legislations, Concept of Economic Growth, Theories of Economic Growth, Economic Analysis, Summary, Key Terms, End of Chapter Exercise

### **Unit 12 International Economics**

Introduction , Concept of International Economics, Concept of Globalization, Concept of International Trade , International Economic Institutions, India's International Trade Policy –EXIM Policy, Balance of Payments, Foreign Direct Investment -India and the World , Instruments of Payment, Summary, Key Terms , End of Chapter Exercise.

**Reference Books: -**

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

**MP104 ---Quantitative Techniques for Managerial Applications**

**Unit 1 Introduction to Quantitative Techniques**

Introduction, Concept of Quantitative Techniques, Applications of Quantitative Techniques in Business Decision Making, Modeling in Quantitative Techniques, Stages in Model Building , Types of Business Problems, Advantages of Mathematical Modeling, Summary, Key Terms, End of Chapter Exercises

**Unit 2 Statistics in Business: An Approach of Quantitative Techniques**

Introduction, Concept of Statistics, Importance of Statistics in Business Decisions, Presentation of Data, Measures of Central Tendency, Mean, Median, Mode, Measures of Dispersion, Quartile Deviation, Mean Deviation, Standard Deviation, Skewness, Measures of Skewness, Karl Pearson's Coefficient of Correlation, Kurtosis

**Unit 3 Correlation and Regression**

Correlation, Types of Correlation, Karl Pearson's Coefficient of Correlation, Rank Correlation Method, Spearman's Rank Correlation Coefficient, Regression, Regression Lines, Application of Regression Lines for Forecasting Sales, Coefficient of Regression, Summary, Key Terms, End of Chapter Exercises

**Unit 4 Probability and Probability Distribution**

Introduction, Probability , Rules of Probability, Conditional Probability, Bayes Probability, Probability Distribution, Random Variables, Binomial Distribution, Cumulative Binomial Probability, Poisson Distribution, Normal Distribution, Summary, Key Terms, End of Chapter Exercises

**Unit 5 Linear Programming Models**

Introduction, Meaning of Linear Programming, Assumptions of Linear Programming, Advantages and Limitations of Linear Programming, Graphical Solution of a Linear Programming Problem, Simple Method, Big Method, Conversion of Primal to Dual Problem, Two Phase Method , Sensitivity Analysis, Summary, Key Terms, End of the Chapter Exercise

**Unit 6 Transportation and Assignment Problems**

Introduction, Transportation Problem, Procedure for Solving Transportation Problem, Special cases in the Transportation Problems, Trans-shipment, Assignment Problem, Mathematical Statement of Assignment

Problem, Methods to Solve Balanced and Unbalanced Problems, Summary, Key Term, End-of-Chapter Exercises

### **Unit 7 Project Scheduling**

Introduction , Concept of Project Scheduling , Developing a Project Network, Estimation of Time, Project Network Analysis, CPM Model , PERT Model , Gantt Chart, Summary, Key Terms, End of Chapter Exercises

### **Unit-8 Inventory, Queuing, and Sequencing Models**

Introduction, Concept of Inventory Control, Significance of Inventory Control, Inventory Models, Queuing Models, Importance of Queuing Model, Different Queuing Models , Sequencing Model, Rules of Priority, Sequencing n Jobs on one Machine , Sequencing 'n' Jobs on Two Machines , Sequencing n Jobs through two Machine Centers with Johnson's Rule, Markov Analysis, Transition Matrix, Estimating the Future Market Share , Steady State Situations, Absorbing Chains, Summary, Key Terms, End of Chapter Exercises

### **Unit-9 Simulation**

Introduction, Concept of Simulation, Importance and Limitations of Simulation in Management , Steps for Solving Problem through Simulation, Techniques of Simulation, Monte Carlo Simulation, Inventory Control and Simulation Computer Simulation, Summary, Key Terms, End of Chapter Exercises

### **Unit-10 Game Theory and Decision Making**

Introduction, Concept of Game Theory ,Types of Strategies in Game Theory ,Types of Game, Nash Equilibrium, Prisoners' Dilemma , Concept of Decision Making, Decision-Making Conditions and Strategies , Decision Making Under Uncertainty, Decision Making Under Risk, Marginal Analysis, Utility as a Decision Criterion, Summary , Key Terms, End of Chapter Exercise

### **Unit-11 Theory of sets**

Introduction, the new concept of set, Notations, Representations of set Some basic definitions, theorem on subsets, Venn Diagrams, Set Operations, Laws of Sets , Applications of Venn Diagrams Summary, Key Terms, End of Chapter Exercises

### **Unit- 12 Logarithms and Progression**

Introduction, Logarithms, Laws Of Operations , Compound Interest, Arithmetic Progression , Geometric progression, Annuities, Loans . Summary, Key Terms, End of Chapter Exercises

### **Reference Books:-**

- **Introduction To Statistical Quality Control**, fourth edition by DOUGLAS C. MONTGOMERY (Paperback, Wiley India)
- **Measurement, Statistics And Computation** by DAVID MCCORMICK, ALAN ROACH (Paperback, Wiley India)
- **Quantitative Techniques: Theory & Problems** by Tulsian (Paperback, Pearson Education)

## **MP105--- Business Law**

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

Introduction ,Law and Society ,Branches of Law, Defining Business Law, Sources of Business Law in India, Business Law and Managers, Summary , Glossary ,End-of-Chapter-Exercises

### **Unit 2 Law of Contract**

Introduction, Law of Contract, Nature of Contracts, Classification of Contracts, Essential Elements of a Valid Contract

### **Unit 3 Offer and Acceptance**

Lawful Consideration ,Capacity of Contracts ,Free Consent ,Legality of Object, Writing and Registration, Certainty, Exceptions to the Rule - No Consideration, No Contract, Doctrine of Privity of Contract, Unlawful and Illegal Agreements, Contingent Contracts, Discharge of Contracts by Performance, Impossibility and Frustration, Termination of Contract, Breach of Contract, Meaning of Breach of Contract ,Remedies for Breach of Contract ,Quasi-Contracts, Summary, Glossary ,End-of-Chapter-Exercises

### **Unit 4 Special Types of Contracts**

Introduction ,Contract of Agency ,Agent and Principal, Kinds of Agents, Rights and Duties of Agent and Principal, Essentials of the Contract, Relationship between Principal, Agent and Sub-agent Creation of Agency, Contract of Indemnity ,Nature of Contract of Indemnity, Right of Indemnity Holder and Indemnifier

### **Unit 5 Contract of Guarantee**

Features of Contract of Guarantee, Types of Guarantee, Provisions related to Various Types of Guarantee, Bailment, Essential Elements of Bailment, Rights and Duties of Bailor and Bailee, Pledge, Essentials of Pledge, Rights and Duties of Pledger and Pledge, Surety and Co-surety ,Rights and Liabilities, Discharge of Surety ,Contingent Contracts, Wagering Agreements, Summary, Glossary ,End-of-Chapter-Exercises

### **Unit 6 Law of Sale of Goods**

Introduction ,Meaning of Contract of Sale of Goods, Sale of Goods and Agreement to Sell, Essentials Elements of a Contract of Sale, Formation of Contract of Sales, Sale and Hire Agreements, Meaning and Provisions relating to Conditions and Warranties ,Doctrine of Caveat Emptor, Provisions relating to Transfer of Property or Ownership ,Difference between Transfer of Property and Possession, Performance of Contract of Sale, Right of an Unpaid Seller Against the Goods - Remedies for Breach, Provisions relating to Auction Sale, Summary, Glossary ,End-of-Chapter-Exercises

### **Unit 7 Negotiable Instruments**

Introduction, Negotiable Instruments, Characteristics, Types of Negotiable Instruments , Parties to Negotiable Instruments, Negotiation and Types of Endorsements, Presentment, Discharge from Liability, Dishonor of Negotiable Instrument (Noting and Protest),Liability of Parties on Negotiable Instrument, Summary, Glossary ,End-of-Chapter-Exercises

## **Unit 8 The Consumer Protection Act**

Introduction, Aims and Objectives of Consumer Protection Act, Definitions of Important Terms of Act(Consumer, Complainant , Person, Goods, Service, Trader, & Manufacturer, Meaning of Consumer Dispute, Complaint, Unfair Trade Practices, and Restrictive Trade Practices),Consumer Protection Councils, Consumer Redressal Forums (Composition and Jurisdiction of District, State and National forum),Mode and Procedure for Complaints Under the Act, Remedies, Appeals, Enforcement of Orders and Penalties, Rights of Consumers, Application of Consumer Protection Act ,Summary, Glossary ,End-of-Chapter-Exercises

## **Unit 9 Companies Act**

Introduction ,Definition of Company ,Features of a Company ,Types of Companies ,Distinction Between Company and Partnership ,Registration and Incorporation of a Company ,Steps and Procedure of Incorporating a Company, Memorandum of Association, Articles of Association, Prospectus, Directors ,Appointment and Removal of Directors, Powers, Duties, and Liabilities of Directors, Company Meetings, Resolutions, Modes of Winding up of a Company ,Auditor ,Appointment of Auditor, Rights and Liabilities of Auditor, Definition of Partnership and its Essentials ,Formation of Partnerships, Doctrine of Implied Authority, Registration of Partnership Firms ,Dissolution of Partnership Firms, Summary, Glossary ,End-of-Chapter-Exercises

## **Unit 10 The Information Technology Act, 2000**

Introduction ,Definition ,Digital Signature - Digital Signature Certificate, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Subscribers (Duties and Offences),Penalty & Adjudication ,Summary, Glossary ,End-of-Chapter-Exercises

## **Unit 11 Intellectual Property Rights**

Introduction, IPR (Meaning, Definition, Nature, Importance, Types – Features), Copyright Act, 1957, Trade Marks Act, 1999, Patents Act, 1970, Designs Act, 2000, Summary, Glossary, End-of-Chapter-Exercises

## **Unit 12 Other Important Laws**

Introduction, Right to Information Act, 2005,Environment Protection Act, 1986,Laws related to Competition, Laws related to Packaging, Law of Fair Trade Practices, Law of Banking Regulation, Law of Shops and Establishments, Summary, Glossary ,End-of-Chapter-Exercises

### **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)

## **MP106--- Organizational Behaviour**

### **Unit 1 Introduction to 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, Significance of Organizational Behavior, Managerial Skills Influencing Organizational Behavior, Challenges Faced by Organizational Behavior, Summary, Keywords, Review questions, Further Readings**

### **Unit 2 Organizational Structure**

**Introduction, Concept of Organizational Structure, Principles of Organizational Structure, Factors Influencing Organizational Structure, Design of Organizational Structure, Characteristics of Organizational Structure, Organizational Theories, Classical Theory, Neoclassical Theory, Modern Theory, Elements of Organizational Structure, Departmentation, Span of Management, Delegation of Authority, Assigning Responsibility, Organizational Strategy, Organizational Structure and Culture, Corporate Restructuring – A Tool to Modify Organizational Structure, Summary, Keywords, Review questions, Further Readings**

### **Unit 3 Motivation and Leadership**

**Introduction, Concept of Motivation, Features of Motivation, Factors Affecting Motivation, The Process of Motivation, Motivational Theories, Significance of Motivation, Pre-Requisites of an Effective Motivation, Concept of Leadership, Characteristics of a Leader, Functions of a Leader, Types of Leaders, Leaders versus Managers, Leadership Theories, Leadership Styles, Summary, Keywords, Review questions, Further Readings**

### **Unit 4 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, Organizational Politics, Reasons for Political Behavior, Political Strategies, Managing Political Behavior, 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 5 Organizational Decision Making and Planning**

**Introduction, Concept of Decision Making, Decision Making Process, Decision Making Approach, Nature of Decisions, Types of Decisions, Decision-Making Models, Factors Influencing Decision Making, Ethics in Decision Making, Strategic Decision-Making, Types of Strategic Decision Making, Features of Strategic Decisions, Issues in Strategic Decision-Making, Concept of Planning, Nature of Planning, Planning Process, Concept of Strategic Planning, Concept of Planning Premises, Summary, Keywords, Review questions, Further Readings**

## Unit 6 Organizational Change and Stress Management

**Introduction, organizational Change, Concept of Change, Forces of Change, Levels of Change, Types of Change, Resistance to Change, Sources of Resistance, Reasons for Individual Resistance to Change, Change Agents, The Process of Change Management, Change Management Models, Nadler's 12 Action Steps, Kanter, Stein, and Jick's 10 Commandments, Kotter's Eight-Step Model, Lewin's Three Step Model, Action Research Model, Challenges Faced During Change Management, Defining Stress, Stressors and their Types, Sources of Stress, Consequences of Stress, Stress-Performance Relationship, Stress Management, Burnout, Causes of Burnout, Handling Burnout, Summary, Keywords, Review questions, Further Readings**

## Unit 7 Strategic Organizational Behavior

**Introduction, Concept of Strategic Organizational Behavior, Elements of Strategic Organizational Behavior, Foundation of Strategic Organizational Behavior, Strategic Importance of Human Resource, Competitive Advantage, Human Resource as a Source of Competitive Advantage, Positive Organizational Behavior (POB), High Involvement Management, Summary, Keywords, Review questions, Further Readings**

## Unit 8 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, 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**

## Unit 9 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, Negotiation- An Approach to Conflict Resolution, Negotiation Process, Negotiation Process, Other Approaches for Conflict Resolution, Summary, Keywords, Review questions, Further Readings**

## Unit 10 Role of Research in Organizational Behavior

**Introduction, Significance of Research in Organizational Behavior, Different Types of Research, Scientific Research Process, Characteristics of a Research, Different Approaches to Research Design, Exploratory Research Designs, Descriptive and Diagnostic Research Design, Experimental Research Design, Techniques of Gathering Data, Observation Technique, Interview Technique, Questionnaire Technique, Socio-metric Technique, Schedule Technique, Some Other Techniques of Data Collection, Issues Related to Research, Ethics in Research, Validity of Research, Reliability of Research, Practicality of Research, Summary, Keywords , Review questions , Further Readings**

## Unit 11 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**

Unit 12 Organizational Diversity and Organizational Behavior in a Global Perspective

**Introduction, Concept of Organizational Diversity, Factors Responsible for Organizational Diversity, Benefits of Organizational Diversity at Different Levels, Barriers in Creating and Managing Organizational Diversity, Effectively Creating and Managing Organizational Diversity, Strategic Importance of Global Organizational Behavior, Opportunities and Risks for Organizations in Global Business, Benefits of Global Involvement for Associates and Managers, Culture in Global Organizations, Understanding Cultural Differences–Cultural Dimensions, Managing Diverse Cultures, International Business Ethics, 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)**

**MP107--- Business Policy and Strategic Management**

**UNIT I:** Origin of Strategy and Strategic Management, Need for Strategies and Strategic Management, Need for Strategy, Need for Strategic Management, Path to Strategic Management, Is Strategy Creatively or Rationally Developed, The Strategic Management Process, The Challenge of Strategic Management, Gaining Competitive Advantage, The I/O Model, The Resource-Based Model, Stakeholders in the Process, Corporate Governance and Stakeholders, Ownership Concentration, Board of Directors, Executive Compensation, What Lies Next, Establishing Strategic Focus, Strategic Intent.

**UNIT II: Vision and Mission**

Communicating Vision and Mission, Setting Objectives, Need -for Objectives at All Management Levels, Objective Setting Horizon, Strategic versus Financial Objectives, Developing the Strategy, Aligning Performance with Objectives, Balanced Scorecard.

**UNIT III: Concept of Synergy and its Relevance to Strategy**

Role of Synergy and its relevance to strategy, Social Responsibility, BOX I: Affirmative Action or Reservation.

**UNIT IV: Understanding External Environment**

External Environmental Analysis, Segments of the General Environment, The Global Effect, Industry Environment Analysis, Threat of New Entrants, Barriers to Entry, Bargaining Power of Suppliers, Bargaining Power of Buyers, Threat of Substitute Products, Intensity of Rivalry among Competitors, Interpreting Industry Analyses, Determining Industry Attractiveness, Strategic Groups, Competitor Analysis.

**UNIT V: Internal Analysis, Internal Analysis**

Internal Analysis, Internal Analysis Framework, Resources, Capabilities, and Core Competencies, Resources, Intangible Resources, Capabilities, Core Competencies, Building Core Competencies, Criteria of Sustainable Competitive Advantage, Valuable, Rare, Costly to Imitate, Non-substitutable, Core Competencies: Cautions and Reminders, Value Chain Analysis, Outsourcing, Corporate Strategy, Developing Strategic Options Based on Tows Analysis, Diversification Strategies, Reasons for

Diversification, Incentives for Diversification, Resources and Diversification, Extent of Diversification, Managerial Motives to Diversify, Reduction of Managerial Risk, Desire for Increased Compensation, Related Diversification, Operational Relatedness, Corporate Relatedness, Market Power, Unrelated Diversification, Diversification Using Mergers and Acquisitions, Successful Acquisitions, Restructuring, Cooperative Strategies, Competitive Strategies, Traditional Approaches to Competitive Strategies, Miles and Snow's Adaptive Strategies, Abell's Business Definition Framework, Mintzberg's Competitive Strategy, Today's Competitive Scenario, A Model of Competitive Rivalry, Attack Possibilities, First, Second, and Late Movers, Competitive Response, Abilities that Enable Response, Competitive Rivalry Outcomes.

#### UNIT VI: Generic Tools of Analysis Learning objectives

Decision Trees, Issue Trees, Profit Trees, Hypothesis Trees, SWOT Analysis, Analysis of Our Firm against Competition, The SWOT Matrix, PESTLE Analysis, The PESTLE Matrix, Making It More Scientific, Case Analysis, Analyzing a Case, Historical and SWOT analysis, Analysis of Strategies Recommendations and Discussions, Conclude the Analysis, Conclusion, Definitions and Terminology To Recapitulate, Portfolio & Other Analytical Models, BCG Matrix, GE / McKinsey Matrix, Directional Policy Matrix, Business Strengths, Advantages & Disadvantages of Matrix Models.

#### UNIT VII: Implementing Strategic Management

Role of Strategic Leadership in Implementation, Effective Strategic Leadership, Determining Strategic Direction, Exploiting and Maintaining Core Competencies, Developing Human Capital, Sustaining an Effective Organisational Culture, Emphasising Ethical Practices, Establishing Balanced Organisational Controls, Teams as an Organizational Resource, Identifying Key Strategic Tasks for Implementation, Partnerships for Managing Change, Developing a Partnership, Aligning Organizational Capabilities, Innovation, Entrepreneurship and Intrapreneurship, Innovation, Entrepreneurship, Intrapreneurship, Encouraging Intrapreneurship, Using Strategic Alliances for Innovation, Buying Innovation through, Acquisitions, Creating a Learning Organization, Implementing Strategies II: Organizational Issues, Organization Structure and Strategy Implementation, Strategic Business UNIT Structure, Newer Forms of Organization Structures, Matrix Structure, Network.

#### UNIT VIII: Cost Leadership Strategy, Differentiation Strategy, Integrated Cost

Leadership/Differentiation Strategy, Implementing Functional Strategies, Marketing Strategies, Financial Strategies, Human Resources Management Strategies, Procurement Strategies, Manufacturing Strategies, Technology Strategies, Research and Development (R&D) Strategies, Role of the Budget, The Process of Budgeting, Strategic Evaluation and Control, Evaluating Strategies, Strategic Audit, Current Situation, Corporate Governance, External Environment: OpportUNITies and Threats (SWOT), Internal Environment: Strengths and Weaknesses (SWOT), Analysis of Strategic Factors (SWOT), Strategic Alternatives and Recommended Strategy, Evaluation and Control, Final Comments, Key Issues Review.

#### UNIT IX: Operational Strategy

Formulating Operations Strategy, Product-Service Mix (What to Produce), Capacity Planning (How many to produce), Technology and Facilities Planning (How to Produce), TQM Tools and Techniques.

#### UNIT X: Financial strategy

Introduction, Procurement of Funds, Utilisation of Funds, Financial Ratio Analysis, Financial Strategy and Competitive Advantage, Strategic Investment Decisions, Competitive Advantage.

#### UNIT XI: Marketing strategy

Introduction, Market Segmentation, Why Market Segmentation?, How to Segment a Market?, Segmentation Strategies, Targeting Market Segments, Product Positioning, Product Strategies, The Product Life Cycle Concept, Introduction Stage, Growth Stage, Maturity Stage, Decline Stage, Pricing Strategies, Distribution and Promotion Strategies.

#### UNIT XII: human resource strategy

Introduction, Human Resource Strategy, Role of HRM, Competitive Advantage through People, Personnel Policies, Human Resource Planning, Recruitment, What do Indian Companies Expect from Job-seekers?, Selection, Placement, Selection Practices in India, Induction/Orientation, Training and Development, Executive Development Programmes.

UNIT XIII: Job Knowledge, Organisational Knowledge, General Knowledge Specific Individual Needs, Other Off-the-Job Methods, Performance Appraisal, The Challenges in Performance Management, Ernst & Young (India), Hyundai Motor (India), Seagram (India), Compensation Planning, HR Strategy in a Dynamic Environment.

#### UNIT XIV: Levels of Strategy

Introduction, Levels of Strategies, Corporate Level, Divisional or Business Level, Operational or Functional Level, Characteristics of Different Levels of Strategies, Objectives and Strategies, Annual Business Planning, Quality of Annual Plans, Consistency in Annual Plans, Functional Strategies Time Horizon, Specific Tasks, Participation, Strategy and Individual Manager, A Model for Strategic Management.

#### UNIT XV: Scanning Environments for Threats and Opportunities

Analysing Internal Weaknesses and Strengths, Developing Vision, Mission, Corporate Values and Objectives, Generating Strategic Options, Evaluating and Selecting Overall Strategy, Implementing Strategy, Business Environment Analysis, Nature of Business Environments, Panorama of Environmental Factors, Total Environments (Pest-Le-DlcSCc), Pest Analysis, Pestle Analysis, Total Analysis of Environmental Factors.

#### UNIT XVI: Impact Analysis

Scenario Building, Industry and Competitive Analysis, Five Forces' Analysis, Rivalry among the Existing Firms, Threat from New Entrants, Bargaining Power of Suppliers, Threats from Substitute Sellers Bargaining Power of Buyers, Advantages of Five Forces Analysis, Competition Market, Market Structure, illustration, Nature of Competition, Competitors' Analysis, Strategic Group Mapping, Critical Success .

UNIT XVII: Identifying and Reinforcing Strength in the Critical Success Variables (CSV), Exploiting Competitors' Weakness and Building Relative Superiority, Pursuing Aggressive Improvements and Challenging Taken-for-granted Rules, Deriving Maximum Benefits from Strategic Degrees of Freedom, Internal Resource Analysis, Physical Resources, Financial Resources, Human Resources, Informational Resources, Intangible Resources, Control over Resources, Value Chain Analysis, What is Value Chain Analysis, Primary Activities, Support Activities.

#### UNIT XVIII: Cost and Value Drivers

Total Value Chain, Importance of Linkages in the Value Chain, Role of Information/Communication, Technology in Reinforcing Value Chain, Management of Value Chain, Time Management, Cost Management, Quality Management, Service Management, Product Portfolio Analysis, BCG Portfolio Matrix, GE Business Screen, Arthur D Little's Life Cycle Analysis, Analysis of Product Portfolio Balancing.

## UNIT XIX: Analysis of Skills and Competence

Concept of Core Competencies, Resources, Human Intangible Resources, Non-human Intangible Resources, Capabilities, Understanding Core Competencies, Characteristics of Core Competencies, Tests for Core Competencies, Appropriability, Durability, Transferability, Replicability, Financial Ratio Analysis, Management Ratios, Financial Ratio Analysis, Profitability Ratios, Liquidity Ratios, Leverage or Gearing Ratios, Activity Ratios, Investment or Stock Market Ratios, Overview of Financial Ratios Assessing Organisational Culture, Cultural Context of Strategy, Organisational Culture, External Factors Influencing Culture, Values of Society, Values of Organised Groups, Internal Factors Influencing Culture, Types of Organisational Culture, Mapping Stakeholders' Expectations, Stakeholders in a Corporation, Identifying Stakeholders, Mapping Stakeholders, Power Predictability Matrix Analysis, Power Interest Matrix Analysis, Sources of Power of Internal Stakeholders, Sources of Power of External Stakeholders.

## UNIT XX: SWOT Analysis

Identifying Threats, Opportunities, Strengths and Weaknesses, Matrix Method of SWOT Analysis, Determining Threats and Opportunities, Identifying Weaknesses and Strengths, Carrying out SWOT Analysis in a Matrix Table Form, Cruciform Method of SWOT Analysis, Role and Importance of SWOT Analysis, SWOT and Operational Managers, Critiques of SWOT Analysis.

Reference Book:

1. Strategic Management and Business Policy (XIth Edition) by Thomas L. Wheelen and J. David Hunger
2. Strategic Management & Business Policy: Achieving Sustainability (XIIth Edition) by Thomas L. Wheelen and David L. Hunger

## **MP108--- Executive Communication and Research Methodology**

### **UNIT I Business Communication and its Scope for Management**

Aims and Objectives, Introduction, Defining Communication, Nature of Communication  
Classification of Communication, Objectives/Purpose of Communication, Scope of Communication  
Importance and Functions of Communication, Evaluation of Communication Effectiveness  
Organizational Communication Let us Sum up

### **UNIT II Media and Modes of Communication**

Aims and Objectives, Introduction, Choice of Medium, Modes of Communication, Media of Mass  
Communication, Let us Sum up

### **UNIT III BARRIERS TO COMMUNICATION**

Aims and Objectives, Introduction, Categorization of Barriers, Technical Aspects in Communication  
Barriers, Overcoming the Barriers in Communication, Let us Sum up

### **UNIT IV Principles of Effective Communication**

Aims and Objectives, Introduction, Seven C's of Effective Communication, Four S's of  
Communication, Let us Sum up, Lesson End Activity

## **UNIT V Business Correspondence – Letters**

Aims and Objectives, Introduction, Different Types of Letters, Essentials of a Commercial Letter  
Knowing what is a Bad Letter, The Layout of a Business Letters, Let us Sum up

## **UNIT VI Enquiries, Complaints and Sales Promotion Letters**

Aims and Objectives, Introduction, Categories of Letters of Enquiries, Writing Enquiry Letters  
Replies to Enquiries, Request for help or Advice from Business Acquaintances, Quotations  
Getting Back Lost Customers, Complaints, Sales Promotion Letters, Sample Letters, Let us Sum up

## **UNIT VII Report Writing**

Aims and Objectives, Introduction, Significance, Types of Reports, Five W's and One H of Report  
Writing, Report Planning, Report Writing Process, Outline of a Report, Guidelines for Writing Report  
Technicalities of Report Writing, Norms for including Visual Aids in Reports, Criteria Used for Judging the  
Effectiveness of a Report

## **UNIT VIII Research Reports**

Aims and Objectives, Introduction, Difference between Research and Technical Reports, Guidelines  
For Writing Research Report, Research Proposal: Synopsis, Norms for the Research Report,  
Components of the Research Report, Research Report Presentation, Long and Short Reports,  
Formal Reports and Informal Reports Let us Sum up

## **UNIT IX Non-verbal Communication**

Aims and Objectives, Introduction, Characteristics of Non-verbal Communication, Relationship of  
Non-verbal Message with Verbal Message, Classification of Non-verbal Communication, Let us Sum  
Up

## **UNIT X Dyadic Communication and Telephonic Conversation**

Aims and Objectives, Introduction, Dyadic Communication: Salient Features, Need for Learning  
Oral Communication Skills, Useful Tips to make Dyadic Communication more Effective, Telephone  
as a Medium of Conversation, Tips for Effective Telephonic Conversation, Let us Sum up

## **UNIT XI Conducting Meetings, Seminars and Conferences**

Aims and Objectives, Introduction, Meetings: Meaning and Importance, Purposes and Golden  
Rules of Meetings, Conducting Meetings, Attending Meetings, Conferences and Seminars  
Written Documents Related to Meeting: Notice, Agenda and Minutes, Let us Sum up

## **UNIT XII Speech - Oral Presentation**

Aims and Objectives, Introduction, Determining the Purpose: Selection of the Topic, Audience  
Analysis, Researching the Topic, Planning and Drafting the Speech, Organizing the Speech  
Presenting the Speech, Developing Confidence and Overcoming Fear, Terms used in a Debate  
Speech, Let us Sum up

## **UNIT XIII Group Discussions**

Aims and Objectives, Introduction, Technique of Group Discussions, Qualities Needed for Group Discussions, Strategies for Group Discussions: Do's and Don'ts, Discussion Techniques, Listening in Group Discussions, Let us Sum up

## **MP109 Operations Research**

### **Unit 1 Introduction to Operations Research**

Introduction, Concept of Operations Research , Applications and Uses of Operations Research, OR Models and Modeling, Principles of OR Modeling, Methodology Used in OR Modeling, Solving OR Models, OR Techniques, OR and Computers, Advantages of OR, Limitations of OR , Summary, Key Terms, End of Chapter Exercises.

### **Unit 2 Linear Programming**

Introduction, Meaning of Linear Programming, Assumptions of Linear Programming , Advantages and Limitations of Linear Programming, Formulation of Linear Programming Model, Graphical Solution of a Linear Programming Problem , Simplex Method, Big M Method, Conversion of Primal to Dual Problem, Two Phase Method , Applications of Linear Programming, Urban Planning, Currency Arbitrage, Investment, Sensitivity Analysis, Summary, Key Terms, End of the Chapter Exercise.

### **Unit 3 Advanced Linear Programming**

Introduction, Revised Simplex Method, Bounded Variables Algorithm, Parametric Linear Programming, Parametric Variations in Objective Function (C), Parametric Variations in Right Hand Side Constraints (b), Summary, Key Terms, End of the Chapter Exercise.

### **Unit 4 Goal and Integer Programming**

Introduction, Introduction to Integer Programming Problems , Pure and Mixed Integer Programming Problems, Zero-One Integer Programming Problems, Solving Integer Programming Problems, Cutting Plane Algorithm, The Branch and Bound Method, Goal Programming, Goal Programming with Single Goal, Goal Programming with Multiple Goals, Graphical Method of Solving Goal Programming Problems, Summary, Key Terms, End of the Chapter Exercises.

### **Unit 5 Transportation and Assignment Problems**

Introduction, Transportation Problem, Mathematical Formulation of Transportation Problem, Solution Procedure for Transportation Problem, Special cases in the Transportation Problems, Trans-shipment, Assignment Problem, Mathematical Statement of Assignment Problem, Methods to Solve Balanced and Unbalanced Problems, Maximization Problem, Problems with Restrictions, Summary, Key Terms, End-of-Chapter Exercises.

### **Unit 6 Inventory, Queuing**

Introduction, Concept of Inventory Control, Significance of Inventory Control, Functions of Inventory Control, Factors Affecting Inventory, Inventory Models, Queuing Models, Importance of Queuing Model, Applications of Queuing Model , Elements of Queuing Model, Different Queuing Models, Summary, Key Terms, End of Chapter Exercises.

## **Unit 7 Sequencing Models**

Sequencing Model, Rules of Priority, Sequencing n Jobs on one Machine , Sequencing 'n' Jobs on Two Machines , Sequencing n Jobs through two Machine Centers with Johnson's Rule, Markov Analysis, Transition Matrix, Estimating the Future Market Share , Steady State Situations, Absorbing Chains, Summary, Key Terms, End of Chapter Exercises.

## **Unit 8 Project Scheduling and Dynamic Programming**

Introduction , Concept of Project Scheduling , Developing a Project Network, Estimation of Time, Project Network Analysis, CPM Model , PERT Model , Gantt Chart, Concept of Dynamic Programming , Recursive Nature of DP, Forward and Backward Recursion, Applications of DP, Summary, Key Terms, End of the Chapter Exercise

## **Unit 9 Game Theory and Decision Making**

Introduction, Concept of Game Theory , Assumptions , Structure of a Game , Types of Strategies in Game Theory, Types of Games , Nash Equilibrium , Prisoners' Dilemma , Concept of Decision Making, Decision-Making Conditions and Strategies, Decision Making Under Uncertainty, Decision Making Under Risk, Marginal Analysis, Utility as a Decision Criterion, Summary , Key Terms, End of Chapter Exercise.

## **Unit 10 Probability and Probability Distribution**

Introduction, Probability, Rules of Probability, Conditional Probability, Bayes Probability, Probability Distribution, Random Variables, Binomial Distribution, Cumulative Binomial Probability, Poisson Distribution, Normal Distribution, Summary, Key Terms, End of Chapter Exercises.

## **Unit 11 Simulation**

Introduction, Concept of Simulation, Reasons for Using Simulation , Importance and Limitations of Simulation in Management , Steps for Solving Problem through Simulation, Techniques of Simulation, Monte Carlo Simulation, Inventory Control and Simulation, Computer Simulation, Summary, Key Terms, End of Chapter Exercises.

## **Unit 12 Replacement Model**

Introduction, Understanding Replacement Models, Replacement of Equipment that Deteriorates with Time, Replacement of Equipment that Fails Completely, Staff Replacement, Limitations of Replacement Models, Summary, Key Terms, End of the Chapter Exercises.

### **Reference Books:-**

**Operations Management For Mbas, third edition By Jack R. Meredith, Scott M. Shafer (Paperback, Wiley India)**

**Operations Research: Principles And Practice, second edition By Ravindran, Phillips, Solberg (Paperback, Wiley India)**

**Operations, Strategy and Technology: Pursuing The Competitive Edge By Robert Hayes, Gary Pisano, David Upton, Steven Wheelwright (Paperback, Wiley India)**

## **MP110---Entrepreneurship Development**

### Unit 1 Introduction to Entrepreneurship

Introduction, Concept of Entrepreneurship, Definition of Entrepreneur, Traits and Characteristics of a Successful Entrepreneur, Functions of an Entrepreneur, Types of Entrepreneurs, Professional vs. Family Entrepreneurs, Entrepreneur vs. Intrapreneur, Entrepreneurial Processes, Entrepreneurial Motivation, Summary, Key Words, Review Questions, Further Readings

### Unit 2 Theories of Entrepreneurship

Max Weber theory

### Unit 3 Establishing a New Enterprise

Introduction, Developing a Business Idea, Deciding to Set-up an Enterprise, Feasibility Study, Market Feasibility, Financial Feasibility, Organizational Feasibility, Project Feasibility, Summary, Key Words, Review Questions, Further Readings

### Unit 4 Business Plan

Business Plan, Writing a Business Plan, Implementing a Business Plan, Summary, Key Words, Review Questions, Further Readings

### Unit 5 Financial Requirements of a New Enterprise

Introduction, Financing a New Enterprise, Estimating Financial Requirements, Estimation of Fixed Capital Requirements, Estimation of Working Capital Requirements, Identifying the Sources of Finance, Institutions Providing Financial Assistance, Venture Capital Funding, Summary, Key Words, Review Questions, Further Readings

### Unit 6 Managing a New Enterprise

Introduction, Management of a New Enterprise, Human Resource Management in a New Enterprise, Marketing Management in a New Enterprise, Financial Management in a New Enterprise, Production and Operations Management in a New Enterprise, Summary, Key Words, Review Questions, Further Readings

### Unit 7 Expansion Strategies of an Enterprise

Introduction, Expanding an Enterprise,, 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 8 Small-Scale Enterprises

Introduction, Defining Small-Scale Enterprises, Role of Small-Scale Enterprises in Economic Development, Establishing Entrepreneurial System, Assistance for Small-Scale Enterprise, Sickness in Small-Scale Enterprises, Linkage between Small and Large Enterprises, Summary, Key Words, Review Questions, Further Readings

### Unit 9 Institutions Supporting Small-Scale Enterprises



Institutions Supporting Small-Scale Enterprises, Institutions Providing Financial Assistance, Technological Up gradation and Modernization of Small Enterprises, Problems Faced by Small Enterprises, Summary, Key Words, Review Questions, Further Readings

#### Unit 10 Decision Support System

Introduction, Definition of Decision Support System, Uses of Decision Support System, Types of Financial Decision Support System, Application of Decision Support System in Banking, Credit Cards, Credit Scoring , Summary, Key Words, Review Questions, Further Readings

#### Unit 11 Corporate Social Responsibility

Introduction, Concept of Corporate Social Responsibility, CSR towards Stakeholders, CSR in Small and Medium Enterprises, Promotion of CSR Practices, Corporate Sustainability Report Summary, Key Words, Review Questions, Further Readings

#### Unit 12 Business Ethics

Concept of Business Ethics, Importance of Business Ethics, Ethics and the Indian Corporate Culture, Causes and Issues of Unethical Behavior, Summary, Key Words, Review Questions, Further Readings

#### Reference Books:-

Entrepreneurship by Alpana Trehan (Paperback, Dreamtech Press)

Entrepreneurship Theory at the Crossroads (Second Ed.) by Dr. Mathew J. Manimala (Paperback, Biztantra)

Patterns Of Entrepreneurship by JACK M. KAPLAN (Paperback, Wiley India)

### **MP111---Management Information System**

#### **Unit 1 Understanding Management Information System**

Introduction, Concept of Information System (IS), Computer Literacy and IS Literacy, Components of IS, Trends in IS, Types of IS , Framework of IS in an Organization, IS and Business Process, Human Body as an Information System, IS Failures and Its Causes, Management Information System (MIS), Nature and Scope of MIS , Characteristics of MIS, Need of MIS, Role of MIS, Functions of MIS, Structure of MIS, Physical Components, Information Processing, Management , Activities at Various Levels, Decision Support System, Applications of MIS, Application in Marketing, Application in Finance, Application in HR, Application in Production, Summary , Keywords, Review Questions

#### **Unit 2 Strategic Role of MIS**

Introduction, Strategic MIS, Competitive Advantages with MIS, Customer Relationship Management (CRM), Supply Chain Management (SCM), Enterprise Resource Planning (ERP), Business Process Re-Engineering (BPR), Virtual Company, Total Quality Management (TQM), Agile Company, Knowledge Creating Company, Summary , Keywords , Review Questions

#### **Unit 3 Management of Data Resources**

Introduction, Concept of Data, Logical and Physical Views of Data, Characteristics of Data, Types of Data ,Methods of Data Collection ,Data Warehousing ,Data Mining ,Designing Database ,Hierarchical Data Model, Network Data Model, Relational Data Model, Database Trends- Object Oriented and Hypermedia Database, DBMS, Resource ,Requirement and Procurement, Summary , Keywords , Review Questions

#### **Unit 4 Communication Technology and Network**

Introduction, Communication Technology, Role of Communication in organization ,Communication System, Telecommunication, Networking, Types of Networks, Understanding Basics of Networking, Need for Networking, Basic Components of a Network, Exploring the Types of Networks, Characteristics of Networks, Hardware and Software Used for Networking, Network Topologies, Communication Networks in Organization,1Intranet,Extranet,Introduction to the Internet, World Wide Web, Application of Internet in Business, Broadband Technology, Summary , Keywords , Review Questions

#### **Unit 5 Decision Support Systems**

Introduction, Understanding DSS, Problem Solving and Decision Making, Simon’s model of decision making, Types of Decisions, Evolution of DSS, Components of Decision Support System, DSS architecture, Characteristics of DSS, Analytical Models in DSS ,Types of Decision Support Systems,Tools and Technologies used in DSS,DSS and Outsourcing, Group Decision Support System (GDSS), Elements of GDSS, Characteristics of GDSS, Executive Support Systems (ESS), Expert Systems (ES), Summary , Keywords , Review Questions

#### **Unit 6 System Analysis and Design**

Introduction, Concept of System Analysis, System Analyst: Meaning and Roles, System Development Life Cycle (SDLC), , System Investigation, Prototyping, Feasibility analysis, System design, System Testing, System Implementation, Developing MIS, Alternative System Building Method, Rapid Application development (RAD), Business process Re-Engineering (BPR), Reverse Engineering , Re-Engineering, Concept of Rapid Application Development, Summary , Keywords , Review Questions

#### **Unit 7 Knowledge Management and Systems**

Introduction, Knowledge Support System, Transactional Processing, Artificial Intelligence, Neural Network, Fuzzy Logic, Virtual Reality, Summary, Keywords, Review Questions

#### **Unit 8 Artificial Intelligence**

Introduction, Concept of Artificial Intelligence, Evolution of Artificial Intelligence, Components of Artificial Intelligence, Artificial Intelligence, Neural Network, Fuzzy Logic, Expert Systems, Summary , Keywords , Review Questions

#### **Unit 9 Information Technology (IT) and Global Trends**

Introduction, Globalization and IT, Breaking business Barriers-International Business, Need of MIS in MNCs, Information Technology and Virtual Organizations, Information Technology and Outsourcing, Managing Global Information System, Challenges in Developing Global Information System, Technological constraints, Political Challenges, Cultural Barriers, Summary , Keywords , Review Questions

#### **Unit 10 E-Commerce**

Introduction, Models of E-Commerce, Generations of E-Commerce, Exploring E-Commerce, E-Government, E-Banking, E-Tailing, E-Marketplace Technology, Problem Definition, Research Process, Identifying Factors to Enter E-Marketplace, Specifying Guidelines to Enter E-Marketplace, Introducing EDI, Standards of EDI, Transmission Modes of EDI, Risk and Disadvantages of EDI, E-Cash and E-Payment Scheme, E-Cash, E-Payment Schemes, Purchase Order Processing and ,Payment, Secure E-Transaction, Encryption, Digital Signature, E-Transaction, Certificate Issuance, Cardholder ,Certificates, Trader Certificates, Acquirer and Issuer Certificates, Business Intelligence, External Databases, Search Engines, Summary , Keywords , Review Questions

### **Unit 11 Ethical Aspects**

Introduction, Ethics in Information Technology, Importance of Ethics in IT, Achieving Ethics in IT, Sarbanes-Oxley Act Ethical Challenges of IT, Cyber crime, Hacking, Cyber Theft

### **Unit 12 Security of Information**

Security Management and Control, Internetworked Security, Encryption, Firewalls, Virus Protection, E-mail Monitoring, Other Security issues, Security codes, Backup files, System Monitoring, Disaster recovery, Biometric security, Management of Risks, Requirement of Regulatory System, Security Policy, Legal Requirement, Summary , Key Terms , Exercise

### **Reference Books: -**

1. **Computer Applications in Management** by Niranjana Shrivastava (Paperback, Dreamtech Press)
2. **Management Information Systems** by Shubhalakshmi Joshi, Smita Vaze (Paperback, Biztantra)
3. **Comdex Computer Course Kit** by Vikas Gupta (Paperback, Dreamtech Press)

## **MP112---Management of Human Resources**

### **Unit 1 An Introduction to HRM**

Introduction, Concept of HRM , Objectives of HRM, Functions of HRM, Significance and Challenges of HRM, HRM Policies and Principles, Models of HRM, Strategic HRM, Model of Strategic HRM, Role of HR in Process of Strategic Management, Concept of HRP, Features of HRP, Process of HRP, Methods used for HRP, Significance of HRP, Difficulties in HRP, Requisites for successful HRP , Integrating HRP in Strategic Planning, Concept of International Human Resource Management, Difference between International and Domestic Human Resource Management, International Human Resource Management Practices, Summary , Keywords , Review questions , Further Readings .

### **Unit 2 Job Analysis, Job Description, Job Specification and Job Evaluation**

Introduction, Job Analysis, Uses of Job Analysis, Steps in job analysis , Techniques for Collecting the Job Analysis Data, Job Description, Purpose of Job Description, Limitations of Job Description, Guidelines for writing an effective Job Description, 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 3 Recruitment and Selection**

Introduction , Recruitment, Objectives of Recruitment , Types of Recruitment, Process of Recruitment , Sources of Recruitment , 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 4 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 5 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 6 Career Planning and Succession 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, Succession Planning , Features of Succession Planning , Scope of Succession Planning , Career Planning Vs. Succession Planning , Summary , Keywords , Review questions , Further Readings.

### **Unit 7 Motivation**

Introduction, Concept of Motivation, Factors affecting Motivation, Process of Motivation, Significance of Motivation, Guidelines to Motivate Employees, Concept of Reward , Objectives of Reward , Features of Reward System , Determinants of Reward, Types of Rewards, Quality of Work Life, Summary , Keywords , Review questions , Further Readings.

### **Unit 8 Participation, Empowerment, and Change Management**

Introduction, Concept of Participation, Objectives of Participation, Methods of Participation, Pre-requisites for an Effective Participation, Significance and Limitations of Participation, Concept of Empowerment, Required Conditions for Empowerment, Factors Affecting Empowerment, Stages of Empowerment , Quality Circle, se of Quality Circle, Features of Quality Circle, Structure of Quality Circle, Benefits and Limitations of Quality Circle, Concept of Change , Drivers of Change, Types of Change , Process of Change, Models of Change, Change Management, Challenges faced in Change management, Limitations of Change management, Interventions in Change Management, Summary , Keywords , Review questions , Further Readings.

### **Unit 9 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 10 Employee Welfare and Social Security**

Introduction, Concept of Employee Welfare, Objectives of Employee Welfare, Advantages and disadvantages of Employee welfare, Welfare Agencies, Central Government, State Government, Employers, Trade Unions, Other Agencies, Welfare Facilities, 1Intramural Facilities, Extramural Facilities, Benefits after Separation, Statutory Provisions for Employee Welfare in India, Welfare provisions under Factories Act, The Employment Provident Fund and Miscellaneous Provision Act, 1952, Workmen's Compensation Act, 1923, Employees State Insurance Act, 1948, Payment of Gratuity Act, 1972, Welfare Provisions under other Acts, Understanding Ethics, Ethical Issues in Organizations, Measures to Reduce Ethical Issues, Corporate Culture and Ethics, Corporate Social Responsibility, Managing Ethics in Organization, Responsibility of Employees, Responsibility of Management, Ethical Programs, Dilemmas in Ethics, Summary, Keywords, Review Questions, Further Readings.

### **Unit 11 Teams and Groups in an Organization**

Introduction, Concept of Team, Types of Team, Structure of a Team, Stages of Team Development, Concept of group, Types of Groups, Group Models, Difference between Team and Group, Concept of Communication, Types of Communication, Communication Process, Barriers to Effective Communication, Measures to Reduce Communication Barriers, Communication Roles, Summary, Keywords, Review Questions, Further Readings.

### **Unit 12 Human Resource Information System**

Introduction, Concepts of Human Resource Information System, Objectives of HRIS, Designing HRIS, Applications of HRIS, Functional Components of HRIS, Steps in HRIS Implementation, Benefits and Limitations of HRIS, Total Quality Management, Need of TQM, Total Quality HRM, Kaizen -A Continuous Improvement Philosophy, Summary, Keywords, Review Questions, Further Readings.

### **Reference Books:-**

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

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

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

### **MP113---Marketing Management**

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

Introduction, Concept of Marketing, Evolution of Marketing, Production Era, Sales Era, Marketing Era, Relationship Marketing Era, Scope of Marketing, Objectives of Marketing, Core Concepts of Marketing, Market, Needs and Wants, Exchange, Value, Demand.

## Unit 2 Philosophies of Marketing Management

Production Concept, Product Concept, Selling Concept, Marketing Concept, Societal Marketing Concept, Marketing Environment, Features of Marketing Environment, Importance of Marketing Environment, Types of Marketing Environment, Micro Environment, Macro Environment, Marketing Mix Elements, Summary, Key Words, Review Questions, Further Readings

## Unit 3 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 Segmentation, 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 4 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, 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 5 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 6 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

## Unit 7 Concept of Marketing Systems

Vertical Marketing System, Horizontal Marketing System, Wholesalers, Types of Wholesalers, Functions of Wholesalers, Retailers, Functions of Retailers, Types of Retailing, Introduction to Logistics, Definition of Logistics, Types of Logistics, Warehouse Management System, Summary, Key Words, Review Questions, Further Readings

## Unit 8 Communication Mix in Marketing

Introduction, Concept of Communication, Types of Communication, Verbal Communication, Nonverbal Communication, Written Communication, Visual Communication, Marketing Communication Mix, Advertising,

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

#### Unit 9 Service Marketing

Introduction, Concept of Services, Characteristics of Services, Intangibility, Inseparability, Perish ability, Heterogeneity, Service Marketing Mix, Managing Service Quality, Service Life Cycle, Summary, Key Words, Review Questions, Further Readings

#### Unit 10 Customer Relationship Management

Introduction, Creating Customer Value, Satisfaction, and Loyalty, Customer Lifetime Value, Customer Relationship Management, Attracting and Retaining Customers, Building Loyalty, Win-Backs, Customer Databases and Database Marketing, Summary, Key Words, Review Questions, Further Readings

#### Unit 11 Marketing Strategies

Introduction, Concept of Marketing Strategies, Marketing and Corporate Strategic Planning, Business Units Strategic Planning, 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, 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 12 Neo-Marketing Trends

Introduction, Introduction to Web-based Marketing, Web Tools used for Web-Based Marketing, Benefits of Web-Based Marketing, Network Marketing Management, Green Marketing Management, Event Marketing Management Opportunities in Event Marketing, Sponsorship, Cause-related Marketing Management, Rural Marketing Management, Four A's of Rural Marketing, Scope of Rural Marketing in India, Global Marketing Management, Advantages and Disadvantages of Global Marketing, Global Opportunities and Challenges, Marketing for Nonprofit Organizations 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)

## **MP114---International Business Environment**

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

Introduction, Globalization and Growth of Global Economy, Globalization, Forces of Globalization, Advantages of Globalization Disadvantages of Globalization , The Role of Institutions and Organization, Pro-Globalization, Summary, Key Words Review Questions, Further Readings

### **Unit 2 Concept of International Marketing**

Concept of International Marketing, Process of International Marketing ,Phases of International Marketing, Multinational Corporations (MNCs) ,Entering International Markets ,International Economic Institutions, World Trade Organization , International Monetary Fund ,United Nations Conference on Trade and Development , Risks in International Environment, Summary, Key Words Review Questions, Further Readings

### **Unit 3 Theories and Policies of International Trade**

Introduction ,Concept of International Trade, Classical Trade Theories, Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Hecksher and Ohlin Theory – Modern Theory of International Trade, Porter’s Diamond Theory of National Advantage , Evaluation of International Trade Theories , India’s International Trade policy ,Summary, Key Words, Review Questions, Further Readings

### **Unit 4 International Monetary System Export Documentation**

Introduction , Evolution of International Monetary System ,Concept of Foreign Exchange Market, Balance of payments , Foreign Direct Investment -India and the World, Instruments of Payments, Summary, Key Words, Review Questions, Further Readings

### **Unit 5 Export Documentation**

Export Documentation, Export Procedures, Direction and Quantum of India’s Exports, Institutional setup for Export Promotion, Summary, Key Words, Review Questions, and Further Readings

### **Unit 6 International Business Environment**

Introduction, Concept of International Marketing Environment ,Forces of International Micro Environment , Customers, Competitors Media, Suppliers, Marketing Intermediaries, Public, Forces of International Macro Environment , Demographic Environment ,Economic Environment, Political and Legal Environment , Socio-cultural Environment, Technological Environment , Natural Environment , Competitive Environment, Summary , Key Words, Review Questions, Further Readings

### **Unit 7 Marketing Research**

International Marketing Research, Scope of Research in International Market, International Marketing Research Process, Summary, Key Words, Review Questions, Further Readings

### **Unit 8 International Business Decisions**



Introduction ,Concept of International Product , Product Standardization and Product Adaptation, International Product Life Cycle ,New Product Development in International Market Summary, Key Words, Review Questions, Further Readings

### **Unit 9 International Pricing**

Concept of International Pricing, International Pricing Strategies, Concept of International Distribution Channel, Types of Distribution Channel, Concept of International Promotion, Methods for Setting the International Advertising Budget, International Promotional Tools, Summary, Key Words, Review Questions, Further Readings

### **Unit 10 Cultural Issues in International Marketing**

Introduction , Concept of Culture, Elements of Culture ,Understanding Cultural Differences – Cultural dimensions , Culture Shock, Cross Cultural Comparisons , Concept of Ethnocentrism, Summary, Key Terms , End of Chapter Exercises

### **Unit 11 EXIM Principles and Transactions**

Introduction, United Nations Commission in International Trade Law (UNCITRAL) , International Bill of Exchange, Types of International Bill of Exchange , Functions of International Bill of Exchange, Letter of Credit , Steps Involved in Issuing the Letter of Credit , Types of Letters of Credit , Risks Involved in the Letter of Credit Transactions , Summary, Key Terms , End of Chapter Exercises

### **Unit 12 EXIM Transactions Procedures**

Bill of Lading ,Types of Bill of Lading , Functions of the Bill of Lading , Export-Import Documentation and Procedure , Export-Import documents , Procedure for Export of Goods, Categories of Imported Goods , Procedure for Import of Goods, Cost Factors of Export-Import Goods, Summary, Key Words, Review Questions, Further Readings

### **Reference Books:-**

1. International Marketing by Dr. Shakeel Ahmad Siddiqui (Paperback, Dreamtech Press)
2. International Marketing (with Casebook) by Dana-Nicoleta Lascu (Paperback, Biztantra)
3. International Business, Eighth Edition by CZINKOTA, RONKAINEN, MOFFETT (Paperback, Wiley India)

### **MP115---Product Management**

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

Introduction, Concept of Product Management, Meaning of Product, Levels of Product, Product Classification, Product Line and Product Mix, Responsibilities of product management function, Product management function, Product management decisions, Need for product management system, Responsibilities of product manager, Summary, Keywords, Review Questions, Further Readings

#### **Unit 2Product decisions**

Introduction, Product Differentiation and its Basis, Product Line Analysis, Product Mix Analysis, Product Life Cycle Strategies, Summary, Keywords, Review Questions

### **Unit 3 Product Pricing**

Introduction, Price and Non-price Competition, Factors Affecting Pricing Decisions, Pricing Decision Framework, Pricing Methods , Pricing Strategies, Differential Pricing, Promotional Pricing, Product Line Pricing, New Product Pricing, Psychological Pricing, Unethical Pricing Practices, Summary, Keywords, Review Questions, further Readings

### **Unit 4 Product Branding decisions**

Introduction, Concept of Brand, Role of Brand, Scope of Branding, Types of Brands, Process of Branding, Brand Image, Brand Attribute, Brand Identity, Brand Personality, Brand Awareness, Brand Association, Brand loyalty and Brand Repositioning, Challenges of Product Branding, Developing Branding Strategy, Branding Decisions, Brand Extension, Summary, Keywords, Review Questions, Further Readings

### **Unit 5 Brand Equity**

Introduction, Concept of Brand Equity, Building Brand Equity, Measuring Brand Equity, Managing Brand Equity, Developing Brand Positioning Strategy, Summary, Keywords, Review Questions, Further Readings

### **Unit 6 Product Distribution Decisions**

Introduction, Concept of Distribution Channel, Design of Distribution Channel, Direct Channel, Indirect Channel, Hybrid (Mixed) Channel, Importance and Functions of Distribution Channel, Monitoring and Managing Distribution Channels, Members of Distribution Channel, Summary, Keywords, Review Questions, Further Readings

### **Unit 7 Types of Marketing Systems**

Introduction, Vertical Marketing Systems, Horizontal Marketing Systems, Wholesaling and Retailing, Summary, Keywords, Review Questions, Further Readings

### **Unit 8 Logistics**

Introduction to Logistics, Definition of Logistics, Types of Logistics, Warehouse Management and Control System, Summary, Keywords, Review Questions, Further Readings

### **Unit 9 Product Promotional Decisions**

Introduction, Effective Communication, Types of Communication, Verbal Communication Nonverbal Communication, Written Communication, Visual Communication, Integrated Marketing Communication, Importance of Integrated, Marketing Communication, Marketing Communication Process, Promotional Tools, Summary, Keywords, Review Questions, Further Readings

### **Unit 10 New Product Developments**

Introduction, New Product Development, New Product Development Process, Idea Generation, Idea Screening, Concept Development and Testing, Market Strategy Development, Summary, Keywords, Review Questions, Further Readings

## **Unit 11 Business Analysis,**

Product Development, Market Testing, Commercialization, Challenges in New-Product Development, New Product Adoption and Diffusion Process, Summary, Keywords, Review Questions, Further Readings

## **Unit 12 Evaluation of a New Product**

Introduction, Evaluating a new product, Estimating Market Potential and Market Demand, Estimating Sales, Summary, Keywords, Review Questions, Further Readings

## **Unit 13 Sales Forecasting Methods**

Estimating Costs, Sales and Profits, Return on Investment, Summary, Keywords, Review Questions, Further Readings

## **Unit 14 Break-Even Analysis**

Introduction, Break-Even Analysis, Summary, Keywords, Review Questions, Further Readings

### **Reference Books:-**

**Marketing: Marketing in the 21st Century (Eighth Ed.) by Evans, Berman (Paperback, Biztantra)**

**THINK TWO PRODUCTS AHEAD by BEN MACK (Paperback, Wiley India)**

**Product Management by Lehmann (Paperback, Tata McGraw Hill)**

## **MP116---Total 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, The Three C's of TQM, The TQM System, Fundamental factors affecting Quality-(9 M's), Traditional Approach Vs TQM, Benefits of TQM, TQM Framework, Principles of TQM, Leadership

### **Unit 2 Quality Statements**

Strategic Quality Planning, Awareness of TQM, Implementation of TQM, Key Elements of TQM , Obstacles to TQM Implementation, Customer Focus in Quality Management, Translating Needs into Requirements, Requirements Management, Customer Retention, Dimensions of Product and Service Quality, Cost of Quality, Summary , Key Words, Review Questions

### **Unit 3 Principles of Quality Management**

Introduction, Historical Review of Quality Management, 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

### **Unit 4 Philosophies of Quality Management**

Contribution of Armand V Feigenbaum, Contribution of Kaoru Ishikawa, Contribution of Genichi Taguchi, Contribution of Shigeo Shingo, Contribution of Walter A Shewhart, Concept of Quality Circle, Japanese 5S Principle, 8D Methodology, Summary, Key Words, Review Questions

### **Unit 5 Statistical Process Control and Process Capability**

Introduction, Control Charts for Variables, Variations due to assignable causes, Chance Variations (Random, Variations), Definition of Control Chart, Commonly Used Control Charts for Variables, Objectives of the Control Charts, Control Charts for Variables: Frequency of Sampling, Control Limits, Chance of Making an Error, Starting the Control Charts, Some Control Chart Patterns

### **Unit 6 Process Capability**

Process Capability Analysis, Control limits versus specification limits, Process Capability, Methods of Calculating Process Capability, Basis of Process Capability Study, Problems and Solutions, Comparison of X and R chart with P chart, Control Charts for Defects, Problems and Solutions, Reliability, Quality Control and Reliability, Need for a reliable product, Definitions of Reliability, Elements of Reliability, Failure Pattern for ,Complex Product, Methods for Improving Design Reliability, Cost of Reliability, Maintenance and Reliability Availability, Quality and Reliability, System Reliability, Problems and Solutions, Summary , Key Words, Review Questions

### **Unit 7 TQM Maintenance**

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

### **Unit 8 Maintenance**

Control System for Planned Maintenance, Calibration for Maintenance, Total Quality of Maintenance, TQM and Total Safety Systems (TSS), TQM Based Approach to Safety Systems, Combining TQM and Safety with TPM, Summary , Key Words, Review Questions

### **Unit 9 Business Process Reengineering**

Introduction, Business Process Reengineering, Definition of Reengineering, Requirement of Reengineering , History and Development of Business Process Reengineering

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

Application of Reengineering, Process Reengineering in a Manufacturing Organization, BPR project at Ford Motor Company, The Essence of Reengineering, The Three R's of Reengineering, Requirement of Reengineering Process, Reengineering in the Service Industry, Quality and Reengineering, The Reengineering Process, "S" Kaizen Movement of Japanese 5 "S" approach, MU's Checklist, Value Analysis (VA), Measures of Design Quality, Summary, Key Words, Review Questions

### **Unit 11 Tools and Techniques for Quality Management**

Introduction, Quality Function Deployment (QFD), Introduction of Quality Function Deployment (QFD), Definition of QFD, Objectives of QFD, Process of QFD, Benefits of QFD, The House of Quality (HOQ), QFD

Methodology, Failure Mode and Effect Analysis (FMEA), About FMEA, FMEA Methodology, FMEA Analysis, Output of FMEA, The Concept of RPN, Examples of Failure Mode and Effects Analysis (FMEA), Fault Tree Analysis (FTA), Steps in FTA, Symbols in FTA, Estimation of Failure Probabilities, Taguchi's Approach, Taguchi's Off-Line Approach to Quality, Design of Experiments (DoE), Tool Kit for TQM, Tools for Process Management (Problem Solving), Seven Old Statistical tools, New Q-7 Tools, Benchmarking, Definition of Benchmarking, Development of Benchmarking, Types of Benchmarking, Processes involved in Benchmarking, Benefit from Benchmarking, Poka Yoke, Characteristics of Poka Yoke, Levels of Poka Yoke, Classification of Poka Yoke, Principles of Poka Yoke, Poka Yoke devices, Steps of Poka Yoke, Benefits of Poka Yoke, Limitations of Poka Yoke, Summary , Key Words, Review Questions

## **Unit 12 Quality Systems Organizing and Implementation**

Introduction to ISO, ISO 9000 Standards, Steps in ISO 9000 Registration, Benefits of ISO 9000 series, ISO 9004:2000, Implementing a quality system, Quality Audit, TQM Culture, Quality Council, Employee Involvement, Employee Motivation, Employee Empowerment, Recognition and Reward, Role of Information Technology in Quality Management, Computers and Quality Functions, Internet and Electronic Communications, Quality Information System (QIS), Information Quality Issues, Summary , Key Words, Review Questions

### **Reference Books:-**

1. **Total Quality Management** by S. Rajaram (Ph. D.) & M. Sivakumar (Paperback, Biztantra)
2. **Management Guide to Quality and Productivity** (Second Ed.) by Mr. R. Gopalan (Ph. D.) & Mr. John Bicheno (Paperback, Biztantra)
3. **MANAGING QUALITY**, 5TH ED by Barrie G. Dale, Ton Van Der Wiele, Jos Van Iwaarden (Paperback, Wiley India)

## **MP117---Financial Management**

Unit 1 An Introduction to Financial Management

**Introduction, Definition of Finance, Scope of Finance, Functions of Finance, Organizing Finance Function, Functions of a Finance Manager, Duties of Finance Manager, Functions of a Controller, Functions of a Treasurer, Concept of Financial Management, Changing Scenario of Financial Management, Objectives of Financial Management, Profit Maximization, Wealth Maximization, Difference between Profit Maximization and Wealth Maximization, Value Maximization, Summary , Keywords , Review questions , Further Readings .**

Unit 2 Long-Term Financing

**Introduction, Financial Market, Capital Market, Money Market, Long-Term Sources of Finance, Shares, Debentures, Difference between Shares and Debentures, Term Loans, Medium-Term Sources of Finance, Lease Finance, Hire Purchase, Venture Capital, Public Deposits, Retained Earnings, Summary , Keywords, Review questions , Further Readings .**

Unit 3 Short-Term Financing

**Introduction, Short-Term Financing, Objectives of Short-Term Financing, Need of Short-Term Financing, Advantages and Disadvantages of Short-Term Financing, Sources of Short-Term Financing, Trade Credit,**

**Customer Advances, Installment Credit, Instruments for Short-Term Financing, Commercial Papers, Certificate of Deposits, Bills of Exchange, Summary, Keywords, Review questions , Further Readings .**

Unit 4 Cash Flow and Funds Flow Statements

**Introduction, Cash Flow Statement, Methods for Preparing Cash Flow Statement, Solved Illustrations, Concept of Fund, Sources of Funds, Application of Funds, Funds Flow Statement, Method of Preparing Funds Flow Statement, Difference between the Cash Flow and Funds Flow Statements, Summary, Keywords, Review questions , Further Readings .**

Unit 5 Financial Business Decisions

**Introduction, Analyzing Financial Business Decisions, Cost-Volume-Profit Analysis, Break-Even Analysis, Marginal Costing, Margin of Safety, Solved Illustrations, Summary, Keywords, and Review questions, Further Readings**

Unit 6 Leverages

**Introduction, Exploring the Concept of Leverage in Finance, Exploring Financial Leverage, Exploring Operating Leverage, Exploring Combined Leverage, Summary, Keywords, Review questions, Further Readings**

Unit 7 Capital Structure Management

**Introduction, Capital Structure Management, Internal Factors affecting Capital Structure Management, External Factors affecting Capital Structure Management, General Factors affecting Capital Structure Management, Capitalization, Over-Capitalization, Under-Capitalization, Theories of Capital Structure Management, Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, Traditional Approach, Cost of Capital, Cost of Debt Capital, Cost of Preference Capital, Cost of Equity Capital, Cost of Retained Earnings, Weighted Average Cost of Capital, Marginal Cost of Capital, Summary, Keywords , Review questions , Further Readings .**

Unit 8 Concept of Time Value of Money

**Introduction, Time Value of Money, Future Value of Cash Flow, Future Value of Single Cash Flow, Future Value of Annuity, Present Value of Cash Flow, Present Value of Single Cash Flow, Present Value of Annuity, Present Value of Cash Flow, Determining Internal Rate of Return, Implication of IRR under different Conditions, Evaluation of IRR, Project Selection and Evaluation, Summary, Keywords , Review questions , Further Readings .**

Unit 9 Working Capital Management

**Introduction, Concept of Working Capital Management, Principles of Working Capital Management, Factors Affecting Working Capital Management, Working Capital and Operating Cycle, Financing of Working Capital Requirement, Recommendations of Committees on Working Capital Management, Summary, Keywords , Review questions , Further Readings .**

## Unit 10 Dividend Policy

**Introduction, Dividend Policy, Approaches to Dividend Policy, 1 Irrelevance Approach (Modigliani and Miller), Relevance Approach (Walter and Gordon), Factors Determining Dividend Policy, Types of Dividend Policy, Forms of Dividend Payment, Summary, Keywords , Review questions , Further Readings**

## Unit 11 Receivables and Inventory Management

Introduction, Concept of Receivables Management, Objectives of Receivables Management, Credit Policies, Credit Terms, Credit Period, Cash Discount, Collection Policies, Concept of Inventory Management, Objectives of Inventory Management, Tools and Techniques of Inventory Management, Stock Levels, VED Analysis, FSD Analysis, Just in Time (JIT) Inventory Management, A B C System, Economic Order Quantity (EOQ) Model, Summary, Keywords, Review questions , Further Readings

## Unit 12 Risk and Return Analysis

**Introduction, Risk and Return of Single Assets, Sensitivity Analysis, Probability Distribution, Standard Deviation, Coefficient of Variation, Return and Risk of Portfolio, Selection of Portfolio, Technical Aspect, Personal Aspect, Capital Asset Pricing Model (CAPM), Risk Evaluation Methods, Discount Rate Method, Certainty-Equivalent Method, Decision-tree Method, Summary, Keywords , Review questions , Further Readings .**

### Reference Books: -

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

## MP118---Capital Investment and financial Decisions

### Unit 1 Understanding Capital Investment and Financial Decisions

Introduction, Concept of Financial Decisions, Investment Decision, Financing Decision, Dividend Decision, Liquidity Decision, Principles of Financial Decisions, Objectives of Financial Decisions, Profit Maximization, Wealth Maximization, Difference between Profit Maximization and Wealth Maximization, Value Maximization, Factors Influencing Financial Decisions, Analysis of Business Decisions, Cost-Volume-Profit Analysis, Break-Even Analysis, Profit-Volume Chart, Summary, Keywords, Review Questions

### Unit 2 Concept of Value and Return

Introduction, Time Value of Money, Future Value of Cash Flow, Future Value of Single Cash Flow, Future Value of Annuity, Present Value of Cash Flow, Present Value of Single Cash Flow, Present Value of an Annuity, Net Present Value of Cash Flow, Present Value of Cash Flow and Rate of Return, Internal Rate of Return and Yield Calculation, Implication of IRR under Different Conditions, Evaluation of IRR, Project Selection and Evaluation, Capital Rationing, Capital Budgeting, Evaluation of Capital Budgeting, Average Rate of Return, Payback Period Method, Profitability Index, Net Terminal Value Method, Summary, Keywords, Review Questions

### Unit 3 Capital Asset Pricing Model

Introduction, Concept of Capital Asset Pricing Model, Measurement of Beta, Stability of Betas over Time, Business and Financial Risk, Discounted Cash Flow Approach, Summary, Keywords, Review Questions

#### **Unit 4 Long-Term and Medium-Term Financing**

Introduction, Financial Market, Capital Market, Money Market, Long-Term Sources of Finance, Shares and its Types Debentures and Its Types, Difference between Shares and Debentures, Term Loans, Medium Term Sources of Finance Lease Finance and Hire Purchase, Venture Capital Finance, Public Deposits, Retained Earnings, Summary, Keywords, Review Questions

#### **Unit 5 Short-Term Financing**

Introduction, Definition of Short-Term Financing, Difference between Long-Term, Medium-Term and Short-Term Finance, Purpose of Short-Term Finance, Advantages and Disadvantages of Short-Term Finance, Various Sources of Short-Term Finance, Bank Credit, Customer Advances, Trade Credit, Installment Credits, Loans from Co-operative Banks, Factoring, Summary, Keywords, Review Questions

#### **Unit 6 Budgeting: Concepts and Techniques**

Introduction, Definitions of Budget and Budgeting, Types of Budget, Performance Budget, Fixed Budget, Flexible Budget, Incremental Budget, Responsibility Budget, Zero-Based Budgeting, Rolling Budget, Cash Budget, Operating Budget, Summary, Keywords, Review Questions

#### **Unit 7 Capital Structure**

Introduction, Goals of Capital Structure Management, Factors Affecting Capital Structure, Theories of Capital Structure, Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, Traditional Approach, Summary, Keywords, Review Questions

#### **Unit 8 Cost of Capital**

Introduction, Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Cost of Retained Earnings, Quasi Capital, Weighted Average Cost of Capital, Marginal Cost of Capital, Summary, Keywords, Review Questions

#### **Unit 9 Working Capital Management**

Introduction, Concept of Working Capital, Principles of Working Capital Management, Factors Affecting Working Capital Management, Operating Cycle Concept of Working Capital, Financing of Working Capital Requirement, Controls over Working Capital, Summary, Keywords, Review Questions

#### **Unit 10 Management of Earnings and Dividend Policy**

Introduction, Dividend Theories, Approaches to Dividend Policy, Factors Determining Dividend Policy, Summary, Keywords, Review Questions



## **Unit 11 Selection of Dividend Policy**

Introduction, Types of Dividend, Cash Dividend, Stocks Dividend, Deciding the Dividend Pay-out Ratio, Summary, Keywords, Review Questions

## **Unit 12 Financial Restructuring**

Introduction, Concept of Corporate Restructuring, Mergers and Acquisition, Leveraged Buy-out, Financial Reconstruction, Summary, Keywords, Review Questions

### **Reference Books:**

**Financial Wisdom: Finance For Non Finance Executives** by A.P. Dash (Paperback, Biztantra)

**Investments: Analysis and Management, 9TH ED** by CHARLES P. JONES (Paperback, Wiley India)

**Financial Management** by Anil Kr. Dhagat (Paperback, Dreamtech Press)

**Financial Management (Second Ed.)** by Paresh Shah (Ph. D.) (Paperback)

### **MP119P---Industrial Training**

### **MP120P---Presentation/Seminar**

### **MP121P---Project Program Work**

## **MP122---Information Technology & Management**

UNIT I: Introduction, Information System, Meaning of Information System, Functions of an Information System, Components of Information System, Benefits of Information System,

Information System and Business, Information System Resources, Types of Information System.

UNITII: Transaction Processing System (TPS), Office Automation Systems (OAS), Knowledge Work Systems (KWS), Management Information System (MIS), Decision Support System (DSS), Executive Support Systems (ESS).

UNIT III: Leadership Issues in IT Management, Introduction, What is Leadership, Changing Meaning of Leadership, Conventional Leadership vs. New Meaning of Leadership, What affects Leadership, What is Manager Manager vs. Leader, Manager, Leader, and Leadership in IT Organization. UNIT IV: Introduction, Strategic Management and Information Technology, Strategic Uses of IT, Operational Effectiveness, Strategic Positioning, Information as a Strategic Asset, How to Manage Information as a Strategic Asset

UNIT V: Information Systems Planning, Introduction, Information System Planning, Goal of Information System Planning, Information Engineering (IE), Value Chain Analysis, Critical Success Factors (CSFs),

UNIT VI: Phases of Organizational SISP Activities, Information System Strategic Planning Stage Information Systems Implementation Stage

UNIT VII: Introductions, Distributed Systems, Features of Distributed Systems, Advantages of Distributed Systems, Disadvantages of Distributed Systems, Distributed Systems Architecture,

Client-server Model, Peer-to-peer Model, Security in Distributed Systems Distributed Computing Environment

UNIT VIII: Managing Information Resources I: Hardware and Software, Introduction, Information System, Information Technology Computer, Computer Hardware, Input Devices, Output Devices, Storage Devices, Computer Software, Types of Software

UNIT IX: Managing Information Resources II: Databases and Telecommunication, Introduction Data and Information Data Processing, Different Steps of Data Processing, Concept of Database, Definition of Database,

UNIT X: Manual Database Computerized Database, Database Structure, Centralized and Decentralized Database, Concept of DBMS Features of DBMS, Types of DBMS, Data Warehousing, Data Mart, Data Mining,  
UNIT XI: Telecommunication, LAN, WAN, Internet Data Transfer, Mode, Frame Relay, Cell Relay, Asynchronous, Transfer Mode, Wireless Technology, Radio-based System, Cellular Communication, Specialized Wireless Data Systems

UNIT XII: Introduction, Managing the Operations, Managing the Operations of Information Technology, Keeping Pace with the New Purpose and Structure of IT, Satisfying Speed-to-Market Requirement for New

UNIT XIII: Services, Satisfy Customer Relationship, Provide an Enterprise IT Management System, Manage IT Business Value Realize Solutions, Deploy Solutions, Deliver Operational Services, Support IT Service and Solutions Manage IT Assets and Infrastructure

UNIT XIV: Managing System Development, Introduction, System Development, Systems Development Team, Stages in Systems Development Team, Roles and Responsibilities of Systems Development Team,

UNIT XV: Project Manager, Roles and Responsibilities of the Project Manager, System Development Life Cycle Alternative Develop Decision Support Systems and Executive Information Systems UNIT XVI: Decision Support Systems and Executive Information Systems, Introduction, Concept of DSS Characteristics and Objectives of DSS, Advantages and Limitations of Decision Support System UNIT XVII: Advantages, Limitations, Levels of Decision Support System, Technology Levels, People Involved, Developmental Approach, Specific DSS, DSS Generator, DSS Tools, Comparison with EDP/MIS, Executive Information System

UNIT XVIII: Introduction, Group Support Systems, Components of GSS, Benefits of GSS, Factors that affect GSS, Information Needs of Groups, Expert System, Components of Expert System, Categorization of Expert System

UNIT XIX: Managing People and Technology, Introduction, Managing People, Managing Technology, Suggested Steps to Benefit from the Use of Technology

UNIT XX: Creating a New Work Environment, Introduction, Concept of Work Environment, Types of Environment the Employee Needs in An Organization, Organizational Redesign, Concept of Learning Organization

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

1. Information Technology for Management: Transforming Organizations in the Digital Economy by Efraim Turban, Ephraim McLean, and James Wetherbe
2. Information Technology Project Management (with Microsoft Project XX0VII CD-ROM) (VIth ed)  
a. by Kathy Schwalbe
3. Information Technology for Management: Improving Performance in the Digital Economy by Efraim Turban and Linda Volonino

#### **MP123--- Database Management System**

##### **Lesson 1 Database Management System Concepts**

Aims and Objectives, Introduction, Database Concepts, Database System

Components of Database Systems

Data

Hardware

Software

Database Users

Why Database?

Advantages from having Centralized Control of the Data

Disadvantages of Database

Data Independence

Data Models

Basic Concepts

Three Levels of the Architecture

Record-Based Logical Models  
Hierarchical Model  
Network Model  
Relational Model  
Object-Based Logical Models  
Entity Relationship Model  
An Object-Relational Database (ORD)  
Database Languages  
Data Definition Language (DDL)  
Data Manipulation Language  
Transaction  
Storage Management  
Primary Storage  
Secondary Storage  
Database Administrator (DBA)  
Role of the DBA  
Overall System Structure  
Let us Sum up  
Lesson End Activity  
Keywords  
Questions for Discussion  
Suggested Readings

## **Lesson 2 Entity-Relationship Model**

2.0 Aims and Objectives  
2.1 Introduction  
2.2 Entity and Attributes  
2.3 Entity Type and Entity Set  
2.4 Relationship Sets  
2.4.1 Instances of Entity and Relationship  
2.4.2 Relationship between Entities Sets  
2.5 Mapping Constraints  
2.6 Keys  
2.7 Weak Entity Types  
2.8 E-R Diagrams  
2.9 Reducing E-R Diagrams to Tables  
2.10 Let us Sum up  
2.11 Lesson End Activity  
2.12 Keywords  
2.13 Questions for Discussion  
2.14 Suggested Readings

## **Lesson 3 Relational Model Data Structure**

3.0 Aims and Objectives  
3.1 Introduction  
3.2 Relational Model Concepts  
3.2.1 Domains, Tuples, Attributes and Relations  
3.2.2 Relation  
3.2.3 Domains and Attributes

- 3.3 Relational Algebra
  - 3.3.1 Traditional Set Operations
  - 3.3.2 The Special Relational Operators
  - 3.3.3 Extended Relational-Algebra Operations
- 3.4 Modification of the Database
  - 3.4.1 Deletion
  - 3.4.2 Insertion
  - 3.4.3 Updating
- 3.5 Views
- 3.6 Let us Sum up
- 3.7 Lesson End Activities
- 3.8 Keywords
- 3.9 Questions for Discussion
- 3.10 Suggested Readings

#### **Lesson 4 Structures Query Language**

- 4.0 Aims and Objectives
- 4.1 Introduction
- 4.2 Features of SQL
- 4.3 Data Types
- 4.4 Writing SQL Commands
- 4.5 SQL Operators
- 4.6 Changing of Column Headings
- 4.7 String Operations: One of the Most Important String Operator is LIKE
- 4.8 Orders by Clause
- 4.9 Duplicates
- 4.10 Aggregate Functions
- 4.11 Creating a Table
- 4.12 Sub query
- 4.13 Test for Empty Relations
- 4.14 Derived Relations
- 4.15 Views
- 4.16 Set Operations
  - 4.16.1 Union
  - 4.16.2 Intersect
  - 4.16.3 MINUS
- 4.17 Let us Sum up
- 4.18 Lesson End Activities
- 4.19 Keywords
- 4.20 Questions for Discussion
- 4.21 Suggested Readings

#### **Lesson 5 Integrity Constraints**

- 5.0 Aims and Objectives
- 5.1 Introduction
- 5.2 Integrity Constraints
  - 5.2.1 Domain Constraints
  - 5.2.2 Key Constraint
  - 5.2.3 Entity Integrity

- 5.2.4 Referential Integrity
- 5.3 Update Operations on Relations
  - 5.3.1 Insert Operation
  - 5.3.2 Delete Operation
  - 5.3.3 Modify Operation
- 5.4 Assertions
- 5.5 Triggers
- 5.6 Let us Sum up
- 5.7 Lesson End Activities
- 5.8 Keywords
- 5.9 Questions for Discussion
- 5.10 Suggested Readings

## **Lesson 6 Relational Database Design**

- 6.0 Aims and Objectives
- 6.1 Introduction
- 6.2 Relational Database Design
- 6.3 Anomalies in Databases
  - 6.3.1 Redundancy
  - 6.3.2 Update Anomalies
- 6.4 Informal Design Guidelines for Relational Schemas
  - 6.4.1 Relation Attributes Semantics
  - 6.4.2 Redundant Information in Tuples and Update Anomalies
  - 6.4.3 Null Values in Tuples
- 6.5 Functional Dependencies
- 6.6 Normalization
  - 6.6.1 First Normal Form (1NF)
  - 6.6.2 Second Normal Form (2NF)
  - 6.6.3 Third Normal Form (3NF)
  - 6.6.4 Boyce-Codd Normal Form (BCNF)
  - 6.6.5 Multivalued Dependencies
  - 6.6.6 Fourth Normal Form (4NF)
  - 6.6.7 Projection-Join Normal Form (Fifth Normal Form)
  - 6.6.8 Domain/Key Normal Form (DKNF)
- 6.7 Let us Sum up
- 6.8 Lesson End Activities
- 6.9 Keywords
- 6.10 Questions for Discussion
- 6.11 Suggested Readings

## **Lesson 7 Object Oriented Database**

- 7.0 Aims and Objectives
- 7.1 Introduction
- 7.2 New Database Applications
  - 7.2.1 Traditional Applications
  - 7.2.2 Common Features of 'Traditional' Applications
  - 7.2.3 New Applications
  - 7.2.4 Expected Features for New Applications
- 7.3 Object-Oriented Data Model

- 7.3.1 Object Structure
- 7.3.2 Object Classes
- 7.3.3 Inheritance
- 7.3.4 Multiple Inheritance
- 7.3.5 Object Identity
- 7.3.6 Object Containment
- 7.4 Object-Oriented Languages
- 7.5 Persistent Programming Languages
  - 7.5.1 Persistence of Objects
  - 7.5.2 Object Identity and Pointers
  - 7.5.3 Storage and Access of Persistent Objects
- 7.6 Persistent C++ Systems
  - 7.6.1 ODMG C++ Object Definition Language
  - 7.6.2 ODMG C++ Object Manipulation Language
- 7.7 Let us Sum up
- 7.8 Lesson End Activities
- 7.9 Keywords
- 7.10 Questions for Discussion
- 7.11 Suggested Readings

## **Lesson 8 Object Relational Database**

- 8.0 Aims and Objectives
- 8.1 Introduction
- 8.2 Advantages of Object Relational Database
  - 8.2.1 Disadvantages of Object Relational Database
- 8.3 Nested Relations
- 8.4 Complex Types and Object Orientation
  - 8.4.1 Structured and Collection Types
  - 8.4.2 Inheritance
  - 8.4.3 Reference Types
- 8.5 Querying with Complex Types
  - 8.5.1 Relation-Valued Attributes
  - 8.5.2 Path Expressions
  - 8.5.3 Nesting and Un nesting
  - 8.5.4 Functions
- 8.6 Creation of Complex Values and Objects
- 8.7 Comparison of Object-Oriented and Object-Relational Databases
- 8.8 Let us Sum up
- 8.9 Lesson End Activities
- 8.10 Keywords
- 8.11 Questions for Discussion
- 8.12 Suggested Readings

## **Lesson 9 Database System Architectures and Parallel Databases**

- 9.0 Aims and Objectives
- 9.1 Introduction
- 9.2 Centralized Systems
- 9.3 Client-Server Model
  - 9.3.1 Layered Model

- 9.4 Distributed System
- 9.5 Parallel Databases
- 9.6 I/O Parallelism
- 9.7 Interquery Parallelism
- 9.8 Intraquery Parallelism
- 9.8.1 Intraoperation Parallelism
- 9.8.2 Interoperation Parallelism
- 9.9 Let us Sum up
- 9.10 Lesson End Activities
- 9.11 Keywords
- 9.12 Questions for Discussion
- 9.13 Suggested Readings

## **Lesson 10 Distributed Databases**

- 10.0 Aims and Objectives
- 10.1 Introduction
- 10.2 Distributed Data Storage
- 10.2.1 Data Fragmentation
- 10.2.2 Data Replication
- 10.2.3 Data Replication and Fragmentation
- 10.3 Network Transparency
- 10.3.1 Naming of Data Items - Criteria
- 10.3.2 Use of Aliases
- 10.4 Query Processing in Distributed Databases
- 10.4.1 Distributed Transaction Model
- 10.5 System Failure Modes
- 10.6 Commit Protocols
- 10.6.1 Two-Phase Commit
- 10.7 Coordinator Selection
- 10.7.1 Backup Coordinators
- 10.7.2 Election Algorithms
- 10.8 Concurrency Control
- 10.8.1 Locking Protocols
- 10.8.2 Single-Lock-Manager Approach
- 10.8.3 Distributed Lock Manager
- 10.8.4 Majority Protocol
- 10.8.5 Primary Copy
- 10.9 Deadlock
- 10.9.1 Centralised Approach
- 10.10 Multidatabase System
- 10.10.1 Unified View of Data
- 10.10.2 Query Processing
- 10.10.3 Mediator Systems
- 10.10.4 Directory Systems
- 10.11 Let us Sum up
- 10.12 Lesson End Activities
- 10.13 Keywords
- 10.14 Questions for Discussion
- 10.15 Suggested Readings**

## **MP124--- Retail Operations Management**

UNIT I: Introduction, What is Retail, Functions of a Retailer, Anticipates Customer Wants, Stocks Product Assortment, Acquires Market Information, Finances the Retail Business, Marketing-Retail Equation, Rise of the Retailer, Large and Increasing Contribution of GDP, Major Employer, Retailers as Gatekeepers, Retailers Diversifying their Activities, Organizations Growing on an International Scale, Grow on Cost Perspective Proximity to Consumer/Customer, Proximity Retailing, Location, Destination Retailing is based on Drawing Consumers to Travel to a Store, Rise of Consumerism, Reasons, How Retailers Handle Customer Privacy through Consumer Oriented Approach, Community Relations, Green Marketing, Need for More Protection of

UNIT II: Children Global Retail Market, Prime Factors at Play International Retail Competition, Global Retail Market-Challenges and Opportunities, Challenges and Opportunities in Global Marketing UNIT III: Introduction, Consumer Empowerment-Expand the Role of the CMO, Adopt a Customer-centric Approach, Reshape the Planning Process Technology Enabled Effectiveness-, Integrated Systems and Networking, Electronic Data Interchange, Bar Coding, Electronic Article Surveillance, Electronic Shelf Labels Evolution of Retailing in India, Story of Retail Revolution, One Stop Shopping, Supermarket Revolution, Pleasure of Self-service Concept, Globalization of Retailing, Size of the Operations, Drivers of Retail Changes in India, Emergence of Young Earning in India-, Role of Media to Make

UNIT IV: Awareness of Products, Changing Life Styles, Family Structure or Size, Rise of Consumerism, Size of Retail in India-, Clothing in India, Fashion Retail in India, Fashion Drives Retail Boom-Present Scenario, Books and Music Communication Accessories,

UNIT V: Food and Food Services, Food Services, Food Services-supply Chains, Other merging Sectors, Jewellery Retail, Foot Wear Retail, Time Wear Retail, Foreign Direct investment in Retail, Effect of FDI on Economy, Challenges to Retail Development in india, Threat of New Entrants, Threat of Substitutes, Bargaining Power of Suppliers, bargaining Power of Buyers, Intensity of Rivalry UNIT VI: Introduction, What is a Retail Format, Evolution of Retail Format-, Social Development and their Impact, Industrial Revolution, Emergence of Self-service

UNIT VII: Development of Super Markets and Convenience Stores-, Rise of the Web Theories of Retail Development, Environmental Theory, Cyclical Theory, Conflict Theory Concept of Life Cycle in Retail Introduction, Growth, Maturity, Decline, Success Stories

UNIT VIII: Introduction, Business Models in Retail- Business Modeling Classification of Retail Formats, Store based Retailing, Merchandise Offered, Non-store-Retailing, Service Retailing, Brand Management-Strategic Brand Management

UNIT IX: Customer Relationship Management, Introduction, What is CRM, Customers First, Redefining Functional Roles, Re-engineering Work Processes, Technology, What is the Goal of CRM, Misconception, Definition of CRM-, CRM and its Components, People Management, Lead Management, Sales Force Automation, Customer Service, Marketing, Work Flow Automation, Business Reporting, Analytics, Concept of CRM,

UNIT X: Customer Life Cycle (CLC) and CRM-Definition of CLC, Importance of Customer Life Cycle in CRM, Recent Improvements BIIB CRM, Optimizing Internal Processes, BIIB CRM in IT Sector

UNIT XI: Objectives of CRM, Increase in Customer Service, Increasing Efficiency, Lowering Operating Costs, Aiding the Marketing Department, Questions to ask while Establishing CRM Goals, Goals of CRM, Secrets of Failure, Organizational Change, Metrics to Measure Success



UNIT XII: Deciding Who Should Lead the CRM Functions, Introduction, Who Should Lead the CRM Functions, Customer Services, Managing the Quality Process of Customer Service, CRM-based Marketing and Sales, Marketing, Sales, Product support, Channel and other Partners, CRM Planning, Working as a Team, Tracking the Customer Life Cycle, Using Web Personalization to Tell the Right Story, Using Personalized E-mail Marketing to Increase Frequency, Using Sales Automation to Close Profitable Sales,

UNIT XIII: Getting Started, Selecting a CRM Solution, Vendor Solution Matrix, Representative CRM Vendors, Defining CRM Concepts, Customer Life Cycle, CRM Building, Training Employees, Developing, Motivating and Managing your People, Turn Every Interaction into an Opportunity, Establishing Effective Service Delivery Processes, Building in Continuous Improvement, Ensuring Managers are the Key Change-Agents

UNIT XIV: Service Management and Operations, Introduction, What is Service Operation, Characteristics of Services:, Intangibility, Heterogeneity, Inseparability, perishability Classifying Service Firms, Equipment-based Services, People-based Services, Services and Manufacturing, Location and Layout in Services:, Fixed-position Layout, o Process Layouts, Benchmarking:, Performance Measurement, Levels of Benchmarking, Types of Comparisons in Benchmarking, Steps to Benchmarking, Benchmarking in the Federal Public Service, Service Strategy, Service Gaps, Strategies to Improve the Customer Service Delivery Service Design, Design Strategy

UNIT XV: Management Service Operations, Introduction, Essential Ingredients for Quality Service, Top-management Commitment, Service Process Design, Service Quality Monitoring, Customer Feedback, Employee Focus, Service Facility Location, Serving Homogeneous Customers with one Facility

UNIT XVI: Managing Service Operations, Supply Relationship Vehicle Routing:Vehicle Tracking and Dispatch, Route Analysis, Warehouse Operations, Facilities and Depot Management, Routing and Scheduling

UNIT XVII: Marketing Channel Systems, Introduction, Concept of Channel:, Tasks of Marketing Channels, Functions of Channel Intermediaries, Reconciling the Needs of Producers and Customers, Improve Efficiency by Reducing the Number of Transactions and Creating, Bulk for Transportation, Improved Accessibility, Providing Specialist Service, Importance of Channels:, Channel Participants, Manufacturers, Key Issues in Determining Channel Requirement:, Product Proliferation, Strategies being used by the Executives to Cope in the Dynamic Environment, Total Quality Initiatives Manufacturing Strategies: Wholesaler, Consumer Channels, Market Channel

UNIT XVIII: Environment:Types of Channel Competition, Channel Behaviour Process developing the Marketing Channel-Design: Channel Design, Establishing the Channel Objectives, Identifying the Major Channel Alternatives, Types of Intermediaries, Number of Intermediaries, Terms and Responsibilities of Channel Members, Evaluating the Channel Alternatives, Economic Criteria, Control Criteria, Adaptive Criteria Selecting Channel Members/Channel Strategy, Channel Selection, Motivating Channel Members, Evaluating Channel Members, Modifying Channel Arrangements

UNIT XIX: Brand Management - Positioning and Repositioning, Introduction, Brand Management, Creating the Promise, Making the Promise, Keeping the Promise, Objectives of Brand: Information, Differentiation, o Seduction, Tools for Differentiation of Brand Management, An Emotional as well as Real Offer, A Feeling of Community

UNIT XX: Values within the Customer, Market Communication goes Further, Obsession with Small Details, Understanding a Brand, Types of Brands, Manufacturer Brands, Own Label or Distributor or Store Brands, Positioning of a Brand:, Positioning, Pit Falls in Positioning, Repositioning, Franchising:, What is Franchising, Why should a Company Franchise, Why become a Franchisee, Present-day Franchising, How the Franchise works,

**Reference Books:**

1. Retail Operations Management by Donald Harris and David Walters
2. The Retail Value Chain by Sami Finne and Hanna Sivonen

**MP125--- Customer Relationship Management**

## Unit I Customer Relationship Management

## 1.0 Aims and Objectives

- 1.1 Introduction
- 1.2 Meaning of CRM
- 1.3 Significance of CRM
- 1.4 Benefits of CRM to Organisation
- 1.5 Cost of CRM to Organisation
- 1.6 Benefits of CRM to Customers
- 1.7 Cost of CRM to Customers
- 1.8 Decisions of CRM
- 1.9 Customer Retention
- 1.10 Trends in Customer Retention
- 1.11 Keys for Customer Retention
- 1.12 Types of CRM Programs
- 1.13 Strategies for Building Relationship
- 1.14 Challenges in CRM
- 1.15 CRM Marketing Initiatives
- 1.16 Let us Sum up
- 1.17 Lesson End Activity
- 1.18 Keywords
- 1.19 Questions for Discussion
- 1.20 Suggested Readings

## Lesson 2 Customer Acquisition

## 2.0 Aims and Objectives

- 2.1 Introduction
- 2.2 Approaches of Customer Acquisition
- 2.3 Process of Acquisition
  - 2.3.1 Influences of Acquisition
- 2.4 Nature and Significance of Customer Retention
- 2.5 Approaches to Retention Process
- 2.6 Stages of Retention in the Customer Life Cycle
- 2.7 Sequences in Retention Process
- 2.8 Attrition: The Negative Signal of Retention
- 2.9 Handling Complaints to Improve Retention
  - 2.9.1 Focus on Customer Complaints
  - 2.9.2 Complaint Inventory
  - 2.9.3 Classification of Complaints
- 2.10 Perceptual Gaps and Retention
- 2.11 Meeting Customer Needs and Its Impact On Retention
- 2.12 Changing Conditions and Needs
- 2.13 Customer Satisfaction and Retention

- 2.13.1 Product Satisfaction
- 2.13.2 Peripheral Satisfaction
- 2.13.3 Ambience Satisfaction
- 2.13.4 Psychic Satisfaction
- 2.14 Relationship through Loyalty
- 2.15 Understanding Brand
- 2.16 Process of Brand Choice-Issues
  - 2.16.1 Recovery of Lapsed Customers
  - 2.16.2 Reasons for Customers Defection
- 2.17 Strategies to Prevent Defection and Recover Lapsed Customers
- 2.18 Organisational Change to Match Retention Strategy
  - 2.18.1 Accommodating Change and Learning
- 2.19 Let us Sum up
- 2.20 Lesson End Activity
- 2.21 Keywords
- 2.22 Questions for Discussion
- 2.23 Suggested Readings

### Lesson 3 CRM Process

- 3.0 Aims and Objectives
- 3.1 Introduction
- 3.2 Benefits of A CRM Process
- 3.3 A Closed-Loop CRM Process
- 3.4 Process Selection Procedure
- 3.5 CRM Business Transformations
  - 3.5.1 Repeat or Interactive Process
  - 3.5.2 Make Go-To-Market Strategy
  - 3.5.3 Clarify the Role of CRM
  - 3.5.4 Prepare for Action
- 3.6 Four Cs (Elements) of CRM Process
- 3.7 CRM Organisation
  - 3.7.1 Map the CRM Process
  - 3.7.2 CRM Process for Marketing Organisation
- 3.8 Evolving to e-CRM
  - 3.8.1 Essentials of Building an e-CRM
- 3.9 CRM and e-CRM: The Differences
- 3.10 Significance of Online CRM
- 3.11 Nature of e-CRM
- 3.12 CRM Process
  - 3.12.1 Objectives of CRM
- 3.13 An Insight into CRM and e-CRM
- 3.14 Let us Sum up
- 3.15 Lesson End Activity
- 3.16 Keywords
- 3.17 Questions for Discussion
- 3.18 Suggested Readings

### Lesson 4 E-Commerce

- 4.0 Aims and Objectives

- 4.1 Introduction
- 4.2 Advent of e-Commerce
- 4.3 Definition of e-CRM
- 4.4 Scope of e-CRM
- 4.5 CRM Vs e-CRM
- 4.6 Challenges in e-CRM
- 4.7 Web Experience
- 4.8 Features of Effective e-CRM
- 4.9 E-CRM and Portals
- 4.10 Modules in CRM
- 4.11 CRM Applications and Objectives
  - 4.11.1 Increased Revenue
  - 4.11.2 Improved Global Forecast and Pipeline Management
  - 4.11.3 Monitoring and Control
  - 4.11.4 Improved Win Probability
  - 4.11.5 Reduced Cost of Sales
  - 4.11.6 Increased Sales Executives' Productivity
  - 4.11.7 Promote Sales Executives Retention
  - 4.11.8 Sales Compensation
- 4.12 Strategic Objectives of CRM Marketing Application
  - 4.12.1 Closed-Loop Marketing
  - 4.12.2 Better Information for Better Management
  - 4.12.3 Expand Marketing Channels through the Web
- 4.13 Objectives of CRM Application in Service the Customers
  - 4.13.1 Service Increases Profitability
  - 4.13.2 Service Improves Service Delivery
  - 4.13.3 Service Helps Organisations to Add to Customer's Delight
  - 4.13.4 Service Helps Organisations to Differentiate their Product
  - 4.13.5 Company's "Share of Customer Wallet"
- 4.14 Key Requirements for CRM
  - 4.14.1 Business Intelligence and Analytical Capabilities
  - 4.14.2 Unified Channels of Customer Interaction
  - 4.14.3 Web-Based Functionality Support
  - 4.14.4 Centralized Repository for Customer Information
  - 4.14.5 Integrated Workflow
  - 4.14.6 Integration with ERP Applications
- 4.15 Market Dynamics Relating to CRM
  - 4.15.1 CRM Channels of Customer Interaction
- 4.16 The Need to Adopt e-CRM
- 4.17 Basic Requirements of e-CRM
  - 4.17.1 Electronic Channels
  - 4.17.2 Enterprise
  - 4.17.3 Empowerment
  - 4.17.4 Economics
  - 4.17.5 Assessment
  - 4.17.6 outside Information
- 4.18 Three Dimensions in e-CRM
  - 4.18.1 Customer Investment Allocation
- 4.19 Key E-CRM Features
- 4.20 Let us Sum up
- 4.21 Lesson End Activity

- 4.22 Keywords
- 4.23 Questions for Discussion
- 4.24 Suggested Readings

## Lesson 5 CRM Architecture

- 5.0 Aims and Objectives
- 5.1 Introduction
- 5.2 Scope of CRM Architecture
- 5.3 Analysis/Profiling
- 5.4 Campaign Planning and Management
- 5.5 Customer Interaction
- 5.6 Method of Building E-CRM
- 5.7 The Problems with E-CRM Solutions
  - 5.7.1 Processes
  - 5.7.2 Systems
  - 5.7.3 Purchaser Centric Metrics
  - 5.7.4 Customer-facing Systems
  - 5.7.5 Customer Optimization
- 5.8 E-CRM Tools
  - 5.8.1 Customer Analytic Software
  - 5.8.2 Data Mining Software
  - 5.8.3 Campaign Management
  - 5.8.4 Business Simulation
  - 5.8.5 Personalized Messaging System
  - 5.8.6 Real Time Decision Engine
- 5.9 Portals
  - 5.9.1 An Employee Portal
  - 5.9.2 Customer Portal
- 5.10 Let us Sum up
- 5.11 Lesson End Activity
- 5.12 Keywords
- 5.13 Questions for Discussion
- 5.14 Suggested Readings

## Lesson 6 Data Mining

- 6.0 Aims and Objectives
- 6.1 Introduction
- 6.2 Meaning of Data Mining
- 6.3. Stages of Learning
- 6.4 Data Mining Technologies
- 6.5 Data Analysis
- 6.6 OLAP
- 6.7 The Data Mining Process
- 6.8 Relationship Marketing
  - 6.8.1 Pricing Strategy
  - 6.8.2 Quality and Features of the Product
  - 6.8.3 Quality of Service
  - 6.8.4 Competitors Offerings
  - 6.8.5 Customer Centric Reasons

## 6.9 Relationship Marketing and Customer Care

### 6.9.1 Customer Identification

### 6.10 Let us Sum up

### 6.11 Lesson End Activity

### 6.12 Keywords

### 6.13 Questions for Discussion

### 6.14 Suggested Readings

## Lesson 7 CRM Implementation

### 7.0 Aims and Objectives

#### 7.1 Introduction

#### 7.2 CRM: A Comparison with CMM Levels

##### 7.2.1 Level One: Ad Hoc or Initial

##### 7.2.2 Level Two: Replicable or Repeatable

##### 7.2.3 Level Three: Focused or Defined

##### 7.2.4 Level Four: Managed

##### 7.2.5 Level Five: Optimized

#### 7.3 Drawbacks of CRM Implementation

#### 7.4 A Framework for Successful CRM

##### 7.4.1 Lack of Business Focus

##### 7.4.2 New Solutions

##### 7.4.3 Employee Involvement

##### 7.4.4 Cultural Change

#### 7.5 The Key to Accomplishing CRM Success

##### 7.5.1 Adopt a Suitable Framework

### 7.6 Let us Sum up

### 7.7 Lesson End Activity

### 7.8 Keywords

### 7.9 Questions for Discussion

### 7.10 Suggested Readings

## Lesson 8 Customer Strategies for CRM Implementation

### 8.0 Aims and Objectives

#### 8.1 Introduction

#### 8.2 Customer Strategy for CRM Implementation

##### 8.2.1 Create a Synchronous Customer Strategy

##### 8.2.2 Typical Elements of a Strategy

##### 8.2.3 Prioritize Initiatives

##### 8.2.4 Measurement of the Customer

##### 8.2.5 Adopt a Piloting Study

##### 8.2.6 Customer Performance Measures

##### 8.2.7 Full Range of Technology

##### 8.2.8 Assess Package Solutions

##### 8.2.9 Skills and organizational Implications

##### 8.2.10 Proactive Leadership

#### 8.3 Implementing CRM: A Step-By-Step Process

##### 8.3.1 Implementation

#### 8.4 CRM Implementation Steps

##### 8.4.1 Pre-Implementation

- 8.4.2 Meeting the Vendor
- 8.4.3 Project Manager (PM)
- 8.4.4 Implementation Leader
- 8.4.5 System Engineers
- 8.4.6 In-House Project Manager
- 8.4.7 Systems or Business Analysts
- 8.4.8 Networking Staff
- 8.4.9 Integration Professional
- 8.4.10 Heads of Non-Technical Departments
- 8.4.11 Information Gathering
- 8.4.12 Detailed Proposal Generation
- 8.5 Five Phases of CRM Projects
- 8.6 Development of Customizations
- 8.7 Let us Sum up
- 8.8 Lesson End Activity
- 8.9 Keywords
- 8.10 Questions for Discussion
- 8.11 Suggested Readings

## Lesson 9 Development of Customizations in CRM

- 9.0 Aims and Objectives
- 9.1 Introduction
- 9.2 Beta Test and Data Import
- 9.3 Train and Retrain
  - 9.3.1 Basic Training
  - 9.3.2 Customization Training
  - 9.3.3 Documentation
  - 9.3.4 Additional Training
- 9.4 Rollout and System Hand-Off
- 9.5 Support, System Optimization, and Follow Up
  - 9.5.1 Culmination
  - 9.5.2 CRM for Client Server Model
  - 9.5.3 CRM at Work
  - 9.5.4 CRM stores and processes “Enterprise Data”
- 9.6 The Client/Server CRM Model
  - 9.6.1 Customer Records
  - 9.6.2 Locations
  - 9.6.3 Contact People
  - 9.6.4 Opportunity Files
- 9.7 Computer Telephony Integration (CTI)
- 9.8 CRM-ERP Integration
  - 9.8.1 CRM and ERP
- 9.9 Let us Sum up
- 9.10 Lesson End Activity
- 9.11 Questions for Discussion
- 9.12 Keywords

## **MP126--- Principal and Practices of Insurance**

UNIT I: Defining Risk, The Concept of Risk, The Nature of Risk, Management of Risks. UNIT II: The Evolution and meaning of Insurance

History of Insurance, Rights and Responsibilities of the Insurer, Rights and Responsibilities of the Insured, Classification of Insurance, Role of Insurance in Financial System.

UNIT III: Essentials of Insurance Contracts

Essentials of a Valid Contract, Is Insurance a Contract, Principles of Insurance, Principle of utmost Good Faith or Uberrimae Fides, Principle of Insurable Interest, Principle of indemnity, Proximate Cause, Principle of Contribution, Principle of Subrogation, Utilization of the above Principles at Various, Stages of Insurance Contract.

UNIT IV: Risk Appraisal and Selection

Objectives of Risk Selection, Determinants of Risk.

UNIT V: Premium

Life Table, Mortality Table.

UNIT VI: Classification of Insurance

Life Insurance, Group Insurance, Basics of Life Insurance, Growth of Actuarial Sciences - A boost to Development of Life Insurance, Life Insurance Needs at Various Life Stages, Life Insurance Documents, The Proposal Form, Classification of Life, Insurance Policies, Basic elements and features of Plans of Life Insurance, Riders, Annuities, Pension Plans/Annuities .

UNIT VII: Claims Management in Life Insurance

Features of Insurance Claims, Special Cases, Proof of Title.

UNIT VIII: Principles of General Insurance

Insurable Interest, Indemnity, Utmost Good Faith, Subrogation, Contribution, Proximate Cause/Causa Proxima.

UNIT IX: General Insurance Business

Introduction, Theory of Rating, Role of Tariff Advisory Committee (TAC), Claim Settlement Non-Life Insurance.

UNIT X: Fire and Motor Insurance

Definition, Exclusions, Standard Policy Coverages, Policies for Stocks, Consequential Loss Policy, Motor Insurance/Vehicle Insurance/Auto, Insurance/Car Insurance, Special Points.

UNIT XI: Nature of Marine Insurance Contract

History, Definition of Marine Insurance Business, Insurable Property, Marine Adventure, Voyage, Maritime Perils/Perils of the Sea, Contents of a Marine Policy, Essential Elements or Principles of Marine, Insurance Features of a General Contract, Insurable Interest, Utmost Good Faith, Contract of Indemnity, Principles of Subrogation, Contribution, Warranties, Proximate Cause, Assignments of Policy, Clauses Incorporated in a Marine Policy, Kinds of Marine Insurance Policies.

UNIT XII: Marine Losses

Introduction, Constructive Total Loss, Partial Loss.

UNIT XIII: Reinsurance



Reinsurance, Profit Commission, Practical Problems, Methods/Kinds of Reinsurance, Co-Insurance.

UNIT XIV: Information Technology, the Key to Success of Insurance Services

The Human Element, Insurance Distribution in India, Insurance is sold and not bought, Role Transformation of Intermediaries in the Challenging Scenario, Focus on Multiple Distribution Channels.

UNIT XV: Ethics in Insurance Distribution

Issues in India, Insurable Property, Marine Adventure, Voyage, Maritime Perils/Perils of the Sea, Contents of a Marine Policy, Essential Elements or Principles of Marine, Insurance, Features of a General Contract, Insurable Interest, Utmost Good Faith, Contract of Indemnity, Principles of Subrogation, Contribution, Warranties, Proximate Cause, Assignments of Policy, Clauses Incorporated in a Marine Policy, Kinds of Marine Insurance Policies.

UNIT XVI: Marine Losses

Introduction, Constructive Total Loss, Partial Loss.

UNIT XVII: Reinsurance

Reinsurance, Profit Commission, Practical Problems, Methods/Kinds of Reinsurance, Co-Insurance.

UNIT XVIII: Information Technology, the Key to Success of Insurance Services

The Human Element, Insurance Distribution in India, Insurance is sold and not bought, Role Transformation of Intermediaries in the Challenging Scenario, Focus on Multiple Distribution Channels.

UNIT XIX: Ethics in Insurance Distribution

Issues in India, Summary.

UNIT XX: Loss Prevention and Control

Why loss prevention, Who is the beneficiary, Risk Control Measures, Educational Protection.

Reference Books:

1. Insurance Theory and Practice - Paperback (Aug. II, XXX) by Rob Thoys
2. Taking Charge of Your Own Health: Navigating Your Way Through Diagnosis Treatment Insurance And More - Paperback by Lisa Hall

## **MP127--- Risk Management & Insurance**

### **UNIT I: Risk**

Introduction: Historical Background, Meaning and Definitions of Risk, Risk vs. Uncertainty, Operational Risk, Interest Rate Risk, Credit Risk, Business Risk, Systematic Risk, Unsystematic Risk.

UNIT II: Pure Risk

Types of Pure Risks, Methods of Handling Risk, Avoidance, Loss Control, Retention, Non Insurance Transfers, Insurance, Risk Management Process, Steps in Risk Management Process.

UNIT III: Potential Risk Treatments

Risk Avoidance, Risk Reduction, Risk Retention, Risk Transfer, Risk Management Plan, Creation, Implementation, Review and Evaluation of the Plan, Let us Sum up.

UNIT IV: Risk Management

Introduction, Management of Risks, Risk Financing Techniques, Alternatives to Insurance Companies, Alternatives to Insurance Products, Objective of Risk Management.

UNIT V: Areas of Risk Management

Enterprise Risk Management, Risk Management Activities as Applied to Project Management, Risk Management and Business Continuity.

## UNIT VI: Risk Management Information Systems

Risk Management Research Programme, Common Types of RMIS, Key Vendor Attributes and Differences, Average RMIS Costs and RMIS Market Drivers, Risk Management Agency, Risk Control, Risk control Authorities, Risk Management Authority, Environmental Risk Management Authority, Let us Sum up.

## UNIT VII: Corporate Risk Management

Introduction, Corporate Risk Management, Risk Approaches, Economic Value, Book Value.

## UNIT VIII: Types of Risk Managing Firms

Market Risk, Credit Risk, Operational Risk, Let us Sum up.

## UNIT IX: Growth and Development of Indian Insurance Industry

Introduction, Growth and Development of Indian Insurance Industry, Insurance Companies in India.

## UNIT X: Life Insurance

Special Features of Life Insurance, Special Provisions for Occupational Pension Insurance, Insured events that may be Covered Include, Contract Terms, Group Insurance Policies are an Exception, Insurance vs. Assurance, Let us Sum up.

## UNIT XI: TYPES OF LIFE INSURANCE

Introduction, Types of Life Insurance, Temporary (Term), Permanent, Related Life Insurance Products, Senior and Pre need Products.

## UNIT XII: Investment Policies

With-profits Policies, Insurance/Investment Bonds, Tax and Life Insurance, Taxation of Life Assurance in the UNITED Kingdom, Pension Term Assurance, Market trends, Let us Sum up.

## UNIT XIII: Fire Insurance

Introduction, Contract of Fire Insurance, Characteristics.

## UNIT XIV: Types of Fire Policies

Ordinary Fire Policy, Specific Policy, Average Policy, Valued Policy, Re-instatement or Replacement Policy, Floating Policy, Consequential Loss Policy.

## UNIT XV: Standard Fire and Special Perils Policy Covers

Perils Covered, AOG Perils, Social Perils, Other Perils, Exclusions.

## UNIT XVI: Rules and Regulations Under Tariff

One Industry One Rate, Perils Particular to Particular Industry, Special Stock Insurance Policy, Special Clause, Re-instatement of Sum Insured, Let us Sum up.

## UNIT XVII: Marine Insurance

Introduction, Types of Insurance, Marine Insurance, Different Types of Marine Insurance, Types of Marine Insurance Coverage, Origins of Formal Marine Insurance, Practice.

## UNIT XVIII: Protection and Indemnity

Actual Total Loss and Constructive Total Loss, Average, Excess, Deductible, Retention, Co-Insurance, and Franchise, Tonners and Chinamen, Special Marine Policies, Warranties and Conditions, Salvage and Prizes, Calculation of Marine Insurance Amount/Premium, Marine Insurance Claim Procedure, Let us Sum up.

## UNIT XIX: Motor Insurance

Introduction, Motor Insurance, Coverage Levels, Coverage Available, Employer's Liability Insurance, Personal Insurance Policy, Personal Accident and Sickness, Cattle Insurance, Fidelity Guarantee Insurance What can be Insured, Risks Covered, Compensation Offered, Exclusions, Types of Commercial Fidelity Guarantee, Let us Sum up.

## UNIT XX: Aviation insurance

Introduction, Hull "All Risks", Exclusions, Ingestion Damage, Mechanical Breakdown, Spares, Hull War Risks, Liability Insurance, General Liabilities, Radioactive Contamination, Burglary Insurance, Extensions, Additional Benefits, Exclusions, Engineer's Insurance: Caters the Need, Different Kinds of Engineering Risks, Loss Settlement Procedure, Boiler and pressure plant (BPP), Contractor's Plant & Machinery (CPM), Electronic Equipment Insurance (EEI), Crop Insurance, Crop-yield Insurance, Crop-revenue Insurance, Specialty Crops, Let us Sum up.

## Reference Books:

1. Principles of Risk Management & Insurance by George E. Rajda

**MP128--- Facility Design & Management**

**UNIT-I**

Introduction Space planning Space planning and cost control Operational services Life cycle costing.

**UNIT- II**

Health and safety Current good practice User needs evaluation Outsourcing Managing people

**UNIT - III**

Building Management Space planning Space planning and cost control Operational Services

**UNIT- IV**

Building Management Life cycle costing Health and safety Maintenance

**UNIT-V**

Catering Management Principles of risk & security management Risk profiles External and Internal audits Time path analysis Risk & Security awareness Organization of risk & security function Security products.

**MP129--- HOSPITALITY LAW**

UNIT I: Introduction, Law and Business, Meaning, Objectives and Sources of Business Law, The Common Law Basis for Laws Governing the Hotelkeeper, Let us Sum up, Meaning and Essentials of Valid Contract, Privity of Contract, Quasi-Contracts, Classification of Contracts

UNIT II: Proposal (or offer) and Acceptance, Specific and General Offers, Implied Offer, Contracts over Telephone or through Telex, Fax/e-mail, Persons who are Competent to Contract, Capacity of a Minor to Enter into a Contract, Mental Incompetence Prohibits a Valid Contract, Alien Enemy (Political status), Foreign Sovereigns and Ambassadors (Political status)

UNIT III: Different Modes of Contract, Meaning of Consent, Meaning of Coercion (Ss. XV and VIII), Meaning of Undue Influence (s.XVI), Meaning of Fraud [Ss.XVII and XIX], Meaning of Misrepresentation (Ss.XVIII-XIX), Meaning of 'Mistake' [Ss.XX-III], Meaning and Effect of 'Unilateral Mistake', Meaning of "ignorantia juris non excusat", Meaning of Consideration, Meaning of Quasi Contracts, Meaning of Performance of Contract, Meaning of Offer to Perform

UNIT IV: Different Modes of Discharge of Contracts [Ss.VIII-VIIV], Discharge of Contracts by Performance or Tender, Discharge of Contracts by Impossibility of Performance, "Subsequent or Supervening Impossibility" as a Mode Discharge of Contract (s.VVI), Discharge of a Contract by Operation of Law, Discharge of Contracts by Breach

UNIT V: Anticipatory Breach of Contracts, Consequence of Anticipatory Breach, Breach during the Performance of the Contract, Partial Breach of a Contract, Remedies for Breach of Contracts, Serving Food in a Hotel - Is it a Contract of Sale of Goods, Special Terms in a Contract, Exclusion Clauses, Let us Sum up

UNIT VI: Introduction, Meaning of Agent and Agency (s.XVIII), Who can Employ Agent, Who may be Agent, Different Kinds of Agencies, Express Agency (s.XVIIIIV), Implied Agency (s. XVIIIIV), Agency by Estoppel (s. IIIIV), Agency of Necessity (s. XVIIIIX), Agency by Ratification (Ss.XIXVI-XX0), Agency Coupled with Interest

UNIT VII: Classification of Agents, Duties of Agent, Rights of Agent, Duties of a Principal, circumstances under which Agency Terminates or Comes to an End, When Termination of Agency takes Effect, Power of Attorney, Registration, Let us Sum up

UNIT VIII: Introduction, Torts, Relevance of Motive in Determining the Liability for a Tort Different Types of Torts, Assault and Battery, False Imprisonment, Libel and Slander, Defences open to the Defendant in an Action for Defamation, Justification or Truth, Fair Comment, Privilege

UNIT IX: Malicious Criminal Prosecution, Trespass to Land, Vicarious Liability, Liability of the Master for Wrongful and Negligent Acts of his Servants, Liability of the Hospitality Operator for Tort of Negligence, Res Ipsa Liquitur, The Hotel's Liability to Tenants for Negligence

UNIT X Corporation's Capacity to sue, and its Liability for Tort, Circumstances when Negative may be Negated, Let us Sum up, The Hotel's Duty to Protect Guests, Let us Sum up

UNIT XI: Torts Founded on Contract, Maintaining a suit either in Tort or in Contract, Stranger to Contract can sue in Tort only, The Hotel's Right To Evict A Guest, Tenant, Restaurant Patron And Others Introduction, Hotelier's Right to Evict a Guest, The Guest's Right to Privacy, Let us Sum up

UNIT XII: The hotel's liability, Introduction, Definition of Bailment, Kinds of Bailments, Duties and Rights of Bailor and Bailee, Duties of a Bailor, Duties of a Bailee, Rights of a Bailee, Rights of a Bailor Termination of Bailment, Finder of Lost Goods, The Hotel's Liability Regarding Guest's Property

UNIT XIII: Records Regarding Guests, Maintenance of Guest Registers, Individual Registration Form or Card, Let us Sum up

UNIT XIV: Frauds Committed against hotel and crimes of trespass, Introduction, Meaning of Fraud, Essential Elements or Condition for a Fraud to Exist, Trespass, Trespass to Land, Defences available to the Trespasser, Trespass to Goods, Tort of Conversion, Let us Sum up.

UNIT XV: law relating to food service, Introduction, Provisions of Food Safety and Standards Act, XX0VI, Preliminary, Food Safety and Standards Authority of India, General Provisions as to Articles of Food, Provisions Relating to Imports, Special Responsibilities as to Food Safety, Enforcement of the Act, Analysis of Food, Offences and Penalties, Adjudication and Food Safety Appellate Tribunal, Let us Sum up.

UNIT XVI: Wage and Hour laws application to hotel employees Introduction, Minimum Wages Act, Fixation of Minimum Rates of Wages, Payment of Minimum Wage-in Cash or Kind, Payment of Overtime, Working Hours, Working Hours of Adults, Extra Wages for Overtime, Restriction on Double Employment, Notice of Period of Work for Adults, Register of Adult Workers, Basis of Leave, Introduction, Consumer Protection, Genesis of the Consumers Protection Laws, Provisions of Consumer Protection Act, XIXVIII VI, Consumer, Defect, Deficiency, Restrictive Trade Practice, Service, Unfair Trade Practice, Bargain Sale, Not Conforming to Prescribed Standards, Hoarding or Destruction of Goods, Let us Sum up.

UNIT XVII: Rights of Consumers, Right to Safety, Right to be Informed, Right to Choose, Right to be Heard, Right to Seek Redressal, Right to Consumer Education, Nature and Scope of Remedies Available to Consumers, Who can File a Complaint, What Complaints may be Lodged, Where to File a Complaint, Reliefs Available to Consumers, Time-frame for Decisions of Consumer Courts, Appeal to State Commission, Appeal to National Commission, Power of and Procedure Applicable to the National Commission [s.III], Let us Sum up.

UNIT XVIII: Introduction, Environment (Protection) Act, XIXVIII VI, Environment, Environmental

Pollutant and Environmental Pollution, National Environment Tribunal Act, XIXIXV, National Environment Appellate Authority Act, XIXIXVII, Noise Pollution (Regulation and Control) Rules, XX00, Powers of the Central Government under the Act, Powers of the Central Government to take Measures (Section III) XII.III.II Powers of the Central Government to Constitute, by order, one or more Authorities, Power to Appoint Officers and their Powers and Functions (Section IV), Powers of the Central Government to Give Directions (Section V), Power to Make Rules to Regulate Environmental Pollution (Section VI), Powers to the Central Government to make Rules

(Section IIV), Powers of the Central Government to Delegate (Section IIIII), Powers of the Central Government to withhold Environmental Clearance for Location of a Project in a Certain Location, Protection of Action Taken in Good Faith (Section XVIII), Furnishing Information, Reports or Returns (Section XX), Prevention, Control and Abatement of Environmental Pollution, Emission Pollution in Excess of Standards (Sec. VII), Powers of Entry and Inspection [Sec. X], Environment Laboratories.

UNIT XIX: Penalties and Offences under the Act, Penalty for Contravention ffences by Companies [Sec. XVI] Offences by Government Departments [Sec. XVII], Cognizance of Offences, Water (Prevention and Control of Pollution) Act, XIXVIII, Functions of Central Board, Functions of a State Board, Prevention and Control of Water Pollution, Prohibition on use of Stream or well for Disposal of Polluting Water, Restriction on New Outlets and New Discharges.

UNIT XX: Provision Regarding Existing Discharge of Sewage of Trade Effluent, Refusal or Withdrawal of Consent by State Board, Emergency Measures in Case of Pollution of Stream or Well, Powers of Pollution Board to Check Apprehended Pollution, Power of State Board to carry out Certain Works, Furnishing of Information to State Board and other Agencies in Certain Cases, Register to be Maintained under Sec. IIV, Summary of the Powers of the various Agencies to Control Water Pollution, Air (Prevention and Control of Pollution) Act, XIXVIII, Central Pollution Control Board [Sec. III], State Pollution Control Board [Sec. IV], Power of State Government to Declare Air Pollution Control Areas, State Air Laboratory [Sec. IIVIII], Let us Sum up.

Reference Books:

1. Hospitality Law: Managing Legal Issues in the Hospitality Industry by Stephen C. Barth
2. Hotel, Restaurant, and Travel Law (Hotel, Restaurant and Travel Law) by Karen Morris, Norman G. Cournoyer, and Anthony Marshall.

### **MP130--- Principles of Hospital Management**

**UNIT I:** Concept of Health Care Industry & its ever-changing character .

**UNIT II:** Understanding functioning of Corporate multi-specialty hospital .

**UNIT III:** Managerial activities for effective hospital functioning.

**UNIT IV:** Duties and responsibilities of Hospital Managers.

**UNIT V:** Qualities of effective Managers .

**UNIT VI:** Effective inter and intra departmental co-ordination.

**UNIT VII:** Nuclear Medicine dept: Overview, design & planning function.

**UNIT VIII:** precautions to be taken for BARC,clearance, Burn, paraplegic and Malignant diseases treatment centers.

**UNIT IX:** Nephrology Services- Renal dialysis unit, transplantation unit.

**UNIT X:** Overview, design and planning, specific area to be considered, various legal factors to be considered.

**UNIT XI:** Teaching/ superspecialty hospital : Planning and designing.

**UNIT XII:** bedded general hospital,planning and designing of 500-750 bedded teaching/ non teaching hospital.

**Reference books:-**

1. Hospital Management: Principle, Theory and Practice by Amit Virmani.
2. Hospital management: An Evaluation – by A.K. MALHOTRA.

### **MP131--- Basic Concept of Health**

**UNIT I:** Concept of health & disease and well being

**UNIT II:** Natural history of disease and role of hospitals to offer various levels of care,

**UNIT III:** Prevention aspect of diseases,

**UNIT IV:** Dynamics of disease transmission,

**UNIT V:** Changing pattern of diseases,

**UNIT VI:** Concept of health indicators

**UNIT VII:** Basic concepts of human anatomy,

**UNIT VIII:** Basic concepts of human physiology,

**UNIT IX:** Common Pathological Conditions: Basic concepts of pathogenesis of common diseases,

**UNIT X:** Basic concepts of interpretation of investigations reports

**UNIT XI:** Commonly used Medicine in a hospital, Narcotic drugs, use and abuse of drugs.

**UNIT XII:** Dispensing of medicine, drugs store, drug stock / purchase of medicine, oxygen, I/V Fluid, Chemicals etc.

#### **Reference books:-**

1. Population health: concepts and methods by T. Kue Young.
2. In defense of an evolutionary concept of health by Mahesh Ananth.

### **MP132--- Business Ethics & Value**

**UNIT I:** Definition of Ethics, Business Ethics, Two Broad Areas of Business Ethics.

**UNIT II:** Business Ethics is Now a Management Discipline, Levels of Ethical Questions in Business.

**UNIT III:** Tools of Ethics, Myths about Business Ethics, Benefits of Business Ethics, Emerging Ethical Issues in Business.

**UNIT IV:** Language of Business Responsibility, Concept of Social Responsibility of Business, Profit Only Point of View, Direct Social Activism View.

**UNIT V:** Philanthropic Perspective, Nature of Social Responsibility of Business, Responsibility to Shareholders, Responsibility to the Employees.

**UNIT VI:** Responsibility to Consumers, Responsibility to Consumers.

**UNIT VII:** Arguments for Social Responsibility of Business, Arguments Against Social Responsibility of Business, Community Involvement.

**UNIT VIII:** Corporate Governance, Board of Directors, Chief Executives Officers (CEO), Corporate Planning Staff, Consultants, Board Committees.

**UNIT IX:** Importance of Corporate Governance, Core Values, Management Morality, Approaches to Managing a Company's Ethical Conduct.

**UNIT X:** Unconcerned or Non-issue Approach, Damage Control Approach, Compliance Approach, Ethical Culture Approach.

**UNIT XI:** Company's Ethical Strategies, Why People Involve in Unethical Conduct.

**UNIT XII:** Key Ethical Concepts in Business Ethics, Ethical Issues Facing HR Professionals, Ethical Standards of Practice - Why have them?

**UNIT XIII:** Strategies for Handling Ethical Dilemmas, Issue of Protecting Trade Secrets, Misappropriation, Remedies Available under the Act.

**UNIT XIV:** Ethics Management Programme, Benefits of Managing Ethics as a Programme, Guidelines for Managing Ethics Management Programme.

**UNIT XV:** Key Roles and Irresponsibilities in Ethics Management Programme.

**UNIT XVI:** Code of Ethics and Guidelines in Formulation, Managing Ethics in the Workplace.

**UNIT XVII:** Guidelines to Develop Codes of Ethics, Ethical Auditing, Implementation of Ethics.

**UNIT XVIII:** Business Ethics in a Global Economy, Ethically Global Manager.

**UNIT XIX:** Business Ethics in the Global CommUNITy, Cross-Culture Variability in Ethical Standards.

**UNIT XX:** International Business Ethics.

**Reference Books:**

1. Business Ethics and Values: Individual, Corporate and International Perspectives by Colin Fisher and Alan Lovell
2. Business Ethics as Practice: Ethics as the Everyday Business of Business by Mollie Painter- Morland

**MP133---Executive Communication**

**UNIT I Business Communication and its Scope for Management**

Aims and Objectives, Introduction, Defining Communication, Nature of Communication  
Classification of Communication, Objectives/Purpose of Communication, Scope of Communication  
Importance and Functions of Communication, Evaluation of Communication Effectiveness  
Organizational Communication Let us Sum up

**UNIT II Media and Modes of Communication**

Aims and Objectives, Introduction, Choice of Medium, Modes of Communication, Media of Mass  
Communication, Let us Sum up

**UNIT III BARRIERS TO COMMUNICATION**

Aims and Objectives, Introduction, Categorization of Barriers, Technical Aspects in Communication  
Barriers, Overcoming the Barriers in Communication, Let us Sum up

**UNIT IV Principles of Effective Communication**

Aims and Objectives, Introduction, Seven C's of Effective Communication, Four S's of  
Communication, Let us Sum up, Lesson End Activity

**UNIT V Business Correspondence – Letters**

Aims and Objectives, Introduction, Different Types of Letters, Essentials of a Commercial Letter  
Knowing what is a Bad Letter, The Layout of a Business Letters, Let us Sum up

**UNIT VI Enquiries, Complaints and Sales Promotion Letters**

Aims and Objectives, Introduction, Categories of Letters of Enquiries, Writing Enquiry Letters  
Replies to Enquiries, Request for help or Advice from Business Acquaintances, Quotations  
Getting Back Lost Customers, Complaints, Sales Promotion Letters, Sample Letters, Let us Sum up

**UNIT VII Report Writing**

Aims and Objectives, Introduction, Significance, Types of Reports, Five W's and One H of Report  
Writing, Report Planning, Report Writing Process, Outline of a Report, Guidelines for Writing Report

Technicalities of Report Writing, Norms for including Visual Aids in Reports, Criteria Used for Judging the Effectiveness of a Report

### **UNIT VIII Research Reports**

Aims and Objectives, Introduction, Difference between Research and Technical Reports, Guidelines for Writing Research Report, Research Proposal: Synopsis, Norms for the Research Report, Components of the Research Report, Research Report Presentation, Long and Short Reports, Formal Reports and Informal Reports, Let us Sum up

### **UNIT IX Non-verbal Communication**

Aims and Objectives, Introduction, Characteristics of Non-verbal Communication, Relationship of Non-verbal Message with Verbal Message, Classification of Non-verbal Communication, Let us Sum Up

### **UNIT X Dyadic Communication and Telephonic Conversation**

Aims and Objectives, Introduction, Dyadic Communication: Salient Features, Need for Learning Oral Communication Skills, Useful Tips to make Dyadic Communication more Effective, Telephone as a Medium of Conversation, Tips for Effective Telephonic Conversation, Let us Sum up

### **UNIT XI Conducting Meetings, Seminars and Conferences**

Aims and Objectives, Introduction, Meetings: Meaning and Importance, Purposes and Golden Rules of Meetings, Conducting Meetings, Attending Meetings, Conferences and Seminars  
Written Documents Related to Meeting: Notice, Agenda and Minutes, Let us Sum up

### **UNIT XII Speech - Oral Presentation**

Aims and Objectives, Introduction, Determining the Purpose: Selection of the Topic, Audience Analysis, Researching the Topic, Planning and Drafting the Speech, Organizing the Speech  
Presenting the Speech, Developing Confidence and Overcoming Fear, Terms used in a Debate Speech, Let us Sum up

### **UNIT XIII Group Discussions**

Aims and Objectives, Introduction, Technique of Group Discussions, Qualities Needed for Group Discussions, Strategies for Group Discussions: Do's and Don'ts, Discussion Techniques, Listening in  
**Group Discussions, Let us Sum up**

### **MP134--- Hotel House Keeping**

#### **UNIT 1 Introduction**

Meaning and definition- Importance of Housekeeping, Responsibility of the Housekeeping department, a career in the Housekeeping department

#### **UNIT 2 Housekeeping Departments**



Job Description and Job Specification of staff in the department, Attributes and Qualities of the Housekeeping staff - skills of a good Housekeeper

### **UNIT 3 Facilities and Maintenance**

Inter departmental Co-ordination with more emphasis on Front office and the Maintenance Department, Facilities planning and Design of Housekeeping Department.

### **UNIT 4 Lay out & Organizational Structure**

Layout of Housekeeping department, Organizational Structure of Housekeeping department (Small, Medium & large), emphasis on Front office & Maintenance, Relevant sub section.

### **UNIT 5 Housekeeping Department-Staff**

Job description & Job specification of Housekeeping staff (Executive Housekeeper, Deputy House, Role of key personnel in Housekeeping department, keeper, Floor supervisor, Public area Supervisor, Night supervisor, Room attendant, House-man, Head gardener)

### **UNIT 6 Planning of work**

Identifying Housekeeping department, Briefing & Debriefing

### **UNIT 7 Control desks**

Role of Control Desk during emergency, Control desk (importance, role, coordination), Duty Rota & work schedule, Files with format used in Housekeeping department.

### **UNIT 8 Guest Room Infrastructures**

Types of room-definition, Standard layout (single, double, twin, suit), Difference between Smoking & Non Smoking rooms, Barrier free rooms, Furniture / Fixture / Fitting / Soft Furnishing /Accessories / Guest Supplies /Amenities in a guest room, Layout corridor& floor Pantry

### **UNIT 9 Cleaning Agents**

Characteristics of good cleaning agent, Application of cleaning agent, Types of cleaning agent

### **UNIT 10 Cleaning Products**

Cleaning products, Cleaning equipments, Classification and types of equipment with Diagram's (Mops, dusters, pushers, mechanical squeeze, vacuum cleaner, shampooing machine) with their care and uses

### **UNIT 11 Telecommunications**

Equipments, Communication skills – common phrases in use, Conversations over telephones

### **UNIT 12 Type of guests**

FIT, Business travelers, GIT, Special Interest Tours, domestic, foreign

### **UNIT 13 Linen**

Types of Linen, Sizes, and Linen Exchange Procedure, Selection of Linen, Layout

### **UNIT 14 Uniforms**

Uniform Designing: Importance, Types, Characteristics, Selection, Par Stock, Par level of linen, Uniform, guest loan items, machines & equipment, cleaning supplies & guest supplies.

### **UNIT 15 Tailor Room**

Function of Tailor Room

### **UNIT 16 Inventory**

Linen Inventory System, Managing Inventory, Indenting from stores, Discard Management

### **UNIT 17 Guest Room**

Prepare to clean, Clean the guest room (bed making), Replenishment of Supplies & linen, Inspection, Deep Cleaning, second service, Turn down service

### **UNIT 18 Public Areas**

Lobby, Lounge, Corridors, Pool area, Elevators, Health club, F&B outlet, Office areas

### **UNIT 19 Special Cleaning Programmes**

Daily, Weekly, Fortnightly and Monthly Cleaning, Routine cleaning, spring cleaning, deep cleaning

### **UNIT 20 Guest Floor Operations**

Rules on the Guest Floor

### **UNIT 21 Key Handling Procedures**

Types of keys (grand master, floor master, sub master or section or pass key, emergency key, Room keys, offices and store keys), computerized key cards, key control register- issuing, return, Changing of lock, key belts, and unusual occurrences.

### **UNIT 22 Cleaning**

Cleaning of Different Types of Floor Surfaces

### **UNIT 23 Special Services**

Baby sitting, second service, freshen up service, valet service

### **UNIT 24 Cares and Cleaning of Metals**

Brass, Copper, Silver, EPNS, Bronze, Gun Metal, Chromium pewter, Stainless Steel, Types of tarnish, cleaning agents and methods used.

**Reference Books:**

**Hotel Housekeeping, Sudhir Andrews, Tata McGraw Hill**

**The Professional Housekeeper, Tucker Schneider, VNR**

**Front office operations by Colin Dix & Chirs Baird**

**Hotel Front office management by James Bardi, VNR**

**Managing front office operations by Kasavana & Brooks**

**Front office training manual by Sudhir Andrews, Tata McGraw Hill**

**Managerial accounting and hospitality accounting by Raymond S Schmidgall**

**MP135--- Food & Beverage Service & Production**

**UNIT 1 The Food & Beverage Service Industry**

The evolution of catering industry, scope for caterers in the industry, Relationship of the catering industry to other industries, Types of Catering Establishments- Sectors.

**UNIT 2 F & B Operations**

Introduction to the Food and Beverage operations.

**UNIT 3 F & B Service Equipment-I**

Usage of Equipment, criteria for selection, requirements, quantity and types Furniture, Chinaware, Silverware & Glassware Disposables Special Equipment & Other Equipment.

**UNIT 4 F & B Service Equipment-II**

Operating equipment, Requirements, Criteria for selection quantity and types, Classification of crockery/ cutlery/ glassware/ hollowware/ flatware/ special equipment upkeep.

**UNIT 5 Maintenance of Equipment**

Maintenance of equipment: Furniture, Linen, Disposables

**UNIT 6 Care and maintenance**

Food & Beverage Service Personnel, Food & Beverage Service ,Job Descriptions & Job Specifications of F& B Service Staff Attitude & Attributes of a Food & Beverage personnel, competencies.

**UNIT 7 Service Areas in a Hotel**

Restaurants and their subdivisions, Coffee Shop, Room Service, Bars, Banquets, Discotheques, Grill Room, Snack Bar, Executive Lounges, Business Centers and Night Club, Back areas: Still Room, Wash-up, Hot-Plate, Plate Room, Kitchen Stewarding

**UNIT 8 Basic Etiquettes for catering staff**

Interdepartmental relationship Food & Beverage Service Methods Table Service-Silver/English, Family, American, Butler/French, Russian Self Service-Buffer & Cafeteria Specialized Service- Gueridon, Tray, Trolley, Lounge, Room, etc. Single Point Service-Take Away Vending, Kiosks.

### **UNIT 9 Menus and Covers**

Introduction, Cover- definition; different layouts, Menu Planning, considerations and constraints, Menu Terms, Menu Design, French Classical Menu, Classical Foods and its Accompaniments with cover, Indian Regional dishes, accompaniments and service.

### **UNIT 10 Types of meals**

Breakfast – Introduction, Types, Service methods, a la carte, and TDH setups, Brunch, Lunch, Hitea, Supper, Dinner, Eleveses and others.

### **UNIT 11 Service Methods**

Table Service – Silver/English, Family, American, Butler/ French, Russian, Self Service - Buffet and Cafeteria Service, Specialized Service – Gueridon, Tray, Trolley, Lounge, Room etc., Single Point Service- Takeaway, Vending, Kiosks, Food Courts, Bars, Automats.

### **UNIT 12 Methods of Controlling**

Necessity and functions of a control system, F&B Control cycle and monitoring, Billing methods –Duplicate and Triplicate system, KOTs and BOTs, Computerized KOTs.

### **UNIT 13 Introduction to the Art of Cookery**

Development of the Culinary Art from the middle ages to modern Cookery, modern hotel kitchen, Nouvelle Cuisine, Cuisine Minceur.

### **UNIT 14 Regional cuisine**

A detailed study on Indian regional cuisine Ingredients used. Traditional preparation methods, Utensils and accompaniments.

### **UNIT 15 Foreign cuisine**

Popular International Cuisine (An Introduction) of French, Italian and Chinese Cuisine.

### **UNIT 16 Aims & Objectives of Cooking Food**

Foundation ingredients- meaning, action of heat on carbohydrates, fats, proteins, minerals and vitamins. Fats & oils- meaning & examples of fats & oils, quality for shortenings, commonly used fats & oils & their sources & uses. Raising agent- functions of raising agents, chemical raising agents & yeast. Eggs- uses of eggs in cooking, characteristics of fresh eggs, deterioration of eggs, storage of eggs. Salts - uses. Liquid- water, stock, milk, fruit juices etc. Uses of liquid. Flavouring & seasoning – uses & example. Sweetening agents - uses & examples. Thickening agent.

### **UNIT 17 Preparation of ingredients**

Washing, peeling scraping, paring, Cutting – terms used in vegetables cutting , julienne, brunoise mecedoine, jardinière, paysanne- grating. Grinding. Mashing. Sieving. Milling. Steeping. centrifuging, emulsification evaporation . homogenization. Methods of mixing foods.

#### **UNIT 18 Quantity food production**

Planning, indenting, costing, forecasting, recipes, pre-preparation and cooking techniques.

#### **UNIT 19 Principles of storage**

Types of stores, Guidelines for efficient storage, control procedures, Inventory Procedures.

#### **UNIT 20 COOKERY**

Methods of cooking each cut, Cold cuts, ham,, menu examples, selection.

#### **UNIT 21 Kitchen Organization**

Main Kitchen & Satellite Kitchen, Duties & responsibilities of each staff, Cooking fuels - uses & advantage of different types of cooking fuels.

#### **UNIT 22 Food Commodities**

Classification with examples and uses in cookery: Pressed meats, Smoked Meats, classification of milk and milk products including cheese. Classification and International cheese.

#### **UNIT 23 Methods of Cooking**

Methods of cooking food- transference of heat to food by radiation, conduction & convection magnetrons waves meaning. Boiling, poaching, stewing, braising, steaming, baking, roasting, grilling, frying, paper bag, microwave, pot rousing.

#### **UNIT 24 Stocks, Glazes, Sauces and Soups**

Glazes -meaning & uses. Sauces -meaning, qualities of a good sauce, types of sauces -proprietary sauce and mother sauce. Recipe for 1 lit Béchamel, Veloute, Espagnole, Tomato & Hollandaise. Derivatives of mother sauces. (Only name, no recipes). Recipes for known International Sauces & their uses. Soups.

#### **Reference Books:**

1. **Food & Beverage Service Training Manual**-Sudhir Andrews, Tata McGraw Hill
2. **Food & Beverage Service** -Lillicrap & Cousins, ELBS
3. **Modern Restaurant Service** -John Fuller, Hutchinson
4. **Food & Beverage Service Management**-Brian Varghese
5. **Introduction F& B Service**-Brown, Heppner & Deegan
6. **Punjabi Cuisine**, Premjit Gill
7. **Hyderabadi Cuisine**, Pratibha Karan, HarperCollins
8. **Modern Cookery for Teaching & Trade**, Ms. Thangam Philip, Orient Longman
9. **Wazwaan**, Rocky Mohan, Roli & Janssen

## **MP136--- Conference and Event Management**

### **Unit I Event Management**

Introduction, The Emergence Of Events Industry, types Of Events, Definitions Of Event management, Importance Of Event Management, Event Design And Concept, Role Of Event Management Companies, The Scope Of Event Management, Let Us Sum Up: Lesson End Activity, Keywords, Questions For Discussion, Suggested Readings.

### **Unit II Event Marketing**

Introduction, Event Promotion, Promotional Strategies, and five P's of Event Marketing: Product, promotion, price, public relations, and place. Internal versus External Event, marketing, Event Sponsorship, Internet Event Marketing, let us sum up: lesson end activity, keywords, and questions for discussion

### **Unit III Event Evaluation**

Introduction, Coding, Other Marketing Evaluation Tools, Stickers, Advertising Through Magazines, Trade Newsletters, Let Us Sum Up: Lesson End Activity, Keywords, and Questions for Discussion

### **Unit IV Event Planning**

Introduction, key Steps for Planning an Event, Out Sourcing, Let Us Sum Up: Lesson end Activity, Keywords and Questions for Discussion.

### **Unit V Event Promotion**

Introduction, Promoting an Event, Identifying Promotional Measures, Tools OF Promotion, the Promotion Schedule, Promotional Factors, Let US Sum Up: Lesson End Activity, Keywords, Questions for Discussion

### **Unit VI Event Organization and Follow Up**

Introduction, Event Record, Planning, Follow Up, Let Us Sum Up: Lesson End Activity, Keywords, Questions for Discussion

### **Unit VII Planning a Conference**

Introduction, Role of Conference Manager, Planning a Conference, Negotiating Agreements and Contracts, Speakers and Presenters, Let Us Sum Up: Lesson End Activity, Keywords, and Questions for Discussion

### **Unit VIII Organizing the Conference**

Introduction, Confirming The Venue, Making The Bookings, Handling Registrations, Allocating The Budget, Financial History, The General Economy, Reasonable Projected Income, Structuring, Account Codes, Cutting Costs, Accounts Payable: Finding The Best Terms, Promotional Methods, Let Us Sum

Up: Lesson End Activity, Keywords, Questions For Discussion

### **Unit IX Coordinating Conference Proceedings**

Introduction, Stretching The Limits Of The Event, Designing The Event Environment Bells And Whistles: Amenities That Make The Difference, Manage The Event Environment And They Will Come Back Inside The World Of Event Design, Sustainable-Event Management, Let Us Sum Up: Lesson End Activity, Keywords, Questions For Discussion

### **Unit X Event Strategic Planning and Resource Management**

Introduction, Event Strategic Planning, Management Of Human Resources And Time Challenges Of Teamwork, Developing And Implementing The Design For Your Event, Coordinating Catering Operations, Coordinating Technical Resources, Audio-Visual Effects, Conducting And Analyzing: The Site Inspection, Determining The Production Schedule, Anticipating And Resolving Operational Conflicts, Let Us Sum Up: Lesson End Activity, Keywords, Questions For Discussion

### **Unit XI Follow up Conference Proceedings**

Introduction, Recording Conference Outcomes, Conference Reports, Overview Of Pre-Conference Activities, Evaluation Questionnaires, Follow-Up, Gaining Experience In Conference Planning And Management, Let Us Sum Up: Lesson End Activity

## **MP137---Media Relations**

### **Unit I Scope of Media Relations: How to Deal Remotely, Directly & Reactively**

Introduction, Advantages of Media Relation, Disadvantages of Media Relation, Functions of Media Relation, Forms of Media: Press, Radio, Television, Film and Other Forms, Scopes of Media Relations, Media Relations – Dealing, Let Us Sum Up: Lesson End Activity, Keywords, Questions for Discussion, Suggested Readings

### **Unit II The Do's & Don'ts & Basic Principles of Media Relations**

Introduction, the basic principles of media relations, understand the media, target efforts carefully Make what you do newsworthy, get to know reporters, develop a good, clean press list, link your issue to issues already high in the public consciousness, be creative, and choose speakers at news conferences cautiously, Use statistics to confine the media's attention, do's & don'ts in media relations, and let us sum up: lesson end activity, keywords, questions for discussion, and suggested readings

### **Unit III The News Release: How to Announce a News Story?**

Introduction, News Releases, Purpose Of News Release In Media Relations, Basic Types Of News Releases, News Release Format, Announcement Of News Story, Let Us Sum Up: Lesson End Activity,

Keywords, Questions For Discussion, Suggested Readings

#### **Unit IV The Basic Format of News Release: Content, Style and Structure**

Introduction, news releases—the major communications tool, writing news releases: the headline, the first paragraph, the middle paragraphs, and final details. What makes a news release good (or bad), top ten tips for writing releases, distributing the news release, format of news release, News release content basics, let us sum up: lesson end activity, keywords, questions for discussion, suggested readings.

#### **Unit V Press Release Distribution**

Introduction, press release distribution: need for press release distribution in media relations, benefits of release distribution. How to distribute a news release: methods of press release distribution.

Press release distribution and internet: advantages of online press release distribution, online press release, distribution – search engine optimization (SEO): new technologies become responsive of black hat SEO methods, push down negative links in search engine results. Let us sum up: lesson end activity, keywords, questions for discussion, suggested readings.

#### **Unit VI How the Media Uses Releases?**

Introduction, what large companies know media & news release, being newsworthy, make it sticky, The bottom line, benefits of news releases in media, use of news release by media: preparing to write a media release, writing your media release. Let us sum up: lesson end activity, keywords Questions for discussion, suggested readings

#### **Unit VII News Conferences**

Introduction, news conference in media relations: command participants, preparing participants, Inviting news media, site requirements-Accomplishment of news conference: tips for arranging & conducting a news conference, steps to arrange a news conference. Handling of a news conference, Need for news conference in media relations, let us sum up: lesson end activity, keywords Questions for discussion, suggested readings

#### **Unit VIII Handling Press Briefings**

Introduction, press briefing in media relations, rationale for press briefing, holding of press briefing, guidelines for holding press briefing, let us sum up: lesson end activity, keywords, Questions for discussion, suggested readings

#### **Unit IX Web-casting**

Introduction, concept of web-casting, working of web-casting, disadvantages of web-casting Cost for web-casting, requirements to web-cast, keys to an effective web-cast Types of web-casting let us sum up: lesson end activity, keywords, questions for discussion, suggested readings



## **Unit X Photo Opportunities**

Introduction, concept of photo opportunities, styles for photo opportunities: landscape photo opportunities, wildlife photo opportunities, sports events, photo-journalism, fashion pictures, black & white treatment, shooting celebrities- need for photo opportunities in media relations: find a real-life customer to quote, pitching pictures to daily newspapers, regional or suburban newspapers, online newsrooms-let us sum up: lesson end activity, keywords, questions for discussion, suggested readings.

## **Unit XI How to Deal with Radio and Television Interviews?**

Introduction, radio: commercial radio stations-television: South African broadcasting corporation, M-net, satellite broadcasting, free-to-air television, signal distribution, broadband **infraco**-techniques – radio & television: television techniques, radio techniques-advantages & disadvantages – radio & television: advantages of radio advertising, disadvantages of radio advertising, advantages of television advertisements-let us sum up: lesson end activity, keywords, questions for discussion, suggested readings

## **Unit XII Review of Writing Styles**

Introduction, advantages of writing styles, disadvantages of writing styles, types of writing styles: pyramid style, inverted pyramid, newspaper style, radio style, television style-tips for writing styles: research, conforming to a standard style, content-elements of writing styles: situational analysis, key messages, goals and objectives, audiences, tactics, evaluation-basic tools of writing styles, Four s's of communication, let us sum up: lesson end activity, keywords, and questions for discussion, suggested readings

## **Unit XIII Copyright: Photography and e-dimensions of Intellectual Property**

Introduction, E-dimensions of intellectual property: intellectual property rights, categories of intellectual property-copyright: photography: requirements for copyright, who owns copyright? Protection of copyright, infringement-establishment of copyright: an exception to authorship of copyrighted works in terms of the South African copyright act, duration of copyright in terms of the South African copyright act, transfer of copyright-photographer: employment of the photographer-let us sum up: lesson end activity, keywords, questions for discussion, suggested readings

## **Unit XIV Role of Journalist in Media Relations**

Introduction, rights and responsibilities of journalists, editorial code of the South African broadcasting corporation: statement of purpose, who is covered? statement of principles, Conflicts of interest, outside work, freelancing, speaking engagements, personal gain, gifts, freebies, loaned equipment or merchandise, etc. Ethical conduct in coverage of news and production of programming Politics, community and outside activities, underwriting; foundation grants; advertising, marketing and promotion, application and enforcement of this code, miscellaneous, let us sum up: lesson end activity

## **MP138--- Export Trade and Documentation**

### **UNIT I Introduction to Export and Import**

Aims and Objectives, Introduction, Motivations for Export, How to Approach, India's Increasing Foreign Trade, Exports, Merchandise Trade, Imports, Let us Sum up

## **UNIT II Export Regulations in India**

Aims and Objectives, Introduction, Acts to Regulate International Trade Transaction, Foreign Trade (Development and Regulation) Act, 1992, Foreign Exchange Regulation Act, 1973 (FERA), Foreign Exchange Management Act, 1999 (FEMA), Powers of the RBI, Export of Goods and Services, Customs Act, Export (Quality Control and, Inspection) Act, 1963, Let us Sum up

## **UNIT III Preliminaries for Export/Import**

Aims and Objectives, Introduction, Commencing International Trade, Setting up an Appropriate Business Organization, Choosing Appropriate Mode of Operation, Naming the Business, Selecting the Company, Making Effective Business Correspondence, Selecting the Markets, Selecting Channels of Distribution, Negotiating with Prospective Buyers, Processing an Export Order, Entering into an Export Contract, Obtaining Export/Import Licenses, Custom Clearance, Export Documentation, Single Administrative Document (SAD), Invoices, Certificate of Origin, Legalisation of Documents, Bill of Lading, Airway Bill, Movement Certificate, Health Certificate, Certificate of Free Sale, Pre-shipment Certificate, Other Certificates, Let us Sum up

## **UNIT IV Export Promotion Channels in India**

Aims and Objectives, Introduction, Functions of Export Promotion Council, Background, Publicity and Promoting the 'Made in India' Brand, Commodity Boards, Coffee Board, Export Development Authorities, Export Marketing Initiatives, Agricultural and Processed Food Products Export Development Authority, Export Credit Guarantee Corporation (ECGC), Exporter, Credit Risks Political Risks, ECGC, Role of ECGC, Standard Policy, Turnover Policy, Small Exporter's Policy Specific Shipment Policy (Short-Term), Buyerwise Policy (Short-Term), Consignment Exports Policy Buyer Exposure Policies, IT-Enabled Services (Specific Customer) Policies, Insurance Cover for Buyer's Credit and Line of Credit, Directorate of Commercial Intelligence and Statistics IIFT, ITPO, Processing of an Order, Examination and Confirmation of Export Order, Manufacturing or Procuring Goods, Let us Sum up

## **UNIT V Types of Exports and Exporters**

Aims and Objectives, Introduction, Registration of Exporters, IEC Number, Application for IEC Number, Points Need to be Taken Care of while Applying for IEC Number, Post Acquirement of IEC Let us Sum up

## **UNIT VI India's Share of Export**

Aims and Objectives, Introduction, Major Export from India, Chemical Industry, Home Furnishings, Indian Agro Products, Indian Apparel and Textile Industry, Indian Jewellery, Indian Leather, Indian Crafts, Plastic Industry, Acquiring License for Export, Let us Sum up

## **UNIT VII Facilities for Exporters**

Aims and Objectives, Introduction, Incentives/Facilities Available to Exporters in India, Facilities Available to EOU's, Facilities Available to SEZ's, Information Technology, Duty Drawback Incentive Other Incentives, Sales Tax/VAT Exemption, Excise Exemption, Procedure for Filing the Rebate

Claim and its Sanction, Income Tax Concessions, Import Concessions, EPCG, Duty Free Import, Authorization Scheme, Duty Entitlement Passbook (DEPB) Scheme, Free Trade and Warehousing Zones, Star Export Houses, Deemed Exports, Let us Sum up

#### **UNIT VIII Documentation**

Aims and Objectives, Introduction, Types of Export Documents, Pro Forma Invoice, Commercial Invoice and its Attestation, Various Segment of the Commercial Invoice, Packing List, Inspection Certificate, Certificate of Origin, Generalised System of Preferences (GSP), Global System of Trade Preferences (GSTP), Shipping Bills, ARE I/ARE II Forms, Mate Receipt, Exchange Control Declaration Forms, Guaranteed Remittance or GR Forms, Self Declaration Forms or SDF Forms, Software Export Declaration Forms or SOFTEX Forms, Postal Parcel or PP Forms, Aligned Documentation System, (ADS), Let us Sum up

#### **UNIT IX Policies and Bills**

Aims and Objectives, Introduction, ECGC Policy, ECGC Covers, Marine Insurance Policy, Perils of Sea Bill of Exchange, Combined Transport Document, Bill of Lading, Airway Bill, Bank Certificate for Exports, Special Commercial Invoices, Consular Invoice, Legalized Invoice, Customs Invoice, Bill of Entry, Let us Sum up

#### **UNIT X Pre-shipment Inspection**

Aims and Objectives, Introduction, Pre-shipment Inspection, Consignment-wise Inspection, Inprocess Quality Control, Self-certification, Food Safety Management System Based Certification Inspection Agencies, Compulsory Inspection Control Act, 1963, Customs Clearance of Export Cargo Let us Sum up

#### **UNIT XI Post-shipment Inspection and Formalities**

Aims and Objectives, Introduction, Transportation of Goods to Port of Shipment, Port Formalities and Custom Clearance, Dispatch of Documents by Forwarding Agent to the Exporter, Certificate of Origin and Shipment Advice, Presentation of Documents to Bank, Let us Sum up

#### **UNIT XII Foreign Trade Policies**

Aims and Objectives, Introduction, Salient Provisions under Foreign Trade Policy 2004-09, Vishesh Krishi and Gram Udyog Yojana, Assistance to States for Infrastructure Development of Exports (ASIDE), Market Access Initiative (MAI), Marketing Development Assistance (MDA), Sectoral Initiatives, Agriculture and Village Industry, Handlooms, Handicrafts, Gems and Jewellery, Leather and Footwear, Marine Sector, Automotive Sector, Aviation Sector, BPO/ITES Sector, EXIM Policy Export List According to FTP, Negative List of Exports from India, Prohibited List, Canalised List Restricted List, Let us Sum up

#### **UNIT XIII Shipment of Export Cargo**

Aims and Objectives, Introduction, Export Supply Chain, Shipment by Sea, Shipment by Air, Shipment by ICD, Shipment by Courier, Shipment by Land, Shipment by Rail, Shipment by Post Shipment by Other Means, Information Flows, Procedure and Documents Required for Shipment of Cargo, Multimodal Transport, UNCTAD's Mandates, Challenges Ahead, Central Excise and Customs Clearance of Export Cargo, Categories of Goods Allowed for Import or Export through Courier

Let us Sum up

## **MP139--- Export Finance Procedure**

### **UNIT I Export Credit**

Aims and Objectives, Introduction, Export Credit , Financing Foreign Receivables , Borrowings in Foreign Exchange under the Automatic Route, Borrowings in Foreign Exchange under the Approval Route, Foreign Exchange Management Act (FEMA), Objectives and Extent of FEMA, Contraventions and Penalties , Investigation, Organizational Set up and , Functions of Enforcement Directorate, Procedural Provisions , Adjudication and Appeals , Some Highlights of FEMA, Advances against Collection, Discounting Trade Acceptance, Let us Sum up , Lesson End Activity

### **UNIT II Export Finance**

Aims and Objectives, Introduction , Institutional Support for Export Finance , The Reserve Bank of India, Commercial Banks, Export Import Bank of India, RBI Guidelines and Trade Control , Pre-shipment Export Credit, Post-shipment Export Credit, Interest on Export Credit , Export Credit Guarantee Corporation of India Ltd. (ECGC), Risk Covered Turnover Policy Offers Extra Benefits, FEDAI, Let us Sum up

### **UNIT III Rediscounting of Export Bills**

Aims and Objectives , Introduction , International Chamber of Commerce, World Council, National Committees, and International Secretariat, Dispute Resolution Services , BASCAP , Stages in Export Finance , New Schemes for Export Finance, Transfer Guarantee , Overseas Investment Insurance , Exchange Fluctuation Risk Cover Schemes , Rediscounting Export Bills, Scheme , Eligibility Criteria , Source of On-shore Funds , Facility of Rediscounting 'With Recourse' and 'Without Recourse', Restoration of Limits and Availability of Export Benefits, Let us Sum up, Lesson End Activity

### **UNIT IV Forfeiting and Factoring - RBI Guidelines**

Aims and Objectives , Introduction , Forfeiting , Forfeiting in International Trade , Documentary Requirements , Cost Elements of Forfeiting , Risk Reduction , Factoring , Characteristics of Factoring , Types of Factoring , Let us Sum up

### **UNIT V Cost Concepts for Exports**

Aims and Objectives, Introduction, Components of Export Cost Sheet, Total Cost Pricing, Marginal Cost Pricing, Let us Sum up.

### **UNIT VI Duty Drawback, Customer Tariffs**

Aims and Objectives, Introduction, Duty Drawback, Drawback of Customs and Excise Duty Paid on Inputs, Type of Drawback Rates, Drawback Rate Fixation & Claim Procedure, Duty Entitlement Pass Book Scheme (DEPB Scheme), Limit on Credit Based on PMV, Duty Free Replenishment Scheme, Concessional Customer Tariffs, Terminal Excise Duties, Sales Tax and Octroi, Sales tax, Octroi, Let us Sum up

### **UNIT VII Deemed Export and its Benefits**

Aims and Objectives, Introduction, Categories of Supplies for Deemed Exports, Benefits to the Supplier, Procedures/Criteria for Claiming Deemed Exports Benefit, Benefits to Sub-Contractor, Procedure for Claiming Deemed Exports, Let us Sum up

#### **UNIT VIII Terms of Payment**

Aims and Objectives, Introduction, Methods of Payments in Export Business, Letter of Credit (L/C), Types of Letter of Credit (L/C), Open Account, Documents against Payment (D/P), Documents against Acceptance (D/A), Role of Various Parties in Payment Collection in International Trade, Exporter, Buyer/Importer, Cash in Advance, Documents against Payments (D/P), Documents against Acceptance (D/A), Let us Sum up

#### **UNIT IX Letter of Credit**

Aims and Objectives, Introduction, Parties to Letters of Credit, Types of Letter of Credit, Revocable Letter of Credit L/C Irrevocable Letter of Credit L/C, Confirmed Letter of Credit L/C, Sight and Usance Letter of Credit L/C, Back to Back Letter of Credit L/C, Transferable Letter of Credit L/C, Standby Letter of Credit L/C, Fees and Reimbursements, Import Operations under L/C, Risk Associated with Opening Imports L/Cs, Export Operations under L/C, Advising an Export L/C Advising of Amendments to L/Cs, Regulatory Requirements for Opening an L/C, Let us Sum up

#### **UNIT X INCOTERMS**

Aims and Objectives, Introduction, INCOTERMS, Computation of FOB Price and Impact of Incentives, Foreign Exchange Rates, Methods of Quoting Exchange Rates, Factors Affecting Exchange Rates, Exchange Rate Fluctuation Risks, Forward Contracts, Types of Forward Contracts, Cost and Freight Quotation, Seller's Obligations, Buyer's Obligations, CIF Quotation, Seller's Obligations, Buyer's Obligations, Let us Sum up

#### **UNIT XI Pre-shipment Finance**

Aims and Objectives, Introduction, Types of Pre-shipment Finance, Requirements for Getting Packing Credit, Different Stages of Pre-shipment Finance, Appraisal and Sanction of Limits, Disbursement of Packing Credit Advance, Follow up of Packing Credit Advance, Liquidation of Packing Credit Advance, Overdue Packing, Special Cases for Packing Credit, Packing Credit to Sub Supplier, Running Account Facility, Pre-shipment Credit in Foreign Currency (PCFC), Rupee Pre-shipment Credit/Packing Credit, Period of Advance, Disbursement of Packing Credit, Liquidation of Packing Credit, 'Running Account' Facility, Interest on Packing Credit, Rupee Pre-shipment Credit to Specific Sectors / Segments, Rupee Export Packing Credit to Manufacturer Suppliers, Rupee Export Packing Credit to Sub-suppliers, Rupee Pre-shipment Credit to Construction Contractors, Export of Services, Pre-shipment Credit to Floriculture, Grapes and other Agro-based Products, Export Credit to Processors/Exporters - Agri-Export Zones, Interest on Export Credit, Let us Sum up

#### **Unit XII Full Convertibility and Financial Institutions**

Aims and Objectives, Introduction, Full Convertibility, Concept of Capital Account and Full Convertibility, Pre-conditions of Capital Account Convertibility, Financial Institutions, Role of Reserve Bank of India in Export Finance, Role of Commercial Banks, Export-Import (EXIM) Bank of India, Objectives of the EXIM Bank, Fund based Assistance of EXIM Bank, Non-fund based Assistance of EXIM Bank, Small Industries Development Bank of India, Objectives of the SIDBI, Refinance Schemes

of SIDBI, Bills Rediscounting Schemes of SIDBI, Project Related Finance of SIDBI, Let us Sum up

### **UNIT XIII Exchange Rate Mechanism**

Aims and Objectives, Introduction, Forex Rates and Protection against their Adverse Movement, Exchange Rates Forward Contracts, Let us Sum up

### **UNIT XIV Post-shipment Credit**

Aims and Objectives, Introduction, Basic Features of Post-shipment Finance, Financing for various Types of Export Buyer's Credit, Buyer's Credit, Deemed Exports—Concessive Rupee Export Credit, Negotiation of Export Documents, Purchase/Discount of Foreign Bills, Rupee Post-shipment Export Credit, Post-shipment Credit on Deferred Payment Terms Pre-shipment Credit (From the date of advance), Application of Interest Rates, Let us Sum up

### **UNIT XV Advance against Goods, Export Incentives and Undrawn Balances**

Aims and Objectives, Introduction, Types of Post Shipment Finance, Advance against Export Bills Sent on Collection Basis, Advance against Export on Consignments Basis, Advance against Export Incentives, Advance against Goods Sent on Consignment, Export on Consignment Basis, Advance against Undrawn Balances, Advance against Retention Money, Let us Sum up

### **UNIT XVI Post-shipment Export Credit Guarantee**

Aims and Objectives, Introduction, Post-shipment Export Credit Guarantee, Export Finance Guarantees, Features Types of Bank Guarantees, Post-shipment Credit in Foreign Currency, Type of Credit Interest Rate, Let us Sum up

## **MP140--- International Marketing Management**

### **UNIT I HR and Global Business Challenge**

Aims and Objectives, Introduction, Developing International HR Strategies, Issues in IHRM Global Business Challenge, Meaning of IHRM, Difference between Domestic and International Human Resource, More HR Activities, Need for a Broader Perspective, More Involvement in Employee's Personal Lives, Changes in Emphasis as the Workforce Mix of Expatriates and Locals Varies, Risk Exposure, More External Influences, Expanding the Role of HRM in International Firms Let us Sum up

### **UNIT II Perspectives and Approaches of IHRM**

Aims and Objectives, Introduction, International Human Resource Management Approaches The Path to Global Status, Export, Initial Division Structure (Early Stages of Internationalization) International Division, Global Product/Area Division, Global Product Division, Global Area Division Global Matrix Structure, New Types of Multinational Structures, **Heterarchy**, Transnational Networked Firm, Keiretsu, Control and Coordination, Role of Human Resource, Strategies for International Organisations, Perlmutter's Model, Bartlett and Ghoshal's Model, Implications for Human Resource Management Policy, An Integrated Strategic Framework, Flexible Organisation: The EU Model, Context of Management and Organizations in Europe, Let us Sum up

### **UNIT III International HR Planning**

Aims and Objectives, Introduction, Objectives of Human Resource Planning, Recruitment and Selection, Human Resource Forecasting, Determining Net HR Requirements, Recruitment Realistic Job Previews, Selection, International Labour Market — Sources, Parent Country Nationals (PCNs), Host Country Nationals (HCNs), Third Country Nationals (TCNs), Staffing Policies, Ethnocentric Approach, Polycentric Approach, Geocentric Approach, Regiocentric Approach Recruitment and Selection in IHRM, Types of International Employees and their Required Competencies, International Migration and the Impact on Recruitment, International Talent Management, Local Selection and Assessment Issues, Selection Criteria, Development of an Effective Workforce, Let us Sum up

#### **UNIT IV Cultural Dimensions of IHRM**

Aims and Objectives, Introduction, Understanding Culture, Culture Defined, Elements of Culture Convergence of Culture, Determinants of Culture, Role of Cultural Understanding, Cross-cultural Theories, Hofstede: Culture and Work value, Kluckhohn-Strodthbeck (1961), Hall's Theory of Cultural Context, Andre Laurent's Study of Culture, Lorange's Cross-culture Studies, Cross-culture Communication, Dealers Focus vs. Relationship Focus, Formal vs Informal, Rigid Time vs Fluid Time Expressive vs. Reserved Cultures, Business Protocol, Cross-cultural Negotiations, Culture and HR Functions in a Global Subsidiary, Culture and HR Functions, Let us Sum up

#### **UNIT V Performance Appraisal in a Global Context**

Aims and Objectives, Introduction, Performance Management and its Link with other HR Processes Performance Appraisal in Global Context, Whole versus Part, Non-comparable Data, Volatility of The International Environment, Separation by Time and Distance, Variable Levels of Maturity Headquarter-subsidiary Interdependence, Ethical and Legal Issues, Market Maturity, Relocation Performance Management, Variables that Influence Relocation Performance, Criteria used for Performance Appraisal of International Employees, Appraisal of HCN Employees, Performance Management — Two Examples, Exxon, General Motors, Culture and Organisational Performance Link between Culture and Organisational Performance, Competence Approach to HRM, Management Competences Approach, European and International Competences, Cultural Regard For Managers and their Competences, Different Degrees of Internationalization of Companies Problems Inherent within the Competences Model, Job Satisfaction, Recent Innovative Methods in IHRM, Let us Sum up

#### **UNIT VI Orienting and Training Employees for Global Assignments**

Aims and Objectives, Introduction, Orienting Employees for Global Assignment, Approaches to Training, Action Learning and the Experiential Approach, Transferability across Cultures, Organizational Learning, Integrating Business Strategy with International Training, Components of Effective Pre-departure Training Programmes, Impact of Different Learning Styles on Training Types of Cross-cultural Training, Cultural Assimilators, Let us Sum up

#### **UNIT VII Compensation and Incentives**

Aims and Objectives, Introduction, Designing Compensation Programme, Compensation, Employee Benefits, Objectives of International Compensation, Approaches to International Compensation, Going Rate Approach, Balance Sheet Approach, Factors Affecting International Compensation System, Host Country Market Cost of Living, Nature of the Expatriate Job Culture Adjustment, International Living Cost Data, International Benefits, Adjustments and

Incentives, Base Salary, Foreign Service Inducement/Hardship Premium, Allowances  
Differentiating between PCNs and TCNs, Termination of Contract, Incentives and Corporate  
Commitments, Japanese Model and Matsushita, Let us Sum up

### **Unit VIII International Labour Relations**

Aims and Objectives, Introduction, Key Issues in International Industrial Relations, Degree of Inter subsidiary  
Production Integration, Nationality of Ownership of the Subsidiary, International Human  
Resource Management Approach, MNC Prior Experience in Industrial Relations, Subsidiary  
Characteristics, Characteristics of the Home Product Market, Management Attitudes towards  
Unions, Trade Unions and International Industrial Relations, Influencing Wage Levels, Constraining  
the Ability of MNCs to Vary Employment Levels at Will, Preventing Global Integration of MNC  
Operations, The Response of Trade Unions to MNCs, International Trade Secretariats (ITSS)  
Lobbying for Restrictive National Legislation, Regulation of MNCs by International Organization  
Various Agreements Related to International Industrial Relations, ILO Conventions, United Nations  
Agreements, Regional Instruments of International Labour Law, Safety and Fair Treatment  
International Labour Standards, Structure of International Labour Standards, Fundamental  
Principles, Creation of International Labour Standards, International Labour Standards Applied  
Agenda of the International Labour Organisation Let us Sum up

### **UNIT IX Repatriation**

Aims and Objectives, Introduction, the Repatriation Process, Problems of Repatriation, Job Related  
Factors, Social Factors, Designing a Repatriation Programme, MNCs and HR Policies, Let us Sum up

### **UNIT X Human Resource Practices and Programmes in Various Countries**

Aims and Objectives, Introduction, HR Practices in USA, European Model of HR Practices  
HR Practices in Britain, HR Practices in France, HR Practices in Spain, HR Practices in Sweden  
HR Practices in Germany, HR Practices in Russia, HR Practices and Programmes in Asia, HR Practices  
In China, HR Practices in Japan, HR Practices in India, Let us Sum up

### **UNIT XI International Law Related to Immigration and HR**

Aims and Objectives, Introduction, International Migration Law and ILO, Immigration Law in UK  
Immigration Law in the USA, Immigration and Nationality Act (INA), Immigration Attorneys  
Canadian Immigration Law, International Contract Laws Related to HR, Role of ILO  
Contract Law Related to HR in USA, Employment and Placement, Compensation, Benefits and Job  
Analysis, Training and Development, Employee Relations, Labour and Employment Law in UK  
Abolition of Statutory Disciplinary and Grievance Procedures, Collective Redundancy Consultation  
Clarified, Increased Holiday Entitlement, Law Related to HR in France, Employer, Engaging  
Consultants, Employment Agreement, Terminating the Employment Relationship, Post  
Employment Non-competition, 35 Hour Work Week, Contract Law Related to HR in Thailand  
Terms of Employment, Termination of Employment, Special Leave, Relocation of the Business  
Employment and Labour Law in China, Entity Formation, Employment Relationship, Employment  
Contract, Terminating the Employment Relationship, Stock Option Plans, Compensated Social  
Activities, Probationary Period, Labour Law in Netherland, Employment Relationship in the  
Netherlands, the Netherlands Employment Agreement, Terminating the Netherlands Employment  
**Agreement, Probationary Period, Reinstatement, Let us Sum up**



## **MP141---International Marketing Management**

### **UNIT I Introduction to International Marketing Management**

Aims and Objectives, Introduction, Scope, National and International Marketing, Benefits of International Marketing, Endurance, Progress of Overseas Markets, Sales Promotion, Diversification, Inflation and Wholesale Price Index, Employment and Placements, Standard of Living/Style, Marketing Process, Transnational Corporations, Global Marketing, Global Segment, International Management Orientations Ethnocentric, Polycentric, Regiocentric and Geocentric Orientations, Ps of International Marketing Product, Price, Placement, Promotion, People, Let us Sum up

### **UNIT II Barriers in International Marketing Management**

Aims and Objectives, Introduction, Tariffs, Kinds of Tariffs, Non-Tariff Barriers, Quotas What are the Costs Associated with Quotas?, Implications of Tariffs, Consumption Effect, Revenue Effect Redistributive Effect, Terms of Trade Effect, Employment/Income Effect, Balance of Payments Effect Competition Effect, Non-Tariff Measures to Regulate Trade, Differences between Tariff and Non-Tariff Barriers, Commodity Agreements, Bilateral Agreements, Let us Sum up

### **UNIT III Customer Value and Satisfaction**

Aims and Objectives, Introduction, Definition of Customer Value, Customer Lifetime Value, Calculating Customer Lifetime Value, Customer Satisfaction, Retaining Customer Value and Satisfaction, Why Businesses Fail, Value of Retaining a Customer, Suggestions for Retaining Customer Value and Satisfaction Select your Customers Carefully, Quality is all about Customers' Perceptions, Five Basic Elements Value Innovation, Create Differentiation, Focus on the Moment of Truth, Good, Better and Best, Customer Value in the Context of Outsourcing Customer Service Let us Sum up

### **UNIT IV Implementing Total Quality Marketing**

Aims and Objectives, Introduction, Concept of Total Quality Marketing, Essential Elements for Implementing Total Quality in Marketing, Implementing Total Quality Marketing: The Role of Human Resource Management, Conducting Cost/Benefit Analyses of Implementing Total Quality Marketing, Common Approaches, Calculating Costs, Calculating Benefits, Intangible Benefits, Using the Seven Management Tools and Planning Tools in Marketing, Let us Sum up

### **UNIT V Competitive Marketing Strategies**

Aims and Objectives, Introduction, Concept of Competitive Marketing Strategies, Differentiation Strategy Cost Leadership Strategy, Differentiation Focus Strategy, Cost Focus Strategy, Components of Competitive Marketing Strategy, Pricing Strategy, Promotion Strategy, Distribution Strategy, Factors Affecting Competitive Marketing Strategy, Environment, Prospect, Product/Service, Competition, Your Enterprise Development, Production, Marketing/Sales, Customer Services, Cost to Enter Market, Profit Potential Let us Sum up

### **UNIT VI Introduction to Marketing Mix**

Aims and Objectives, Introduction, Concept of Marketing Mix, Product, Price, Place, Promotion Importance of Marketing Mix, Need to Prioritize the Marketing Mix Elements, Marketing Mix Priorities and Synchronization, Unorganized Markets and Marketing Mix Elements (FMCG), Let us Sum up

## **UNIT VII Product Mix Planning**

Aims and Objectives, Introduction, Product Strategies, Local/National Products, International Products and International Brands, International Product Planning, Product Objectives, International Product Life Cycle New Products in International Marketing, Product Segmentation, Product Positioning, Product Adoption and Standardization, Product Adoption, Standardization, International Product Marketing, Marketing of Services, Importance of Services, International Branding and Packaging Decisions, Perspectives on International Branding, Factors of International Branding Strategy, Dynamics of International Brand Architecture, International Packaging, Design Requirements around the Globe, Future Direction and Application of Packaging Requirements Let us Sum up

## **UNIT VIII Pricing Strategies**

Aims and Objectives, Introduction, Price and Non-Price Factors, Price Factors Non-Price Factors, Methods of Pricing, Cost-Oriented Export Pricing Method, Competitive Pricing Market Price, International Price Quotations, Base of Export Price Quotations, International Pricing Strategy Factors Affecting Pricing, Price Strategies, Dumping, Price Distortion, Counter-Trade, Types of Counter-Trade Let us Sum up

## **UNIT XI Promotional Strategy**

Aims and Objectives, Introduction, Feedback, Principles, Promotion Mix, Status of Promotion, Promotion Appeals, Media Selection, Market Research, Personal Selling, Public Relations and Publicity, Sales Promotion Sales Promotion Objectives, Nature of Sales Promotion, Restrictions, Premium and Gifts, Price Reductions, Discounts and Sales, Samples, Sweepstakes, Games and Contests, Role of Advertising, Role Advertising Media, Unified vs. Diversified Advertising Strategy, Points in Favour of Unified Advertising Strategy, Points against Unified Approach or Supporting Diversified Approach, Right Approach – Pattern Standardization, Best Strategy, Let us Sum up

## **UNIT X International Distribution and Distribution Strategy**

Aims and Objectives, Introduction, Direct and Indirect Selling Channels, Types of Intermediaries: Direct Channel, Foreign Distributor, Foreign Retailer, State Controlled Trading Company, End User, Types of Intermediaries: Indirect Channel, Agents who look after the Interests of Manufacturers, Manufacturer's Export Agent or Sales Representative, Export Management Company, Cooperative Exporter Webb-Pomerene Association, Purchasing/Buying Agent, Country Controlled Buying Agent, Resident Buyer Export Merchant, Export Drop Shipper, Export Distributor, Trading Companies, Channel Development Legal Regulations, Factors involved in Distribution Systems, Modes of Transportation, Land, Air, Water, Let us Sum up

## **UNIT XI Introduction to Globalization**

Aims and Objectives, Introduction, Meaning of Globalization, Features of Globalization, Stages of Globalization, Foreign Market Entry Strategies, Home Market Production, Pros and Cons of Globalization Pros of Globalization, Cons of Globalization, Social Issues, Cultural Impact, Let us Sum up

## **UNIT XII Global Competitiveness**

Aims and Objectives, Introduction, Concept of Global Competitiveness, Complexity of Competitiveness Pillars of Competitiveness, New Tools to Determine Competitiveness, Indicators of Competitiveness

### **UNIT XIII Information Technology and International Business**

Aims and Objectives, Introduction, History of Information Technology, Information and Communication Technologies, New Information Technologies, Data Warehousing, Data Mining, Payment Gateway Enterprise Portals, Electronic Data Interchange (EDI), Customer Relationship Management (CRM), Supply Chain Management (SCM), Enterprise Resource Planning (ERP), E-Business, Features of E-Business, Value Creation through E-Business, Business Process Reengineering (BPR), Need for BPR, Let us Sum up

### **UNIT XIV Future of International Business**

Aims and Objectives, Introduction, Implications of WTO on International Marketing, The System Helps to Keep the Peace, The System allows Disputes to be Handled Constructively, A System based on Rules rather than Power Makes Life Easier for all, Free Trade Cuts the Cost of Living, It Gives Consumers More Choice and a Broader Range of Qualities to Choose from, Trade Raises Incomes, Trade Stimulates Economic Growth, and that can be Good News for Employment, The Basic Principles make the System Economically more Efficient and they Cut Costs, The System Shields Governments from Narrow Interests, The System Encourages Good Government, Geneva Framework Agreement 2004 and Hong Kong Ministerial 2005  
Let us Sum up

### **MP142--- Understanding Oil Business**

#### **Unit 1 Introduction**

Basic Concepts, Understand what is petroleum, what are its constituents, and their significance. Know about composition and characteristics of oil and gas. Understand what are the main products from oil and gas and their uses. Get familiar with some of the common concepts, definitions and terminologies used with respect to oil and gas.

#### **Unit 2 The Micro-System**

Understand the oil and gas chain from oil well down the petrochemical industry.  
Get an overview of business environment in each block of the chain.  
Get an overview of the major players in the chain.

#### **Unit 3 The Exploration of Oil**

Understand how hydrocarbons (oil and gas) were reformed and trapped below the surface of the earth. Understand how hydrocarbons are explored, located and assessed for commercial viability. Get an overview of primary production methods and enhanced oil recovery methods.

#### **Unit 4 Oilfield Processing**

Get an overview of the configuration of facilities at the oilfield - offshore and onshore  
Understand why processing of oil and gas is required at the oilfield itself.  
Understand how oil and gas are gathered from many wells in the oilfield.  
Understand what kind of processing is required at the oilfield and the technology involved.  
Get an overview of various types of offshore production facilities like platforms, FPSO.

Understand the logistics involved in production of oil and gas.

### **Unit 5 Gas Processing**

Understand properties and the characteristics of natural gas.

Understand the objectives for processing the gas and configuration of a gas processing complex.

Get familiar with processing schemes for various gas processing units.

Understand the technical aspects of LNG business

### **Unit 6 Petroleum Refining**

Understand the important specifications of petroleum products and their significance. Get familiar with the refinery process configurations used to meet the specifications and market Demand. Understand the basic process schematics of important processes used in a refinery. Understand the infrastructure requirement and broad economics of refinery operation

### **Unit 7 Petrochemical Industry**

Understand what are petrochemicals

Understand what are the various feedstock and products- overall configuration of a petrochemical complex

Understand what are base petrochemicals, intermediates and derivatives

Understand the key elements in planning and integration of a petrochemical complex.

### **Unit 8 Transportation of Oil, Gas and Products**

Understand the basic configuration of pipeline and its hardware components.

Understand the special technologies used in pipeline like SCADA, Intelligent Pigging etc.

Understand the salient features of offshore and on-land pipeline

Get an overview of transportation by road, railway and marine tankers.

### **Unit 9 Health, Safety and Environment**

Understand health and environment hazards involved in the industry.

Understand what is hazard and how to identify and minimize risks.

Understand causes of accident.

Identify sources of environment pollution and method to treat them.

### **Unit 10 IT Applications in Hydrocarbon Industry**

Get an overview of the application of Information

Technology during various phases of project and plant life cycle in the Oil and Gas Industry.

Understand the type of software used and their capabilities.

### **Unit 11 Economics and Technology Trends**

Understand the trends on prices and business cycles

Understand the strategies being adopted by major companies for competitiveness and to overcome

Troughs in the business cycles. Get exposed to the trends on innovation and emerging technologies.

### **MP143--- Production & Operations Management**

## **Unit I Introduction to Production and Operation Management**

Production and Operations Management: An Introduction- Objectives- Introduction- History-Concept of Production- Production System: Classification of Production System- Production Management-Operating System- Operations Management: A Framework for Managing Operations, Objectives of Operations Management-Managing Global Operations- Scope of Production and Operations Management: Location of Facilities, Plant Layout and Material Handling, Product Design, Process Design, Production Planning and Control, Quality Control, Materials Management, Maintenance Management- Let us Sum up- Glossary-Suggested Readings –Questions

### **Lesson 2 Communication in Production & Operations Management**

Objectives, Introduction, the Communication Process, and Barriers to Effective Communication: Filtering, Selective Perception, Information Overload, Emotional Disconnects, Lack of Source Credibility, Semantics, Gender Differences, Avoiding Biased Language, Multicultural Communication-Poor Listening and Active Listening- Communication Channels- Information Richness-Business use of E-Mail- Direction of Communication within Organisations- External Communications-Transfer of Management Practices- Let us Sum up- Glossary- Suggested Readings- Questions

### **Lesson 3 Computer Integrated Manufacturing and Services Systems**

Objectives, Introduction, Origin of Computer Integrated Manufacturing, Benefits of Computer Integrated Manufacturing and Services System, Computer Integrated Manufacturing Plan, Conceptual Design, Managing a Computer Integrated Manufacturing, Computer Control Systems Techniques and Applications in Manufacturing Systems, Manufacturing Control System Requirements: Quality, Autonomy, Flexibility, Modularity-Quality in the Manufacturing Control System-Let us Sum up- Glossary-Suggested Readings- Questions

### **Lesson 4 Global Trade Operations and Supply Network Applications**

Objectives, Introduction, Choice of Operations Strategy: International Operations Strategy, Multi-domestic Operations Strategy, Global Low Cost Operations Strategy, Transnational Operations Strategy-Sourcing and Procurement Operations Strategies: Role of Strategic Sourcing and Procurement as an Operations Strategy, Sourcing Strategy, Internal Strategy for the Role of the Purchasing Process, the Process of Purchasing and Supply-Supplier Relationship Management: Supplier Relationship Management and Performance Assessment, Supplier Relationship Management and Development, Supplier Relationship Management and Information Sharing: Open-book Negotiation, Supplier Relationship Management: Policy and Strategy- Let us Sum up

## **Unit II Material and Inventory Management**

### **Lesson 5 Materials Management**

Objectives, Introduction, Materials Handling: Objectives of Material Handling, Principles of Material Handling- Selection of Material Handling Equipments- Evaluation of Material Handling System: Equipment Utilization Ratio, Material Handling Equipments- Guidelines for Effective Utilization of Material Handling Equipments- Relationship between Plant Layout and Material Handling-Automated Storage and Retrieval System (ASRS) and Methods: Common Benefits of Automated Storage & Retrieval Systems (ASRS), JIT/Kanban, ABC System-Let us Sum up-Glossary-Suggested Readings- Questions

### **Lesson 6 Inventory Management**

Objectives, Introduction, Functions of Inventory, Inventory Costs, and Inventory Control by Classification Systems: ABC Classification and Analysis, Other Classification Systems- Inventory Control- Elementary Inventory Models: Single Period Models, Multiple Period Inventory Models, Fixed-time Period Models, Fixed-time Period Model with Safety Stock, and Manufacturing Model without Shortages- More Complex Models: Quantity Discounts or Price-Break Models, Model with Specified Service Levels- Characteristics of Control Systems-MRP Inventory Management: Independent versus Dependent Demand, Inputs from Master Production Schedule, Outputs – The Materials Requirement Plan, Capacity Requirement Planning-MRP in Service Organisations: Distribution Requirements Planning (DRP), Distribution Resource Planning (DRP II)- Let us Sum up-Glossary-Suggested Readings-Questions

### **Lesson 7 Enterprise Resource Planning**

Objectives, Introduction, Definition of ERP, Benefits of ERP, ERP changes the Way Companies do Business, Why did Companies invest in ERP?, Supply Chain ERP, Optimized Production Technology (OPT), OPT Principles, E-operations Strategy, E-commerce, Third-wave B2B Marketplace Models, Scope of E-commerce, Let us Sum up, Glossary, Suggested Readings, Questions

### **Unit III Planning and Forecasting**

#### **Lesson 8 Production and Operations Planning**

Objectives, Introduction, Strategic Planning: Strategic Analysis, Setting Strategic Direction, Action Planning, Situational Analysis, Goals, Objectives and Targets, Mission Statements and Vision Statements, Basic Approach to Strategic Planning- Tactical Planning- Operational Planning- Aggregate Planning: Aggregate Planning Strategies, Techniques for Aggregate Planning, Mathematical Approaches to Aggregate Planning, Aggregate Planning in Services- Capacity Planning: Long-term Capacity Planning, Short-term Capacity Planning, Capacity Planning Techniques-Let us Sum up-Glossary- Suggested Readings- Questions

#### **Lesson 9 Product and Product Design**

Objectives, Introduction, Typology of Products, Product Lifecycle, and Technology Lifecycle: Product Lifecycle and Technology Lifecycle, Product Development Process: Product Development, Detailed Engineering Design, Physical Evaluation, Product and Process Development- Applications of CAD: Fields of Use, History, Software Providers Today, Capabilities, Software Technologies, Hardware and OS Technologies- Expert System: Building Blocks of Expert Systems, Applications of Expert Systems, Benefits to End Users, Expert Systems Business- Standardization Group Technology (GT)- Product Research and Development- Let us Sum up- Glossary-Suggested Readings- Questions

#### **Lesson 10 Forecasting Techniques**

Objectives, Introduction, Forecasting in Operations, Characterizing Demand: Patterns of Demand, Demand Management-Developing a Model- Modeling Demand: Quantitative Methods- Forecast Errors- Forecast Control Decomposition of a Time Series: Seasonal Index, Seasonal Adjustment, Trend Effects in Exponential Smoothing, Cyclical Analysis-Using Standard Computer Programs-Qualitative Methods: Historical Analogy Method, Executive Opinion Method, Survey Methods, Delphi Method, Special Long-term Forecast Methodologies- Let us Sum up-Glossary- Suggested Readings- Questions

### **Unit IV: Scheduling and Project Management Methods**

#### **Lesson 11 Scheduling**

Objectives, Introduction, Operations Scheduling Models: Hard Ceilings, Soft Ceilings, Loading, Sequencing- Detailed Scheduling: Expediting, Input-Output Control, Gantt Charts, Job Shop Scheduling: Scheduling of 'n' Jobs on 1 Machine (n/1 Scheduling), Johnson's Rule for Optimal Sequence of 'n' Jobs on 2 Machines, Flow Shops, Scheduling Dynamic Job Shops- Labour-Limited Environments: Non-cyclic Personnel Schedules, Scheduling Rules for the Workforce-Cyclic Personnel Schedules- Scheduling in Services- Managing Planning and Scheduling- Let us Sum up-Glossary- Suggested Readings- Questions

### **Lesson 12 Project Management**

Objectives, Introduction, Importance of Project Management, Project Management – Basics: Work Breakdown Structure (WBS), Classification of Project Schedules- Network Representation of a Project: Advantage of Critical Path, Critical Path Method, Deciding Critical Path of the Network, Calculation of Earliest Expected Time of an Event, Calculation of Latest Start and Latest Finish Times- Identification of the Critical Path: General Methodology, Activity Slack, Analyzing Cost-time Trade-offs, Cost to Crash- Using Project Software- Introducing Probability with PERT-Project Planning Scheduling and Control System (PPSCS): Uses of PPSCS, Task Oriented vs. Resource Oriented Planning and Control System, Task Oriented System, Resource Oriented System, Assumptions in CPM Methods- Multilevel Scheduling Systems- Let us Sum up-Glossary- Suggested Readings- Questions

### **Unit V Facility, Layout Location and Work Measurement**

#### **Lesson 13 Facility Planning and Layout**

Objectives, Introduction, Facility Planning, Global Level: Factor Rating Analysis, Load-Distance Model, Geographic Information Systems (GIS)-Macro Level: Facility Master Plan, Impact Planning, Site Evaluation-Micro Level-Types of Layout-Process Layout: Process Layout and Material Handling Costs, Spiral Analysis, Computerized Relative Allocation of Facilities Technique (CRAFT), CORELAP (Computerized Relationship Layout Planning), Automated Layout Design Program (ALDEP), Advantages and Disadvantages of Process Layout-Product or Line Layout: Defining the Layout Problem, Assembly Line Balancing, Graphic and Schematic Analysis, Limitations of Product Layout-Fixed Layout-Cellular or Group Layout: Advantages and Disadvantages, Comparison of Layouts-New Approaches to Layout Design: Flexibility, Mixed-model Line-Let us Sum up- Glossary-Suggested Readings-Questions

#### **Lesson 14 Work Measurement**

Objectives, Introduction, Basic Times, Time Study, Standard Times, Allowances, Other Work Measurement Techniques, and Necessity of Work Measurement: Activity Sampling, Analytical Estimating, Business Planning, Predetermined Motion Time Systems (PMTS), Time Study- Selecting the Most Appropriate Methods of Work Measurement: The Methods-Learning Curves: How would a Company use Learning Curves?, Basic Learning Curve Calculations, Real World Application-Using Work Measurement to Increase Productivity- Productivity Concepts and Measures- Criticism of Work Measurement- Let us Sum up- Glossary-Suggested Readings- Questions

### **MP144--- Petro Retailing Business**

#### **Unit 1 Understanding Petroleum Retail Business**

General concepts of retailing, differences between general retailing and petroleum retailing.

- \_ Wheel of retailing.
- \_ Importance of building brands.

\_ Linkage of non-fuel retailing with fuel sales.

## **Unit 2 Understanding Petroleum Retail Business in India**

Retail Scenario of Petro-Retailing in India- A Perspective

APM Implication in the Retail Trade

Retailing of Petroleum Products

Brief Retail History of India

Understanding Customers in Retail Business

Identify your Customers

An Evolution of Personas and Scenarios

Product Focused rather than Business Focused

Conclusion and Recommendations

## **Unit 3 Petro Retail Asset Management**

Establishing a New Retail Outlet (RO)

The Site and Road

Location of the Retail Outlet (RO)

Site Information

Marketing Intelligence (MI)

Explosive Rules for Development of RO

IRC Guidelines for Setting up RO's

RVI in Petro Retail Business

BPCL 'retail visual identity'

## **Unit 4 Development in Petro Retail Sector**

Franchising and Retail Models in Petroleum Sector

Franchising Models in the Petroleum Industry

Key Priorities for both Franchisers and Franchisees

An Explanation of Franchise Types

Petro Retailing Expectations and Opportunities

Deregulation; Dismantling of Administered Price Mechanism (APM)

Petrol (motor spirit)

High Speed Diesel

What is the implication of deregulation?

What will be the impact on the performance of oil companies post-APM?

Competition : Entry of New Players

Research Analysis in India

Key Strategic Options

Strategic Options

Building Strong Brand Equity

Value Added Service and Products

Loyalty Program in Petro Retail Business

The Key Benefit of Using a Petro Card

Redemption of Rewards

Co-branded Cards



Plain Vanilla Credit Cards  
Business Petro Card  
Who is this Intended for?  
A Emergency Roadside Assistance  
XtraPower Fleet Card by Indian Oil  
Forecourt Retailing  
Forecourt Retailing Coming of Age

### **Unit 5 Revenue Management**

Why Revenue Management is Needed?  
Price: The Ultimate Profit Driver

### **Unit 6 Role of Technology in Petro Retailing**

Agenda  
Role and Importance of Technology in Petro Retailing  
What is Technology?  
Technologies and Business  
Self-Motivated Creativity  
Classification of Technology  
Winds of Change  
Challenges, Objectives and Essentials  
Essentials and Technology Enablers  
Supply Chain Management and Solution Suite

### **Unit 7 Supply Chain Management**

Managing Supply Chain and Logistics Linking  
Opportunities enabled by Supply Chain Management  
Supply Chain Management Problems  
Supply Chain Business Process Integration  
Supply Chain Management Components Integration  
The management components of SCM  
Beer Distribution Game  
What can Logistics do for Your Company?  
Developing A Strategic Retail Mix

### **MP145--- Logistics & Supply Chain Management**

#### **Chapter 1 Introduction**

Definition, Scope, Systems Concept, Customer Value Chain, Functions in Logistics, Summary, Keywords, Review Questions, Further Readings

#### **Chapter 2 Integration of Business Logistics**

Integration of Logistics Components, Integration into the Business, Single Window – Logistics Solution, Future of Logistics – Outsourcing, Logistics Costs as % of GDP, Summary, Keywords, Review Questions, Further Readings

### **Chapter 3 Objectives of Logistics Management**

Inventory Reduction, Reliable & Consistent Delivery Performance, Freight Economy, Minimum Damages to Product, Quick Response, Contribution towards Business Excellence, Summary, Keywords, Review Questions, Further Readings

### **Chapter 4 Customer Service**

Measure of Effectiveness of Logistics System, Customer Perception of Service Quality, Phases of Customer Services, Service Attributes, Value Added Services, Summary, Keywords, Review Questions, Further Readings

### **Chapter 5 Supply Chain Management**

Concept of Supply Chain, Components of Supply Chain, Role of Logistics, Mapping of Supply Chain, E-business Solutions in Supply Chain, Summary, Keywords, Review Questions, Further Readings

### **Chapter 6 Warehousing in Supply Chain**

Concept of Flow Through, Switching Facility, Warehousing Functions, Consolidation, Warehousing Space Summary, Keywords, Review Questions, Further Readings

### **Chapter 7 Warehouse Management**

Warehouse Site Selection, Size, Layout, Decision Model for Optimum Warehousing, Costing, Warehousing Strategies, Virtual Warehouses, Information Systems, Performance Parameters, Cold Chain Infrastructure, Summary, Keywords, Review Questions, Further Readings

### **Chapter 8 Material Handling Systems**

Role of Materials Handling in Logistics, Guidelines for Materials Handling, Equipment & Systems, Summary, Keywords, Review Questions, Further Readings

### **Chapter 9 Storage Systems**

Concept of Unit Load, Storage Principles, Storage Design, Storage Methods, Summary, Keywords Review Questions, Further Readings

### **Chapter 10 Inventory Management 73**

Inventory – Asset or Liability, Inventory Functions, Reasons for Carrying Inventory, Related Costs, Inventory Controls, Policy Guidelines, Summary, Keywords, Review Questions, Further Readings

### **Chapter 11 Transportation**

Transportation Infrastructure, Freight Management, Freight Costs, Transportation Networks, Route Planning, Containerization, Summary, Keywords, Review Questions, Further Readings

### **Chapter 12 Packaging for Logistics**

Unitization for Packaging, Design Considerations, Packaging Materials, Packaging Costs, Summary, Keywords, Review Questions, Further Readings

### **Chapter 13 Information System for Logistics**

Information Needs, Design Requirements, Desired Characteristics of Information Systems, Summary, Keywords, Review Questions, Further Readings

### **Chapter 14 Distribution Channel Design**

Role of Logistics in Distribution, Channel Structure, requirements of Channel Members, Support to Distribution Channel, Summary, Keywords, Review Questions, Further Readings

### **Chapter 15 Logistics Outsourcing**

Drivers of Outsourcing Trend, Benefits of Outsourcing, Third Party & Fourth Logistics, Selection of Service Provider, Value Added Services, Service Contracts, Summary, Keywords, Review Questions, Further Readings

### **Chapter 16 Technology for Logistics**

Role of Technology, Automatic Identification, Communication Technology, Automated Material Handling, Information Technology – ERP, DRP, Summary, Keywords, Review Questions, Further Readings

### **Chapter 17 Reverse Logistics**

Challenge of Product Returns, Scope of Reverse Logistics, System Design for Reverse Logistics, Reverse Logistics – A Competitive Tool, Summary, Keywords, Review Questions, Further Readings

### **Chapter 18 Strategy and Performance Measurement**

Strategies across Product Life Cycle, Logistics Planning, Diverse Strategies, Implementation of Strategy, Need For Performance Measurement, Objectives of Performance Measurement, Performance Levels, Financial and Non-financial Measures, Performance Control, Summary, Keywords, Review Questions, Further Readings

### **Chapter 19 Government Policies & Regulations Related to Logistics**

Warehousing Policies, Transport Related Legislation, Packaging Rules Related to Safety and Quality, inventory Valuation Standards, Summary, Keywords, Review Questions, Further Readings

### **Chapter 20 Logistics for E-commerce and International Trade**

E-commerce – An overview, Logistics – Vital Player in E-commerce, E-logistics – Structure & Operation, Logistics' Role in International Trade, Summary, Keywords, Review Questions, Further Readings

### **MP146--- World Class Operations**

#### **UNIT I World Class Operation: Historical Perspective**

Aims and Objectives, Introduction, Operation Management, Historical Contributions, Scientific Management – Time and Motion Studies, World War II to the 1960's – Operations Research, The 1970s and 1980s – Japanese Challenge, the 1990s and After, World Class Excellent Organisation – American and Japanese Companies, Deming Award, W. Edwards Deming (1900-1993), Deming Prize, Background to the Deming Prize, Check List of Application for Deming Award, Malcom Baldrige National Quality Award, Baldrige

Criteria for Performance Excellence, Check List of Application for Malcom Baldrige National Quality Award Previous Baldrige Award Recipients, Comparison of the Deming Prize and Baldrige Award, Globalization Features of Globalization, Process of Globalization, Globalization of Markets, Reasons for Globalization of Markets, Globalization of Production, Globalization of Investment, Is Globalization Desirable?, Advantages Of Globalization, Disadvantages of Globalization, Globalization—Balancing Act, Global Companies, Models for Manufacturing Excellence (Case of Chemicals Manufacturer Rohm and Hass Co.), Challenges and Renewal, Implementation, Models for Operational Excellence, Business Excellence, Let us Sum up

## **UNIT II Benchmarking**

Aims and Objectives, Introduction, Definition of Benchmarking, Typical Steps for Benchmarking, Types of Benchmarking, Levels of Benchmarking, Product Benchmarking, Performance Benchmarking, Process Benchmarking, Functional Benchmarking, Best Practices Benchmarking, Cooperative Benchmarking Collaborative Benchmarking, Competitive Benchmarking, Benchmarking Process, Xerox Twelve-Step Process AT&T and Other Processes, Motorola's Five-step Process, Bottleneck and Best Practice, Best Performers-Gaining Competitive Edge through World Class Manufacturing, Value Added Manufacturing, Value Engineering, Value Engineering Plan, Selection of a Problem, Orientation, Information Phase, Evaluation Investigation & Planning, Implementation, Summary, Eliminating Waste-Toyota Production System Let us Sum up

## **UNIT III System and Tools for World Class Operation**

Aims and Objectives, Introduction, Production Systems, Process Design, Process Layout and Material Handling Costs, Process Layout in Nokia, Advantages and Disadvantages of Process Layout, Process Improvement, Lean Manufacturing, Statistical Quality Control (SQC), Flexible Manufacturing Systems (FMS), Rapid Prototyping, Poka-yoke, Kaizen, 5-S, Use of IT, Just-in-Time (JIT), Product Mix, Optimizing, Procurement and Store Practice, Total Productive Maintenance, Visual Control, Let us Sum up

## **UNIT IV Typical Characteristics of WCM Companies**

Aims and Objective, Introduction, World Class Manufacturing, World Class Companies, World Class during Good Times and Bad, Working to Stay World Class, Performance Indicators, Key Performance Indicators Key Performance Indicators Reflect the Organisational Goals, 5S of World Class Performance, Sort, Set in Order, Shine, Standardize, Sustain, Benefits of 5S, Six Sigma Philosophy, Historical Overview, Origin and Meaning of the Term "Six Sigma Process", Methodology, Implementation Roles, Quality Management Methods used in Six Sigma, Six Sigma Roles and Responsibilities, Software in Use, Indian Experience Optimized Production Technology Let us Sum up

## **UNIT V Total Quality Management**

Aims and Objectives, Introduction, Total Quality Management Philosophy, Principles of TQM, TQM Tools Control Charts, Deming PDCA, Juran, Value Analysis Teams, Teams, TQM, ISO/QS9000, Design of Experiments (DOE), Brecker Process Improvement, Quality through Design, Leadership, Customer Focus Teamwork, Measurement, Benchmarking, Continuous Improvement, A Triple Level Hierarchical Organisation, Operations on IQ Customer Needs and Metrics, ISO 9000, Conformance and Guidance Standards, ISO Standard Series and Some other Standards, Elements of the ISO Standards, QS 9000 Total Productivity Maintenance, Concept of Reliability, Reliability Improvement, Concept of Maintainability Maintainability Improvement, Corrective or Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, Proactive Maintenance, Root Cause Failure Analysis, Let us Sum up

## **UNIT VI: Automation in Design and Manufacturing**

Aims and Objectives, Introduction, Automation in Design and Manufacturing, Advantages of Automation Disadvantages of Automation, What is World Class Manufacturing?, How is World Class Manufacturing Achieved?, World Class Manufacturing and Organisational Restructuring, Role of IT in World Class Manufacturing, Concept of Flexible Manufacturing System, Flexibility Concept and Different Approaches, Seeking Benefits on Flexibility, FMS- an Example of Technology and an Alternative Layout, Advantages and Disadvantages of FMS Implementation, Advantages of FMS, Disadvantages of FMS, Group Technology, Development of Group Technology, General Features of GT, GT in Views of Different People of a Manufacturing Organisation, Cellular Manufacturing System, Development of Cell Manufacturing, Features Of Cellular Manufacturing System, Implementation of Cellular Manufacturing System, Let us Sum up

### **UNIT VII Environmental Pollution**

Aims and Objectives, Introduction, Environmental Pollution, Pollution Fact File, Factors Causing Pollution Global Environmental Hazards, Effect on Human Health, Human Respiratory System, Human Cardiovascular System, Heart and Lung Diseases, Pyramid of Health Effects, Population at Risk, Leading Causes of Hospitalization, Leading Causes of Death, Control of Environment Pollution, Social Responsibility in World Class Manufacturing, Let us Sum up

### **UNIT VIII Indian Scenario**

Aims and Objectives, Introduction, Top Indian Manufacturing Companies, Top Manufacturing Companies of India, Task Ahead: Indian Pharmaceutical Industry, Industry Trends, Production and Trade, Key Drivers for The Pharmaceutical Industry, Key Issues Facing the Pharmaceutical Industry, Key Players in Indian **Pharmaceutical Industry, Future Scenario, Let us Sum up**

## **MP147---Advanced Supply Chain Management**

### **UNIT I The Role of supply Chain in Economy and organization**

Aims and Objectives, Introduction, What is Supply Chain?, Objectives of Supply Chain, Importance of Supply Chain, Evolution of Supply Chain Management, Key Concepts in Supply Chain, Enablers of Supply Chain Supply Chain Performance in India, Let us Sum up

### **UNIT II Aggregate planning in supply Chain**

Aims and objectives, introduction, Aggregate Planning, Roles of Aggregate Planning, Planning strategies Aggregate Planning Problem, implementing Aggregate Planning in Practice, Let us sum up

### **UNIT III Managing Cross-functional drivers in supply Chain**

Aims and Objectives, Introduction, Role of Sourcing in Supply Chain, Sourcing: Planning and Analysis Supplier Selection/Procurement Processes, Supplier Qualifications, Models for Selection, Principal Component Analysis (PCA), Neural Network Method, Analytical Hierarchy Process (AHP), Drivers of Supply Chain, Procurement Cycle, Risk Management in Sourcing, Impact of It on Sourcing Strategy, Let us Sum up

### **UNIT IV Outsourcing**

Aims and objectives, introduction, make vs. Buy strategic Approach, make-or-Buy as a strategic tool, Make-or-Buy Process, make-or-Buy model, identifying Core Processes, sourcing strategy, multi-sourcing Strategy, Network sourcing strategy, single sourcing strategy, Third Party and Fourth Party service Providers  
Let us sum up

#### **UNIT V Managing Material Flow in supply Chain**

Aims and Objectives, Introduction, Inventory Management, Types of Inventory, Inventory Costs, Managing Economies of Supply Channels in Supply Chain, Role of Cycle Stock/Seasonal Stock in Supply Chain, Dynamic Inventory Model, Fixed-order Quantity Approach (Q-System), Fixed-order Period Model (P-System), Bin System, Impact of Supply Chain Redesigning on Inventory Policy, Determining Order Point (When to Order?), Determining Lot Size (How much to Order?), Discrete Lot Sizing, Managing Uncertainty in a Supply Chain: Safety Stock, Managing Inventory for Short Life Cycle Products, Multiple Items and Multiple Locations  
Inventory Management, Determining the Optimal Level of Product Availability, Let us Sum up

#### **UNIT VI Designing & Planning transportation Network**

Aims and objectives, introduction, Role of transportation in supply Chain, drivers of transportation decision, Modes of transportation & their Performance measures, devising strategy for transportation, transportation Infrastructure & Policies, vehicle scheduling, transportation Costs, Let us sum up

#### **UNIT VII Designing distribution Network & Application to e-Business**

Aims and objectives, introduction, Role of distribution in supply Chain, Channel of distribution  
Factors Influencing Distribution Network design, Network operations Planning, Network design Problems  
Factor Rating Analysis, Break-even model, Load-distance model, Linear Programming method, solver  
Incorporating Uncertainty in Network design, Role of it in Network design, Let us sum up

#### **UNIT VIII Pricing and Revenue management**

Aims and objectives, introduction, Role of Pricing and Revenue management in supply Chain, Revenue Management for multiple Customer segments, Pricing under Capacity Constraints, Revenue management Under Uncertain demand & Limited Capacity situations, Revenue management for inventory Assets  
Inventory Pricing, Let us sum up

#### **UNIT IX Managing Information Flow in Supply Chain**

Aims and objectives, introduction, demand Forecasting, managing demand in the manufacturing industry  
Managing demand in the service industry, Patterns of demand, Role of Forecasting in supply Chain,  
Quantitative methods of Forecasting, time series, moving Average method, weighted moving Averages  
Exponential smoothing, Qualitative methods of Forecasting, simple Linear Regression, multiple Regressions  
Role of it in Forecasting, Risk management in Forecasting, Let us sum up

#### **UNIT X Information Technology in Supply Chain**

Aims and objectives, introduction, Role of it in supply Chain, information Architecture, Enabling supply Chain through it, strategic management Framework for it Adoption in supply Chain, supply Chain Application at marketplace, Future trends, let us sum up

#### **UNIT XI Supply Chain innovation**

Aims and objectives, introduction, supply Chain integration, Barriers to supply Chain management Integration, A Framework of supply Chain integration, model for integrated inbound and outbound Networks, Global Supply Chain design, Logistics in a Global Economy, Barriers to Global Logistics Internal and External integration, Building Partnership & trust in a supply Chain, Let us sum up

### **UNIT XII Supply Chain Restructuring**

Aims and objectives, introduction, supply Chain mapping, supply Chain Process Restructuring Postponing the Point of differentiation, Re-engineering improvement in SCM, steps to Re-engineer the Process, improving organizational Efficiency, Let us sum up

### **UNIT XIII Supply Chain strategies and Performance measures**

Aims and objectives, introduction, Customer service, Customer service defined, Cost trade-off Trade-off Analysis, internal and External Performance measures, linking supply Chain & Business **Performance, Performance metrics, Enhancing supply Chain Performance, Let us sum up**

### **MP148--- Electronic Commerce**

#### **Unit I Telecommunication Networks**

Aims and Objectives, Introduction, Telecommunication Networks, LAN, WAN, Internet, Let us Sum up, Lesson End Activity, Keywords, Questions for Discussion, Suggested Readings

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

Aims and Objectives, Introduction, Electronic Commerce, Definition of E-Commerce, Brief History of Electronic Commerce, Advantages and Limitations of Electronic Commerce: Advantages of E-commerce to Business Firms, Benefits of E-Commerce to Society, Benefits of E-Commerce to Customers, Limitations of E-Commerce- Types of Electronic Commerce: Business to Business (B2B), Business to Consumer (B2C), Consumer to Consumer (C2C), Consumer to Business (C2B)-Let us Sum up- Lesson End Activity- Keywords- Questions for Discussion- Suggested Readings

#### **Unit III Electronic Commerce and Management**

Aims and Objectives, Introduction, Integrating Electronic Commerce: Defining Electronic Commerce Applications, Transaction Processing, Infrastructure, Managing Web EC Processes, Some Back-End EC Solutions, Some Front-End EC Solutions, Reengineering Processes- Key Questions for Management, Let us Sum up, Lesson End Activity, Keywords, Questions for Discussion, Suggested Readings

#### **Unit IV Internet and World Wide Web**

Aims and Objectives, Introduction, Internet and World Wide Web, the Internet Today, History of the Web Unique Benefits of the Internet Let us Sum up, Lesson End Activity, Keywords, Questions for Discussion, Suggested Readings

#### **Unit V Internet Architecture**

Aims and Objectives, Introduction, Internet Architecture: Protocol Layering, Networks, Routers, Autonomous Systems, Addressing Architecture, IP Multicasting, Unnumbered Lines and Networks Prefixes, Embedded Routers, Transparent Routers, Router Characteristics, Architectural Assumptions- World Wide Web-Concepts

and Technology: Representation Design Aspect, Standard Generalized Markup Language, Identification Design Aspect, Interaction Design Aspect- Let us Sum up-Lesson End Activity- Keywords- Questions for Discussion

-Suggested Readings

### **Unit VI E-commerce and Business**

Aims and Objectives, Introduction, Creating Web pages: Determining Objectives of Website's Design, Objectives or Purpose of Website Design, Deciding whether to outsource or Do it Yourself, Dividing Website into Logical Sections, Developing a Site Navigation System, Giving Website an Attractive 'Look and Feel', Building basic Webpage Templates, Constructing Site to be Search Engine Friendly, Using Search Engine Savvy Navigation Systems, Writing Fine-Tune Focused Content Pages, Incorporating, Customer Communication Systems, Creating Test Effective Sales Pages, Conducting Usability Trials and Incorporating Changes, Planning the Maintenance of Site for the Long Haul- Launching a Business on the Internet-Let us Sum up-Lesson End Activity- Keyword-Questions for Discussion-Suggested Readings

### **Unit VII Electronic Payment Systems**

Aims and Objectives, Introduction, Overview of the Electronic Payment Technology: Authenticating the User – Protection from Customer Fraud, Protecting Card Numbers in Transmission, Protecting Card Numbers on the Merchant's Site, Protecting From Merchant Fraud, Factors for Designing Electronic Payment Systems (EPS)- Requirements for Internet based Payments: Security Requirements for Online Internet Payments- Let us Sum up- Lesson End Activity-Keywords-Questions for Discussion-Suggested Readings

### **Unit VIII Electronic Payment Medias**

Aims and Objectives, Introduction, Electronic Payment Medias, Let us Sum up, Lesson End Activity, Keywords, Questions for Discussion, Suggested Readings

### **Unit XI Electronic Commerce and Banking**

Aims and Objectives, Introduction, Electronic Commerce and Banking: National Systems of Exchange, International Systems of Exchange, Banking and Securities Markets, Payment and Settlement Systems Overview, Large National Payment Systems, Correspondent Banking, Payment Messaging Systems, Checks and Bank Transfers, Electronic Data Interchange (EDI), Credit Card Payment Systems, Cash and Automatic Teller Machines (ATMs),Commerce and the Internet, Commerce on the Internet, Banks and the Internet, Development of Payment Systems, Digitized 'e-cash' Systems, Payment Clearing Systems, Credit Card based Systems, Smart Card based Systems, Regulatory Issues, Commercial Issues, Encryption Issues, structure of Trade, Money established by Fiat-Let us Sum up- Lesson End Activity-Keywords-Questions for Discussion-Suggested Readings

### **Unit X E-Security**

Aims and Objectives, Introduction, Security in the Cyberspace, Designing for Security: Computer Encryption, Firewall, Application Gateway, Antivirus Software, and Regular Backups- Virus: The Main Types of PC Viruses, World Famous Virus- Security Protection and Recovery- Let us Sum up- Lesson End Activity- Keywords- Questions for Discussion-Suggested Readings

### **Unit XI Encryption**



Aims and Objectives, Introduction, Encryption, the Basic Algorithm System: Secret Key Cryptography, Public, key Cryptography, Hash Functions-Authentication and Trust: Pretty Good Privacy (PGP), Kerberos, Public Key Certificates and Certificate Authorities-Let us Sum up-Lesson End Activity-Keywords- Questions for Discussion-Suggested Readings

### **Unit XII Internet Security Protocols**

Aims and Objectives, Introduction, Key Management: Key Management Objectives, Threats, and Policy, Classification of Types of Keys- Internet Security Protocols and Standards: Internet Protocol Security, IKE Acceleration, IPSec Performance Issues, Packet Fragmentation, Data Transfers- Other Encryption Issues: NAT, Types of Encryption-Let us Sum up- Lesson End Activity- Keywords-Questions for Discussion- Suggested Readings

### **Unit XIII Web based Business**

Aims and Objectives, Introduction, Web based Business, Business-to-Business Electronic Commerce: What is Business-to-Business E-Commerce?, Difference between B2B and B2C, E-Procurement, Wal-Mart: An E-Business Success Story-Let us Sum up- Lesson End Activity-Keywords-Questions for Discussion- Suggested Readings

### **Unit XIV Intranets and Extranets**

Aims and Objectives, Introduction, Intranets and Extranets: Intranet, Extranet-Intranets and Supply Chain Management: Enabling Technologies-Let us Sum up- Lesson End Activity-Keywords- Questions for Discussion - Suggested Readings

### **Unit XV Legal and Ethical Issues of E-Commerce**

Aims and Objectives, Introduction, Legal and Ethical Issues: Electronic Transaction, Privacy and Security, Copyright and Trademark, On-line Terms, Conditions, Policies and Laws, Legislation Dilemma, E-Business and Legal Issues, Website Issues, Advertising and Keywords Scams, Identity Theft and Internet Fraud, Domain Name Registration Issues and Scams- Case Studies: Case 1: SCO vs. IBM, Case 2: SCO vs. Novell, Case 3: Metallica vs. Napster-Let us Sum up-Lesson End Activity-Keywords- Questions for Discussion-Suggested Readings

### **MP149---Enterprise resource planning**

#### **Unit I Introduction to ERP**

Aims and Objectives, Introduction, Enterprise Resource Planning, Meaning of ERP, Characteristics of ERP, Components of ERP, Integrated Management Information Seamless Integration, Supply Chain Management: Enabling Technologies-Let us Sum up-Lesson End Activity-Keywords-Questions for Discussion- Suggested Readings

#### **Unit II Integrated Data Model**

Aims and Objectives, Introduction, Integrated Data Model: Integrating Data, Flexible Structure, the Whole Party, Cross-Referencing the Data from Multiple Applications, Cross-Reference Applications, Cross-Reference Table, Inconsistent Data, System of Record, Data Architecture- Benefits of ERP-Let us Sum up- Lesson End Activity- Keyword-Questions for Discussion-Suggested Readings

### **Unit III Business Engineering**

Aims and Objectives, Introduction, Business Process, Definition of Business Engineering, Principle of Business Engineering, Business Engineering and ERP, Business Engineering with Information Technology, Let us Sum up, Lesson End Activity, Keywords, Questions for Discussion, Suggested Readings

### **Unit IV Business Modeling for ERP**

Aims and Objectives, Introduction, Business Modeling for ERP, Building the Business Model, Let us Sum up, Lesson End Activity, Keyword, Questions for Discussion, Suggested Readings

### **Unit V ERP Implementation**

Aims and Objectives, Introduction, An Overview of ERP Implementation: What to Look for in an ERP Package?, Approaches to ERP Implementation, ERP Implementation Life-cycle- Role of Consultant, Vendors and Users: Role of Consultants, Role of Hardware Vendors, Role of Software Vendors, Role of Users- Customization  
- Precautions- Let us Sum up- Lesson End Activity- Keywords- Suggested Readings

### **Unit VI ERP Implementation Technology**

Aims and Objectives, Introduction, ERP Post-implementation Options, ERP Implementation Technology, Guidelines for ERP Implementation, ERP Audit, Let us Sum up, Lesson End Activity, Keyword, Questions for Discussion, Suggested Readings

### **Unit VII ERP and the Competitive Advantage**

Aims and Objectives, Introduction, ERP and the Competitive Advantage: Customer, Competition, Change-ERP Domain- MPGPRO-Let us Sum up- Lesson End Activity- Keyword-Questions for Discussion-Suggested Readings

### **Unit VIII Industrial and Financial Systems**

Aims and Objectives, Introduction, IFS/Avalon, Industrial and Financial Systems, ERP Modules: Manufacturing and Logistics, Sales and Distribution, Financial Systems, Human Resources-Let us Sum up-Lesson End Activity- Keywords- Questions for Discussion-Suggested Readings

### **Unit IX Market Dynamics and Dynamic Strategy**

Aims and Objectives, Introduction, Baan IV: Architecture, Strengths, Weaknesses, and Opportunities, Threats-SAP: Architecture, Strengths, Weaknesses, Opportunities, Threats-Market Dynamics and Dynamic Strategy: Brand Strategy, Customer Segmentation, Distribution Channel Strategy, Market Research, Pricing, Sales and Marketing, Value Proposition- Role of ERP in Market Dynamics-Let us Sum up-Lesson End Activity- Keywords- Questions for Discussion- Suggested Readings

### **Unit X Commercial ERP Package Description**

Aims and Objectives, Introduction, Commercial ERP Package Description: Ramco Marshal, Oracle Applications, Let us Sum up-Lesson End Activity- Keywords-Questions for Discussion- Suggested Readings

### **Unit XI Multi-Client Server Solution**

Aims and Objectives, Introduction, Client/Server Architecture: Two Tier Model, Three Tier Model- Multi-Client Server Solution: Implementation Options, Connection Manager, Server Implementation Overview, New Connection Monitor, Command Parser, Medium Priority Tasks-Open Technology-Open Source ERP: Compiere ERP, Hipergate, Jerpa, Ohioedge CRM Server, SellWin, OpenCRX-Let us Sum up-Lesson End Activity-Keywords- Questions for Discussion-Suggested Readings

### **Unit XII Enterprise Application Integration**

Aims and Objectives, Introduction, User Interface, Application Integration, Evolution of EAI, Let us Sum up, Lesson End Activity, Keywords, Questions for Discussion, Suggested Readings

### **Unit XIII Basic Architectural Concepts**

Aims and Objectives, Introduction, Basic Architectural Concepts, Multi-tier Architecture: The Data Tier, the Presentation Logic Tier, the Proxy Tier and the Distributed Logic, the Client Interface, the Business Tier, Data Access Tier- Let us Sum up- Lesson End Activity-Keywords-Questions for Discussion-Suggested Readings

### **Unit XIV ERP Interfaces**

Aims and Objectives, Introduction, the System Control Interfaces, Services, Presentation Interface, Database Interface, Let us Sum up, Lesson End Activity, Keywords, Questions for Discussion, Suggested Readings

### **Unit XVI Cases of ERP**

Aims and Objectives, Introduction, Case-1 Telecom Sector, Case-2 Financial Sector, Case-3 Textile Sector, Case-4 Electronic Manufacturing Sector, Case-5 Manufacturing and Marketing Sector, Case-6 The Business Process Controls, Let us Sum up, Lesson End Activity, Keyword, Questions for Discussion, Suggested Readings

### **MP150--- Tourism Planning and Marketing**

#### **UNIT I Concept and Introduction**

Aims and Objectives, Introduction, Concept of Policy, Formulating Tourism Policy, Objectives Approach to Policy Formulation, Techniques of Plan Formulation, Consideration of Development Objectives and Policies, Survey and Analysis Inputs, Tourist Attractions, Tourist Facilities and Land Area Requirements, Transportation Facilities and Services, Other Infrastructure, Integrated Analysis and Synthesis, Land Availability, Major Opportunities and Constraints, Let us Sum up

#### **UNIT II Role of Various Agencies**

Aims and Objectives, Introduction, Role of Government, Environment Protection, Cultural Conservation and Sustainable Development, Other Types of Policies, Tourism - A Multi-dimensional Activity, Foreign Investments and Incentives and Rationalization of Taxes, Adoption of New Technologies, Role of Private Sector, Role of International Organizations, 2002-2003 Tourism Industry Overview, towards more Responsible Tourism, International Year of Ecotourism (2002) Role of the State for Effective Tourism Policies, Safety and Security, Facilitation Services Tourism Economic Zone, Tourist Circuits, Special Tourism Area and Areas of Special Interests, Sustainable Development and Perspective Plans, Role of Public Sector in Formulating Tourism, Policy, Let us Sum up

#### **UNIT III National Policy and Action Plans**

Introduction, Study of National Tourism Policy, National Policy Objectives, The Context of Tourism Policy, Why is Government Involved?, Growth vs. Development, Tourism Policy of India: An Exploratory Study, Major Policy Initiatives, Tourism Policy of 1982, National Tourism Policy of 2002 Tourism Development Goals and Strategies, Key Objectives, Positioning Tourism as a National Priority, Enhancing India's Competitiveness as a Tourist Destination, Improving and Expanding Product Development, Creation of World-class Infrastructure, Strategies for Effective Marketing Creating an India Tourism Brand Position, Market Research, Digital Technology for Marketing, Let us Sum up

#### **UNIT IV National Tourism Board and Committee**

Aims and Objectives, Introduction, the Concept of National Tourism Board, Major Preconditions And Problems for Tourism Development, National Committee on Tourism, Foreign Exchange Earner Employment Generation, Goodwill and International Understanding, Eco and Adventure Tourism Hurdles to Growth of Tourism, Air Services, Road Network, Hotel Accommodation, Telecommunications, Taxes, Land, Industry Status, Tourist Facilitation and Security, Immigration And Visas, the Remedies, Objectives, Policy Framework, Strategy, Action Plan, Immediate Steps Five Year Plan Let us Sum up

#### **UNIT V Case Studies and Sources of Funding**

Aims and Objectives, Introduction, Tourism Policy of Uttar Pradesh, Main Aims of the UP Tourism Department, Administrative Arrangement, Private Parties to have Special Role in New Tourism Policy, Tourism Policy of Rajasthan, the New Hotel Policy 2006 – Provisions, Tourism Policy of Kerala, Tourism Policy of Madhya Pradesh, Strategy, Destination Activities, Role of State Government, Incentives, Sources of Finance, Government Role in Financing, Financial Institutions/Banks, Finance from Tourism Industry, Financing through Tourists, Tourism Finance in India, Resources, Forms of Assistance, Moratorium Period and Repayment, TFCI's Contribution Hotel Financing — a Critical Look, Let us Sum up

#### **UNIT VI Concept of Tourism Planning**

Aims and Objectives, Introduction, Conceptual Meaning of Tourism Planning, Evolution of Tourism Planning, General Concepts of Planning, Basic Planning Process, Let us Sum up

#### **UNIT VII Types of Tourism Planning**

Aims and Objectives, Introduction, Levels and Types of Tourism Planning, International Level National Planning, Regional Planning, Sub-regional Planning, Development Area Land Use Planning Facility Site Planning, Components of Tourism Development, Planning and Development of Tourism, Need for Planned Development, Let us Sum up

#### **UNIT VII Public and Private Sectors' Role**

Aims and Objectives, Introduction, Public and Private Sectors' Role in Tourism Development Role of Public Sector, Revised Guidelines for Product/Infrastructure Development, Major Destinations and Circuits Development, Rural Tourism Infrastructure Development, Public-Private Partnership, Tourism, Environment and Government, Analysis of a Tourism Project, Development of the Buddhist Circuit, Let us Sum up

#### **UNIT IX International Agreement**

Aims and Objectives, Introduction, Chicago Conference of 1944, Formation of the ICAO, the Two Freedoms and Five Freedoms Agreements, Bilateral Agreements, Warsaw Convention of 1929

Documents Relating to Cargo, Liability of the Carrier, Bermuda Convention of 1946, Let us Sum up

### **UNIT X Open Sky Policy and Euro Agreement**

Aims and Objectives, Introduction, Open Sky Policy, Globalization, the Schengen Agreement (Euro Agreement), The Schengen Information System, Let us Sum up

### **UNIT XI Tourism Marketing**

Aims and Objectives, Introduction, Service Characteristics of Tourism, Intangibility, Inseparability Variability, Perishability, Unique Features of Tourist Demand and Tourism Product, The Motivation Dichotomy: Why do People Go on Holiday?, Purchasing a Holiday, The Tourist Image of Products And Places, Tourism Marketing Mix, Marketing Environment Factors, Individual Marketing Mix Elements, Let us Sum up

### **UNIT XII Tourism Services**

Aims and Objectives, Introduction, Marketing of Tourism Services, Assessing Present Potential Demands— Recognizing Market Opportunities, Market Perception and Segmentation, The Systems Approach to Tourism Marketing, Vertical and Horizontal Integration and Tourism Promotion, Advertising Support for Marketing, Sales Promotion Support for Marketing, Public Relations Support for Marketing, Marketing of Airlines, the Low-cost Carriers: Aligning Service Provision with Demand, Industry Scenario, Marketing Strategy, Marketing of Hotels/ Resorts, Hotel Market Segments, The Hotel Product, Sales Promotion, Marketing of Travel Agencies, The Indian Scenario Players: Competition, Travelling Publics: The Market Segments, Travel Services Marketing, The Other Marketing Challenges, Specific Factors, Value Add-ons in a Travel Agency, Let us Sum up

## **MP151---International Hospitality Law**

### **UNIT I Principles Governing Hospitality Operations**

Aims and Objectives, Introduction, Law and Business, Meaning, Objectives and Sources of Business Law, The Common Law Basis for Laws Governing the Hotelkeeper, Let us Sum up

### **UNIT II The Hotelkeeper and the Law of Contract**

Aims and Objectives, Introduction, Meaning and Essentials of Valid Contract ,Privity of Contract, Quasi-Contracts, Classification of Contracts, Proposal (or offer) and Acceptance, Specific and General Offers, Implied Offer, Contracts over Telephone or through Telex, Fax/e-mail, Persons who are Competent to Contract, Capacity of a Minor to Enter into a Contract, Mental Incompetence Prohibits a Valid Contract, Alien Enemy (Political status), Foreign Sovereigns and Ambassadors (Political status), Different Modes of Contract, Meaning of Consent, Meaning of Coercion (Ss. 15 and 72), Meaning of Undue Influence (s.16), Meaning of Fraud [Ss.17 and 19], Meaning of Misrepresentation (Ss.18-19), Meaning of 'Mistake' [Ss.20-21], Meaning and Effect of 'Unilateral Mistake', Meaning of "ignorantia juris non excusat", Meaning of Consideration, Meaning of Quasi Contracts, Meaning of Performance of Contract, Meaning of Offer to Perform, Different Modes of Discharge of Contracts [Ss.73-75], Discharge of Contracts by Performance or Tender, Discharge of Contracts by Impossibility of Performance, "Subsequent or Supervening Impossibility" as a Mode Discharge of Contract (s.56), Discharge of a Contract by Operation of Law, Discharge of Contracts by Breach, Anticipatory Breach of Contracts, Consequence of Anticipatory Breach, Breach during the Performance of the Contract, Partial

Breach of a Contract, Remedies for Breach of Contracts Serving Food in a Hotel – Is it a Contract of Sale of Goods?, Special Terms in a Contract, Exclusion Clauses, Let us Sum up

### **UNIT III Agents and Agencies**

Aims and Objectives, Introduction, Meaning of Agent and Agency (s.182), Who can Employ Agent? Who may be Agent?, Different Kinds of Agencies, Express Agency (s.187), Implied Agency (s. 187) Agency by Estoppel (s. 237), Agency of Necessity (s. 189), Agency by Ratification (Ss.196-200), Agency Coupled with Interest, Classification of Agents, Duties of Agent, Rights of Agent, Duties of a Principal, Circumstances under which Agency Terminates or Comes to an End, When Termination of Agency takes Effect?, Power of Attorney, Registration, Let us Sum up

### **UNIT IV The Hotelkeeper and the Laws of Torts and Negligence**

Aims and Objectives, Introduction, Torts, Relevance of Motive in Determining the Liability for a Tort, Different Types of Torts, Assault and Battery, False Imprisonment, Libel and Slander Defences open to the Defendant in an Action for Defamation, Justification or Truth, Fair Comment Privilege, Malicious Criminal Prosecution, Trespass to Land, Vicarious Liability, Liability of the Master for Wrongful and Negligent Acts of his Servants, Liability of the Hospitality Operator for Tort of Negligence, Res Ipsa Liquitur, The Hotel's Liability to Tenants for Negligence, Torts Founded on Contract, Maintaining a suit either in Tort or in Contract, Stranger to Contract can sue in Tort only, Corporation's Capacity to sue, and its Liability for Tort, Circumstances when Negative may be Negated, Let us Sum up

### **UNIT V Hotel's Duties and Rights**

Aims and Objectives, Introduction, The Hotel's Duty to Protect Guests, Let us Sum up

### **UNIT VI The Hotel's Right to Evict a Guest, Tenant, Restaurant Patron and Others**

Aims and Objectives, Introduction, Hotelier's Right to Evict a Guest, The Guest's Right to Privacy  
Let us Sum up

### **UNIT VII The Hotel's Liabilities**

Aims and Objectives, Introduction, Definition of Bailment, Kinds of Bailments, Duties and Rights of Bailor and Bailee, Duties of a Bailor, Duties of a Bailee, Rights of a Bailee, Rights of a Bailor Termination of Bailment, Finder of Lost Goods, The Hotel's Liability Regarding Guest's Property Records Regarding Guests, Maintenance of Guest Registers, Individual Registration Form or Card, Let us Sum up

### **UNIT VIII Frauds Committed against Hotels and Crimes of Trespass**

Aims and Objectives, Introduction, Meaning of Fraud, Essential Elements or Condition for a Fraud to Exist, Trespass, Trespass to Land, Defences available to the Trespasser, Trespass to Goods, Tort of Conversion, Let us Sum up

### **UNIT IX Laws Relating to Food Service**

Aims and Objectives, Introduction, Provisions of Food Safety and Standards Act, 2006, Preliminary Food Safety and Standards Authority of India, General Provisions as to Articles of Food, Provisions Relating to Imports, Special Responsibilities as to Food Safety, Enforcement of the Act, Analysis of Food, Offences and Penalties, Adjudication and Food Safety Appellate Tribunal, Let us Sum up

## **UNIT X Wage and Hour Laws Applicable to Hotel Employees**

Aims and Objectives, Introduction, Minimum Wages Act, 1948, Fixation of Minimum Rates of Wages, Payment of Minimum Wage-in Cash or Kind, Payment of Overtime, Working Hours, Working Hours of Adults, Extra Wages for Overtime, Restriction on Double Employment, Notice of Period of Work for Adults, Register of Adult Workers, Basis of Leave, Let us Sum up

## **UNIT XI Consumer Protection Laws Affecting Hotels**

Aims and Objectives, Introduction, Consumer Protection, Genesis of the Consumers Protection Laws, Provisions of Consumer Protection Act, 1986, Consumer, Defect, Deficiency, Restrictive Trade Practice, Service, Unfair Trade Practice, Bargain Sale, Not Conforming to Prescribed Standards Hoarding or Destruction of Goods, Rights of Consumers, Right to Safety, Right to be Informed Right to Choose, Right to be Heard, Right to Seek Redressal, Right to Consumer Education Nature and Scope of Remedies Available to Consumers, Who can File a Complaint?, What Complaints may be Lodged?, Where to File a Complaint?, Reliefs Available to Consumers, Timeframe for Decisions of Consumer Courts, Appeal to State Commission, Appeal to National Commission, Power of and Procedure Applicable to the National Commission [s.22], Let us Sum up

## **UNIT XII Public Health and Safety Requirements**

Introduction, Environment (Protection) Act, 1986, Environment, Environmental Pollutant and Environmental Pollution, National Environment Tribunal Act, 1995, National Environment, Appellate Authority Act, 1997, Noise Pollution (Regulation and Control) Rules, 2000 Powers of the Central Government under the Act, Powers of the Central Government to take Measures (Section 3), Powers of the Central Government to Constitute, by order, one or more Authorities, Power to Appoint Officers and their Powers and Functions (Section 4), Powers of the Central Government to Give Directions (Section 5), Power to Make Rules to Regulate, Environmental Pollution (Section 6), Powers to the Central Government to make Rules (Section 25), Powers of the Central Government to Delegate (Section 23), Powers of the Central Government to withhold Environmental Clearance, Location of a Project in a Certain Location, Protection of Action Taken in Good Faith (Section 18), Furnishing Information, Reports or Returns (Section 20), Prevention, Control and Abatement of Environmental Pollution, Emission Pollution in Excess of Standards (Sec. 7), Powers of Entry and Inspection [Sec. 10], Environment Laboratories, Penalties and Offences under the Act, Penalty for Contravention, Offences by Companies [Sec. 16], Offences by Government Departments [Sec. 17], Cognizance of Offences, Water (Prevention and Control of Pollution) Act, 1974, Functions of Central Board, Functions of a State Board, Prevention and Control of Water Pollution, Prohibition on use of Stream or well for Disposal of Polluting Water, Restriction on New Outlets and New Discharges, Provision Regarding Existing Discharge of Sewage of Trade Effluent, Refusal or Withdrawal of Consent by State Board, Emergency Measures in Case Of Pollution of Stream or Well, Powers of Pollution Board to Check Apprehended Pollution, Power Of State Board to carry out Certain Works, Furnishing of Information to State Board and other Agencies in Certain Cases, Register to be Maintained under Sec. 25, Summary of the Powers of the Various Agencies to Control Water Pollution, Air (Prevention and Control of Pollution) Act, 1981, Central Pollution Control Board [Sec. 3], State Pollution Control Board [Sec. 4], Power of State Government to Declare Air Pollution Control Areas, State Air Laboratory [Sec. 28], let us Sum up.

