

MBA1.1: Principles of Management

Block 1	Management Concept and Principles
Unit I	Concept of Management
Unit II	Organization and its Pervasiveness
Unit III	Evolution of Management Thought
Unit IV	Management Science, Operations Research/Mathematical School/Decision Theory Approach, Systems Approach.
Block 2	Planning and Decision Making
Unit V	Planning
Unit VI	Nature and Purpose of Strategies and Policies
Unit VII	Decision Making
Unit VIII	Brain Storming
Block 3	Organizing and Staffing
Unit IX	Organizing
Unit X	Line and Staff Concept
Unit XI	Delegation
Unit XII	Decentralization
Block 4	Coordination And Control
Unit XIII	Coordination
Unit XIV	Control
Unit XV	Human Response to Control
Unit XVI	Techniques of Control
Block 5	MANAGEMENT : ETHICS AND VALUES
Unit XVII	Values in Management
Unit XVIII	Japanese Management Techniques
Unit XIX	Human Values in Management : Indian Perspectives
Unit XX	Ethical Dilemma in Management

MBA1.2: Organizational Behavior

Block 1	Basics of Organizational Behavior
Unit I	Nature of Organizational Behavior
Unit II	Evolution of the Concept of Organizational Behavior
Unit III	Models of Organizational Behavior
Unit IV	Recent Trends in Organizational Behavior
Block 2	Basics of Individual Behavior
Unit V	Types of Individual Behavior
Unit VI	Perception and Behavior
Unit VII	Learning and Behavior
Unit VIII	Attitude and Behavior
Block 3	Motivation and Leadership
Unit IX	Motivation
Unit X	Motivation : Practical applications
Unit XI	Leadership
Unit XII	Leadership : Contingency perspectives
Block 4	Group Dynamics and Culture
Unit XIII	Groups in Organizations
Unit XIV	Group Performance
Unit XV	Transactional Analysis
Unit XVI	Organizational Culture
Block 5	Conflict and Change
Unit XVII	Managing Conflict
Unit XVIII	Creativity
Unit XIX	Power and Politics
Unit XX	Managing Organizational Change

MBA 1.3: Accounting For Managers

Block 1	Introduction: Accounting Standards and Concepts
Unit I	Accounting and its Functions
Unit II	Accounting Concepts
Unit III	Accounting Standards
Unit IV	Accounting Information and its Applications
Block 2	Balance Sheet, P/L Accounts, Cash and Fund Flow
Unit V	Construction and Analysis of Balance Sheet
Unit VI	Construction and Analysis of Profit and Loss Account-I
Unit VII	Construction and Analysis of Profit and Loss Account-II
Unit VIII	Construction and Analysis of Fund Flow Statement
Block 3	Cost Analysis
Unit IX	Understanding and Classifying Costs
Unit X	Absorption and Marginal Costing
Unit XI	Cost Volume Profit Analysis
Unit XII	Variance Analysis
Block 4	Ratio Analysis and Budgeting
Unit XIII	Ratio Analysis
Unit XIV	Leverage Analysis
Unit XV	Budgeting and Budgeting Control
Unit XVI	Investment Appraisal Methods
Block 5	Working Capital Management
Unit XVII	Management of Working Capital
Unit XVIII	Management of Cash
Unit XIX	Capital Structure
Unit XX	Dividend Decision

MBA 1.4: Quantitative Techniques For Business Decisions

Block 1	
Unit I	Data Analysis, Measure of Dispersion, Standard Deviation
Unit II	Theory of Probability, Basic Concept, Simple Joint Conditional and Marginal Probabilities, Addition and Multiplication Theorems.
Unit III	Prior and Posterior Probabilities, Random Variables in Probability Functions.
Unit IV	Mathematical Expectation and Bayes' Theorem.
Block 2	
Unit V	Probability Distribution: Binomial, Poisson and Normal Distributions.
Unit VI	Normal Sampling Distribution.
Unit VII	Probability and Decision Making.
Unit VIII	Decision Making Under Uncertainty.
Block 3	
Unit IX	Decision Making.
Unit X	Probability Theory.
Unit XI	Operations with Matrix & Introduction to Vectors.
Unit XII	Decision Tree Analysis.
Block 4	
Unit XIII	Programming Techniques.
Unit XIV	Duality in Linear Programming.
Unit XV	Transportation Problem.
Unit XVI	Modified Distribution Method & Stepping Stone Method and Game Theory.
Block 5	
Unit XVII	The Assignment Problem and The Hungarian Method.
Unit XVIII	Markov Chains
Unit XIX	Theory of Estimation: Point Estimation, Interval Estimation\ Time Series.
Unit XX	Project Management: CPM\ PERT Analysis, Queuing Theory.

MBA 1.5: Managerial Economics

Block 1	Introduction
Unit I	Managerial Economics and Economists.
Unit II	Utility.
Unit III	Law of Diminishing Marginal Utility.
Unit IV	Law of Equi-Marginal Utility.
Unit V	Consumer Surplus
Block 2	Demand Analysis
Unit VI	Conceptual Framework.
Unit VII	Demand Determinants.
Unit VIII	Elasticity of Demand.
Unit IX	Indifference Curve Analysis
Unit X	Demand Forecasting
Block 3	Production and Cost Analysis
Unit XI	Production
Unit XII	Economies and Diseconomies of Scale, Theory of Production.
Unit XIII	Cost Analysis.
Unit XIV	Cost Output Relations.
Unit XV	Revenue Analysis.
Block 4	Price and Profit Analysis
Unit XVI	Market and Perfect Competition
Unit XVII	Imperfect Competition
Unit XVIII	Monopoly
Unit XIX	Capital Budgeting And Practices.
Unit XX	Profit Theories & Policy

MBA 1.6: Management Information System

Block 1	Role of MIS in Organization
Unit I	Organization and Information Systems, Changing Environment and Its Impact of Business.
Unit II	The ITES and its Influence- Data, Information and its Attributes
Unit III	The Organization: Structure, Managers and Activities. The level of people and their information needs.
Unit IV	Types of Decisions and Information- Information system, categorization of information on the basis of nature and characteristics, its impact on business.
Block 2	System Analysis And Development
Unit V	Need for System Analysis- Stages in System Analysis, Structured SAD and tools like DFD, Context Diagram, and Decision Table and Structured Diagram.
Unit VI	System Development Models: Water Flow, Prototype, spiral, RAD-Roles and Responsibilities of System Analyst, Database Administrator and Database Designer.
Unit VII	System Development Life Cycle: Sequential Process of Software Development, Computer Aided Software Engineering (CASE).
Unit VIII	Tools and the Modular Approach to Software Development; Information System Audit.
Block 3	Enterprise Systems
Unit IX	Enterprise Resource Planning (ERP).
Unit X	Supply Chain Management (SCM).
Unit XI	Knowledge Management and e-governance.
Unit XII	Nature of IT Decision.
Block 4	Security and Ethical Challenges
Unit XIII	Ethical Responsibilities of Business Professionals – Business Technology.
Unit XIV	Computer Crime - Hacking, Cyber theft, Unauthorized use at work, Cyber Terrorism.
Unit XV	Software and Intellectual Property: Privacy – Issues and the Internet Privacy: Challenges.
Unit XVI	Ergonomics, Health and Social Issues, Working Condition.
Block 5	Managing International Information System
Unit XVII	The Global Environment: Business Drivers and Challenges; developing an international information system architecture.
Unit XVIII	Organizing International Information System: Global Strategies; Global Systems; Re-organizing the Business.
Unit XIX	Technology Issues and Global Value Chains; Managing global software.
Unit XX	Offshore Outsourcing: Opportunities and Challenges

MBA 2.1

Business Environment

Block 1: Management Concept And Principles

Unit I: Overview of Business Environment

Unit II: Complexities and Diversities of Business Environment in 21st Century

Unit III: Environmental Scanning

Unit IV: Political Environment

Block 2: Economic Environment

Unit V: Economic Environment

Unit VI: Industrial Policy: Strategies And Evaluation Of Current Five Year Plan, New Industry Policy And Industrial Licensing

Unit VII: Economic Policy

Unit VIII: Legal Environment

Block 3: Social Environment And Ethics

Unit : Public Sector in India

Unit : Performance, Problem and Constraint of Public Sector

Unit : Social Environment

Unit : Business Ethics

Block 4: Technological Environment And Globalization

Unit : Technological Environment: Impact on Technology on Business ,

Unit : Technological Policy, Import of Technology, Problems in Technology Transfer

Unit V: International Environment: Emergence of Globalization, Control of FDI

Unit : Benefits and Problem from MNCs, WTO, its Role and Functions

Block 5: Corporate Governance

Unit : Meaning and Need of Corporate Restructuring

Unit : Objectives and Procedure of Corporate Restructuring

Unit : Corporate Governance

Unit : Benefits of Corporate Governance and its Present State in India

MBA 2.2

Production And Operation Management

Block 1: Basic Issues in Production Management

Unit I: Production and Operations Management: An Overview

Unit II: Production System: Issues and Environment

Unit III: Total Quality Management(TQM)

Unit IV: Latest Techniques in Production Management

Block 2: Production and Forecasting

Unit V: Need and Importance of Forecasting

Unit VI: Qualitative Methods of Forecasting-

Unit VII: Qualitative Methods of Forecasting-

Unit VIII: Quantitative Methods of Forecasting

Block 3: Production Planning

Unit : Facility Location Planning

Unit : Capacity Planning

Unit : Facilities Planning

Unit : Aggregate Production Planning

Block 4: Work Design and Time Management

Unit : Work System Design

Unit : Management Information for Production System

Unit V: Just in Time

Unit : Logistics Management

Block 5: Materials Management

Unit : Issues in Materials Management

Unit : Independent Demand Inventory System

Unit : Dependent Demand Inventory System

Unit : Scheduling and Sequencing

MBA-2.3 HUMAN RESOURCE MANAGEMENT

BLOCK-I HUMAN RESOURCE MANAGEMENT

- Unit 1** Human Resources Management (HRM), Meaning Nature and Scope, Difference between HRM and Personnel Management, HRM Functions and Objectives, Evolution of HRM Environment-External and Internal.
- Unit-2** Human Resources Development in India: Evolution and Principles of HRD, HRD vs, Personnel functions, Role of HR managers.
- Unit-3** Strategic Human Resources Management: Nature of Strategies and Strategic Management, Strategic Management, Strategic Management, Process – Environmental Scanning, Strategy Formulation, Implementation and Evaluation. ✕
- Unit-4** International HRM- Theories/Models, Relevance, Issues, Impact of Work Culture on Employees.

BLOCK-II HUMAN RESOURCE PROCUREMENT

- Unit-5** Human Resources Planning: Definition, Purposes, Processes And Limiting Factors; Job Analysis –Job Description, Job Specification.
- Unit-6** Human Resources Information System (HRIS): HR accounting and auditing.
- Unit-7** The Systematic Approach to Recruitment: Recruitment Policy, Recruitment Procedures, Recruitment Methods and Evaluation.
- Unit-8** Placement and Induction: Promotion, Transfer and Separation: Promotion- Purpose, Principle and Type; Transfer- Reason, Principle and Types;

BLOCK-III TRAINING AND DEVELOPMENT

- Unit-9** Training and Development: Concept, Need and Importance of Training, Purpose, Methods and Issues of Training.
- Unit-10** Evaluation of Training, New Perspective of Training, Role of Training in Skill Development, Emerging Issues in Training, Training in Global Environment.
- Unit-11** Executive Development Programme: The Process, Factors Influencing Executive Development, Methods and Techniques of Executive Development.
- Unit-12** Management Development Programmes, Management Development Programmes in India, Building Effective Teams.

BLOCK-IV APPRAISAL PRACTICES

- Unit-13** Performance Appraisal: Definition, Purpose of Appraisal, Procedures and Techniques Including 360 Degree Performance Appraisal, Job Evaluation.
- Unit-14** Compensation Administration: Nature and Objectives of Compensation, Components of Pay Structure in India, Wage Policy In India- Minimum Wage, Fair Wage and Living Wage.

Unit-15 Incentive Payments: Meaning And Definition, Prerequisites for an Effective Incentive System, Types and Scope of Incentive Scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

Unit-16 Potential Appraisal: Meaning, Importance, Use, Impact, Task Analysis, Competency and Discrepancy Analysis.

BLOCK-V INDUSTRIAL RELATIONS (IR)

Unit-17 Industrial Relations: Nature, Importance and Approaches of Industrial Relations, ILO in IR Evolution of IR in India, Role of State, Trade Union, Employers' Organization.

Unit-18 Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure, Labour Turnover, Absenteeism; Workers' Participation in Management, Separation: Lay-Off, Resignation, Dismissal, Retrenchment and Voluntary Retirement Scheme.

Unit-19 Trade Unionism: Trade Union: Origin And Growth , Unions after Independence, Unions in the Era of Liberalization, Concept, Objectives, Functions and Role of Trade Unions in Collective Bargaining, Problems of Trade Unions Labour Problems.

Unit-20 Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act, Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, and Employees Provident Fund Act.

MBA-2.4 MARKETING MANAGEMENT

BLOCK-I BASICS OF MARKETING

UNIT-1: Introduction to Marketing

Meaning of Marketing, (Need, Want, Desire) Marketing Mix and Marketing Strategy, Definitions of Marketing, Marketing Management.

UNIT-2: Marketing in a Developing Economy-

Marketing at Different levels of Economic Development, Relevance of Marketing in Developing Economy, Areas of Relevance and the Relevance of Social Marketing, Philosophies of Marketing.

UNIT-3 Marketing for Services

The Concepts of Services, Reasons for Growth of the Service sector, Characteristics of Services, Elements of Marketing Mix in Service Marketing, (Product, Pricing, Promotion, Physical Distribution, People, Physical Evidence and Process) Case of Service Marketing.

UNIT-4 New Concept of Marketing-

Guerrilla Marketing, E-marketing, Green Marketing, Retail Marketing, Rural Marketing, Niche- Marketing, Other relevant T's in Marketing Mix, other various emerging concepts & practices in Marketing, Cases in Marketing.

BLOCK-II MARKETING DIMENSION

UNIT-5 Planning Marketing Mix-

The Elements of Marketing Mix, The Place of Marketing Mix in Marketing Planning, The Relationship between Marketing Mix and Marketing Strategy, The Concept of Optimum Marketing Mix.

UNIT-6 Market Segmentation-

The Concept of Market and Segment, Market Segmentation versus Product Differentiation, Benefits and doubts and Segmentation, Forming Segments, Bases for Segmentation and Selection of Segments, Targeting and Positioning, Brand Repositioning.

UNIT -7 Market Organizations-

Principles of Designing an Organization, Marketing Organizations – Changing role, Considerations involved and methods of Designing the Marketing Organizations, and Organizations of Corporate Marketing, Various types of Market Organizations.

UNIT-8 Marketing Research and its Applications-

The Concept of Marketing Decisions, Definitions, Purpose and Scope of Marketing Research, Marketing Research procedure, Applications and Problems of Conducting Marketing Research, Marketing in India.

BLOCK-III CONSUMER BEHAVIOUR AND MARKETING

UNIT-9 Analysis of Consumer Behaviour-

Importance of Consumer Behavior, Types of Consumers, Buyers versus Users. A model of Consumer Behavior, Factors influencing Consumer Behaviour- Psychological, Personal, Social and Cultural Factors.

UNIT-10 Models of Consumer Behaviour-

Decisions, Levels of Consumer Decisions, Process of Decision- Making, Types of Purchase Decision Behaviour, Stages in the Buyer Decision Process, Models of Buyer Behaviour, Psychoanalytical Model.

UNIT-11 Indian Consumer Environment-

Demographic Characteristics, Income and consumption Characteristics, Characteristics of Organizational Consumers, Geographical Characteristics, Market Potential, Social Cultural Characteristics, Psychographic Characters, Family Life Cycle.

UNIT-12 Product Decisions and Strategies for Consumers-

Product and its types, Marketing Strategy for different types of products, Product Line Decision and Diversification (Horizontal, Concentric and Conglomerates Diversification Strategies. Cases

BLOCK-IV PRODUCT AND BRANDING DECISIONS:

UNIT-13 Product Life Cycle and New Product Development

The Product Life Cycle Concept, Marketing Mix at Different Stages, Option in Decline Stage and New Product Development Strategy. PLC vs Diffusion model, Marketing Strategies at various levels of Product life cycle.

UNIT 14 Branding and Packaging Decisions-

Brand Name and Trade Mark, Branding Decisions, Advantages and Disadvantages of Branding, Brand Name Selection, Packaging, Packaging Industry, Functions of Packaging and Legal Dimensions of Packaging, Branding Strategies.

UNIT-15 Pricing Policy & Practices

Determinants of Pricing, Role of Costs in Pricing, Pricing Methods, Objectives of Pricing Policy, Consumer Psychology and Pricing, Pricing of Industrial goods, Pricing over the Life- Cycle of the Product, Nature and Use of Pricing Discounts, Product, Nature and Use of Pricing Discounts, Product Positioning and Price, Non-price Competition, Pricing Strategies

UNIT 16 Sales Forecasting:

Meaning, Process, Approaches and Methods of Sales Forecasting, Product Sales Determinants, Status of Sales Forecasting Methods Usage, The Evaluation of Forecasts, Computerized Sales Forecasting, Relating the sales Forecast to the Sales Budget and Profit Planning.

BLOCK-V MARKETING PROMOTION AND COMMUNICATION:

UNIT- 17 Marketing Communications and Advertising

Process, Influence, The Promotion Mix- Determining, The Promotion Budget, Integrated Marketing Communication: Need and Strategies, Advertising and Publicity: Meaning, Type, Objectives and Role of Advertising, Advertising Expenditure- Indian Scenario, Advertising Management, Developing Advertising Copy and Message, Selecting and Scheduling Media, Measuring Advertising Effectiveness, Coordinating with Advertising Agency and Publicity.

UNIT-18 Personal Selling & Sales Promotion-

Role of Personal Selling, Types of Selling jobs, The Selling Process, Sales Promotion — Objectives and Methods, Planning Sales Promotion and Promotional Strategy, Selling and Sales Management, Recruitment and Selection of Salesman, Training, Motivating and Controlling of Sales Personnel, Salesmanship.

UNIT 19 Distribution Strategy:

Importance of Channels of Distribution, Alternative Channels of Distribution, Role of Middleman in Indian Economy, Selecting an Appropriate Channel, Physical Distribution Tasks, Location of Fixed Facilities, Specific Issues Relating to Maintenance of Stock, Logistics Concepts and Practices, Supply Chain Management: Concepts and Strategies.

UNIT-20 Marketing and Public Policy:

Regulatory Role of the Government, Role of Government in Marketing Decision-Making Process, Impact of Government Control on Product Decisions, Pricing Decisions, Promotional Decisions and Channel and Distribution Decisions.

MBA- 2.5: FINANCIAL MANAGEMENT

BLOCK- I: INTRODUCTION

UNIT-01: Business Finance

Definition of Business Finance and Financial Management, Functions, Importance and Limitations of Financial Management, Profit V/S Wealth Maximization Objective, Traditional and Modern Concepts of Finance Function, Scope of Finance Function.

UNIT-02: Financial Documents

Nature and Relevant Accounting Concept of Balance Sheet and Profit and Loss Account, Forms, Significance and Limitations of Balance Sheet and Profit and Loss Account, Distinctions between Balance Sheet and Trial Balance.

UNIT-03: Funds Flow Statement

Concept, Characteristics, Preparation, Importance and Limitations of Funds Flow Statement, Distinction between Funds Flow Statement and Balance Sheet.

UNIT- 04: Cash Flow Statement

Introduction and Format as per AS-3, Significance and Limitations, Distinctions between Cash Flow Statement and Funds Flow Statement.

UNIT-05: Time Value of Money

Valuation Concept, Compound Value Concept, Multiple Compounding Periods, Compounding Annuities, Present Value of Discounting Concept.

BLOCK-II: FINANCIAL ANALYSIS

UNIT-06: Ratio Analysis

Meaning of Ratio and Ratio Analysis, Importance and Limitations of Ratio Analysis, Precautions in Using Ratios, Liquidity, Profitability, Capital Structure and Turn Over Ratios.

UNIT- 07: Break Even Analysis

Meaning, Assumptions and Limitations, Calculation of BEP, P/V Ratio and Margin of Safety, Uses of Break-Even Analysis.

UNIT-08: Dividend Policy

Meaning and Kind of Dividend, Factors Affecting Dividend Policy, Characteristics of Suitable Dividend Policy, Walter and Gordon Models, Modigliani and Miller Model.

UNIT-09: Cost of Capital

Meaning, Importance, Classification and Measurement of Cost of Capital, Average Cost of Capital.

UNIT-19: Receivables Management

Introduction, Benefits and Cost of Receivables, Factor Influencing the Size of Receivables, Optimum Credit Policy, Functions of Receivables Management.

UNIT-20: Cash Management

Nature of Cash, Motives for Holding Cash, Factors Determining Cash Balances, Managing Cash Flows, Methods of Cash Management, Cash Budget.

MBA- 2.6: RESEARCH METHODOLOGY

BLOCK-I: FUNDAMENTALS OF RESEARCH

UNIT-01: Introduction

Meaning, Features and Significance of Research, Motives to do Research, Scientific Method, Types of Research, Problems of and Precautions for Effective Research, Empirical Research Topics Used in Business Management, Research Methods V/S Methodology.

UNIT-02: Research Problems

Meaning and Components of Research Problems, Sources of Identifying Research Problems, Ethical Issues Relating to Business Researches- Fabrication, Falsification, Plagiarism.

UNIT- 03: Research Design

Concept Features and Classification of Research Design, Factors affecting Research Design.

UNIT- 04: Data Collection

Difference between Primary and Secondary Data, Methods of Collecting Primary and Secondary Data, Questionnaire, Characteristics of Good Questionnaire, Formulation of Questionnaire and Schedule, Limitations of Secondary Data.

UNIT- 05: Sampling

Introduction, Techniques of Sampling, Advantages and Limitations.

BLOCK-II: SCALING AND DATA ANALYSIS

UNIT-06: Scaling

Measurement of Scale, Scaling Techniques, Likert Scale, Multidimensional Scaling, Selection of Appropriate Attitude Measurement Scale.

UNIT-07: Graphs and Diagrams

Processing Operations, Rules for Constructing Diagram, Significance and Limitations of Diagram, Pictograms, Histograms, Difference between Graphic and Diagrammatic Presentation, Different Types of Graphs, Graphs of Time Series.

UNIT-08: Central Tendency Measures

Introduction, Characteristics of Good Average, Arithmetic Mean, Weighted Arithmetic Mean, Median, Mode, Geometric Mean, Harmonic Mean.

UNIT- 09: Dispersion

Introduction, Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Lorenz Curve.

UNIT- 10: Correlation and Regression

Significance, Types and Methods of Determining Correlation, Concept and Types of Regression, Regression Lines, Distinctions between Regression and Correlation.

BLOCK- III: HYPOTHESIS AND ITS TESTING

UNIT- 11: Conceptual Framework

Concept, Characteristics, Sources of Hypothesis, Test of Goodness of Fit, Chi Square.

UNIT- 12: ANOVA and Others

Concept, Assumptions, Uses of Analysis of Variance, Factor Analysis, Discriminal Analysis.

UNIT- 13: Use of ICT in Research Methodology

Exploring the Widows, Creation of Worksheet, Bayesian Analysis, Other important uses of ICT in research methodology

UNIT- 14: Z and T Test

Introduction to Z Test, T Test, T Test as a Tool of Hypothesis Testing.

UNIT- 15: Advanced Techniques

Methods of Clustering, Steps of Cluster Analysis, Mata Analysis, Conjoint Analysis.

BLOCK-IV: CONCLUDING OBSERVATIONS

UNIT- 16: Probability Theories

Addition and Multiplication Theorem, Permutation and Combination.

UNIT- 17: Case Study Method

Concept, Process, Significance and Limitations of Case Study Method.

UNIT- 18: Theoretical Distribution

Properties of Bionomial, Normal and Poission Probability Distribution.

UNIT-19: Empirical Research and Bibliography

Introduction of Bibliography, Webliography, References and Footnotes, Process of Empirical Research in Management.

UNIT- 20: Report Writing

Different Steps in Report Writing, Contents of a Research Report, Style of Report Writing, Types of Reports.

MBA 3.1: ORGANISATIONAL EFFECTIVENESS & CHANGE

Block I OVERVIEW OF CHANGE MANAGEMENT

- 1 Organizational Change Management: Understanding Organizational Transformation, Transformation Strategies, Process of Organizational Transformation, Nature of Organizational Change, Perspectives of Organizational Change.
- 2 Models of Organizational Change: Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models
3. Communicating Change: Need for Communicating Change, Factors Involved in Communicating Change, Methods and Techniques for Communicating Change, Role of Top Management in Communicating Change
4. Process of Change Management: Change Management Process, Phases of the Change Management Process, Change Management Process Control

Block II INDIVIDUAL CHANGE

5. Individual Change: Need for Individual Change, Personality and Change, Learning and Individual Change, Approaches to Individual Change, Implications of Change in Individuals
- 6 Typology of Organization Structures, types and significance, merits and demerits Some Basic Organization Design and Restructuring Strategies

Block III ORGANISATIONAL CHANGE

- 7 Organizing and Analyzing Work, types and significance , merits and demerits, Job Design, types and significance , merits and demerits
- 8 Emerging Issues of Work Organization and Quality of Working Life
- 9 Organizational Diagnosis: Tools and Techniques, Questionnaire as a Diagnostic Tool, Interview as a Diagnostic Tool, Workshops, Task-forces and other Methods
10. Resistance to Change: Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming the Resistance to Change, Techniques to Overcome Resistance

Block IV IMPLEMENTATION OF CHANGE

11. Implementing Change: Implementation of Change, the Delta Technique, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Celebrating Milestones
12. Strategies for Implementing Change: Introduction, Types of Change Management Strategies, Factors Affecting the Choice of a Change Strategy, Formulating and Facilitating Change, Facilitating Change, Implementing Change
13. Leading Changes: Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change
14. Maintaining Organizational Effectiveness: Meaning of Organizational Effectiveness, Difference between Effectiveness and Efficiency, Approaches to Organizational Effectiveness, Perspectives of Organizational Effectiveness, Factors in Achieving Organizational Effectiveness

Block V EVALUATION AND CHANGE AGENTS

15. Evaluating Organizational Change: Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change
16. Change Agents: Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can Change
17. Culture and Change: Introduction, Concept of Organizational Culture Dimensions of Culture, Type of Culture, Assessing Organizational Culture, Role of Culture in Managing Change

18. Organizational Learning and Learning Organization: Concept of Organizational Learning, Process of Organizational Learning, Types of Organizational Learning, Disciplines Practiced in Organizational Learning, Concept of Learning Organizations, Individual Skill Sets in Learning Organizations

MBA 3.2: PROJECT MANAGEMENT

Block-I Project Formulation and Appraisal

Unit-1 Project Management: An Overview- Project Management Its Role & Scope, History Of PERT/CPM, Need For Project Management, Some Major Project Management Concepts, Tools And Techniques In Project Management, Success Factors In Project Management.

Unit-2 Feasibility and Technical Analysis-Nature of Project Decision, the Project Development Cycle, Opportunity Studies Pre Feasibility and Feasibility Studies Technical Analysis.

Unit-3 Market And Demand Analysis- Forecast Verses Prediction, Time Horizon Of Demand Forecasting, Need For Demand Forecasting, Uncertainties In Demand Forecasting, Levels Of Demand Forecasting, Determinants Of Demand For Capital Goods, Criteria For A Good Forecasting Method, Methods Of Forecasting Demands, Errors In Demand Forecasting.

Unit-4 Economic And Financial Analysis- Financial Analysis Of Projects, Return On Investment, Pay-Back Period, Discounted Cash Flow Techniques, Net Present Value, Internal Rate Of Return, Profitability Projections, Economic Analysis Of Projects.

Unit-5 Formulation Of Detailed Project Reports- Planning As An Essence Of Design, Phase Market Planning, Equipment And Process, Technology Location Of The Project, Layout Of The Project, Material Balance Of The Project, Specification Of Main Plant And Equipment, Environment, Impact Assessment, Operations, Commercial Aspects, Financial Aspects, Socio Economic Aspects, Doubled Project Report.

Block-II Project Planning and Scheduling

Unit-6 Planning Time Scale Network Analysis- Network Diagramming Of Projects, Diagrams Time Analysis Of Networks, Probabilistic Durations, Project Scheduling, Importance Of Material And Equipment, Network Based Materials Management, Sectionalizing Planning Of Materials, Longest Delivery Term And Project Duration Beating The Critical Path Combating Inflation, Construction Equipment And Materials, Supporting Services For Constructing Equipment And Materials.

Unit-7 Materials And Equipment- Importance Of Materials And Equipment, Network Based Materials Management, Sectionalizing Planning Of Materials, Longest Delivery Item And Project Duration, Beating The Critical Path Combating, Inflation Construction Equipment And Material Supporting Services For Construction Equipment And Materials.

Unit-8 Human Resources- Project Goals Planning and Scheduling Human Being as a Human Resource Balancing, Human Resources Types of Problems in Balancing Human Resources, Conceptual Resource, Leveling Methods of Resource, Profile Methods of Resource Allocation, Harnessing Potential of Human Resources.

Unit-9 Project Costing And Financing- Costing Of Projects, Costing And Pricing Of Projects, Types Of Cost Estimates In Projects, Project Scoping, Project Financing, Sources Of Long Term Funds, Rupee Loans And Free Exchange Sources Of Short Term Rupee Funds.

Unit-10 Organization Structures In Project –Types Of Organizations Structures, Hierarchical Organizations Structures, Integrating Projects In Fundamental Organizations, Evolution Of Organizations Structures In Projects, Matrix Organizations, Complexities Of Matrix Organizations Structure, Advantages Of Matrix Organizations Structures, Fitting Matrix Structure Into The Organizations, Types Of Matrix Organizations Structure, Organizations Structure In Twenty- First Century.

Block-III Implementation and Control

Unit-11 Project Management Information System- Objective Of Project Management Information System, Planning By Network Analysis, Cost Control Systems, Integrated Project Management, Information System, Project Monitoring And Reporting System, Automation And Computerization.

Unit-12 Material And Equipment- Importance Of Material And Equipment In Project Implementation And Control, Financial Aspects Of Materials And Equipment, Contracting Of Materials And Equipment, Fail Safe Management Of Material And Equipment.

Unit-13 Human Resources-Schematic Of Planning And Control Project, Implementation Concept Of Project Driver, Directing Individuals And Teams Reinforcement Of Commitment And Excitement, Informing Everyone On The Project, Vitalizing Project Teams Empowering, Project Personnel Risk, Taking And Creativity Feed Forward Project Control.

Unit-14 Financial Aspects- Accounting System, Implementing The Financing Plan, Authorization Of Expenditure, The Concept Of Control, Factors Affecting Control Of Project, Cost The PERT, Cost System, Project Control Curves, Variance Analysis, Approach To Cost Control The Performance Analysis, Approach Integrated Cost/ Schedule Graph.

Block-IV Project Completion and Evaluation

Unit-15 Integrated Project Management Control System- Computer Applications, Computer Software, Project Management Software Packages and Computer Applications in Project Appraisal.

Unit-16 Managing Transition From Project To Operation- Objective Of Commissioning, Organizations Matrix For Commissioning, Planning For Commissioning Forecasting Requirements Of Commissioning, Quality Assurance During Manufacturing Quality Checks Of Equipment On Arrival At Site, Concept Of Total Quality Management In Projects Handing Over/ Taking Over Procedures, Proofing Runs & Trial Production Costing And Capitalization Of Assets.

Unit-17 Project Completing And Evaluation-Project Review- Invisibility Of Planning & Control In Project, Importance Of Project Review Project, Coordination Procedures, Elements Of Control In Projects, Concept Of Cybernetics, Project Planning Procedure, Project Reporting , Monitoring And Motivation Teamwork In Project.

MBA 3.11: HUMAN RESOURCE DEVELOPMENT

Block I-

1. Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development;
2. HRD mechanisms, processes and outcomes; HRD matrix;
3. HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.

Block II-

4. HRD Process: Assessing need for HRD; Designing and developing effective
5. HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs;
6. HRD audit; Concept, types, importance, merits and limitations
7. HRD culture and climate. Concept, Impact of HRD culture and climate on organization, HRD culture various types and its uses, merits and demerits

Block III-

8. HRD Activities: Employee development activities- Approaches to employee development,
9. leadership development, action learning, assessment and development centers; Intellectual capital and HRD; HRD mechanisms for workers;
10. Role of trade unions; Industrial relations and HRD;
11. Influence of motivation on development activities.

Block IV-HRD Applications and Trends: Coaching and mentoring;

12. Career management and development;
13. Employee counseling;
14. Competency mapping; People Capability Maturity Model, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology,
15. Employer branding and other emerging trends.

Block V-

16. HRD in Organizations: Selected cases covering HRD practices in government organizations,
17. HRD practices manufacturing and service industries and MNCs;
18. International experiences of human resource development.

MBA 3.12: LABOUR RELATIONS & LEGISLATION

Block I INDUSTRIAL JURISPRUDENCE

1. Industrial Jurisprudence: An Overview
2. Principles of Industrial Jurisprudence
3. Constitutional Aspects of Industrial Jurisprudence

Block II LAWS ON WORKING CONDITIONS

4. The Factories Act, 1948
5. The Shops and Establishments Law
6. The Contract Labour (Regulation and Abolition Act, 1970)

Block III LAWS ON INDUSTRIAL RELATIONS

7. The Trade Union Act, 1926
8. The Industrial Disputes Act, 1947
9. The Industrial Employment (Standing Orders) Act, 1946

Block IV LAWS ON WAGES

10. The Minimum Wages Act 1948
11. The Payment of Wages Act 1936
12. The Payment of Bonus Act 1965
13. The Equal Remuneration Act 1976

Block V LAWS ON SOCIAL SECURITY

14. The Workmen's Compensation Act 1923
15. The Employees' State Insurance Act 1948
16. The Employee's Provident Fund and Miscellaneous Provisions Act 1952

MBA 3.13: WAGES & SALARY ADMINISTRATION

BLOCK I COMPENSATION MANAGEMENT AND JOB EVALUATION

1. Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues
2. Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback)
3. Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration
4. Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation

BLOCK II BENEFITS AND TAX PLANNING

5. Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans
6. Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package
7. Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation
8. Voluntary Retirement Scheme: Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees, The Worker Adjustment and Retraining Notification Act (WARN)

BLOCK III COMPENSATION STRATEGIES AND PAY STRATEGIES

9. Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualizing the Pay System, Organizational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies
10. Managerial Remuneration: Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Remuneration Ceilings under Section XIII, Benchmark Compensation Package as per the Industry Standards
11. Performance Linked Compensation: Performance management, Performance Appraisal and Measurement, Pay for Performance Plans, Balancing of Internal and External Equity

12. Pay Structures: Performance Based and Pay Based Structures, Designing Pay Structures, Comparison in Evaluation of Different Types of Pay Structures, Designing Pay Ranges and Bands, Significance of Factors Affecting Pay Levels

BLOCK IV REWARDS AND RECOGNITION

13. Rewards & Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy
14. Reward Management in Service Sector at Micro Level: Concept of Reward System in Service Organizations, Elements of Reward System, Designing Reward Systems, Recognizing and Rewarding Service Excellence, Reward Strategy and Performance Management in Insurance
15. International Compensation: Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package, Problems in Compensation Management

MBA 3.14: STRATEGIES AND PRACTICES OF HRM

Block 1 Introduction and overview

Unit 1 Business Strategy and Organizational Capability, Concept, framework and types

Unit 2 Global Environment of HR: Change & Diversity

Unit 3 Strategic Human Resource Management: Aligning HR with Corporate Strategy

Unit 4 Strategic Human Resource Management: Universalistic, Contingency and Configurationally Approaches

Block II HR Planning and Career system

Unit 5 Strategic HR Planning Acquisition and Development Concept, framework and types, Relevance, Advantages and limitations

Unit 6 Corporate Strategy and Career Systems, Concept, framework and types, Relevance, Advantages and limitations

Unit 7 Managing Employee Relations: Unions and Strategic Concept, framework and types, Relevance, Advantages and limitations

Unit 8 Collective Bargaining Concept, framework and types, Relevance, Advantages and limitations

Unit 9 Change, Restructuring and SHRM Concept, framework and types, Relevance, Advantages and limitations

Block III HR Competencies and Effectiveness

Unit 10 Strategies of Wages and compensation management, Concept, framework and types

Unit 11 Corporate Ethics, Values and SHRM Concept, framework and types

Unit 10 Competencies of HR Professional in a SHRM Scenario Concept, framework and types

Unit 11 Evaluating the Effectiveness of SHRM Concept, framework and types, Relevance, Advantages and limitations

MBA 3.21: FINANCIAL DERIVATIVES AND SERVICES

Block I INTRODUCTION TO DERIVATIVES

1. Evolution and Significance of Derivative Markets
2. Introductions to Derivatives: Concept, Types, Forwards Contracts, Future Contracts, Options, Swaps, Comparison of Forward, Future Options, Swaps Put Option, Call Option. Participants: Types of Hedgers, Speculators and Arbitragers, Uses of Derivatives, Basic Derivatives terminology: Types of Orders, Recent developments in Derivatives. Spot and Derivative Markets
3. Policy and Regulation introductions, framework, types, relevance, Merits and limitations

Unit II EQUITY FUTURES & OPTION BASICS

4. Index and Stock Futures
5. Option Market: Types of Options, Uses of Options, Payoffs from Options, Trading Strategies involving: Options Bull-Bear, Butterfly Spread, Calendar and Diagonal Spread, Straddles, Strips and Straps, Options Valuation and Pricing. Factors Determining Option Price, Binomial Model, Black Scholes Model, Concept of Delta, Theta, Gamma Vega, Exchange Traded Option: Stock Option, Over the Counter Exchange Option. Options on Stock Indices, Currencies and Future Contracts. Put Call Parity. Trading Strategies with Futures
6. Future Contracts: Introduction to Futures Markets, Future Contract and Future Trading, Specification of the Future Contract, Newspaper Quotes, Hedging using Futures, and Index Futures. Basics of Stock Index Future, Interest Rate Futures, Forward rate agreement, Foreign Exchange and Currency Future, Mechanism of Future Contracts, Operations of Margin, Convergence, Clearing Process, Clearing house and Clearing Margins, Hedging, Difference between Forward and Future, Valuation of forward and futures prices.
7. Factors Affecting Future Prices
8. SWAPS: Introduction to Swaps, Basic Swap Structure, Interest Rate Swaps, Currency Swaps, Mechanics of Swaps Transactions, Swap options.

Unit III EQUITY OPTIONS

9. Option Framework process and types, relevance and usefulness.
10. Option Pricing, process and types, relevance and usefulness.
11. Trading Strategies Using Options, process and types, relevance and usefulness.

Unit IV TRADING, RISK MANAGEMENT AND SUPPORT SYSTEMS

12. Market Indicators, Challenges in Derivative Trading and Option Greeks
13. Managing and Value at Risk, process and types, relevance and usefulness.
14. Clearing and Settlement process and types, relevance and usefulness.
15. Accounting and Taxation process and types, relevance and usefulness.

MBA 3.22 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

BLOCK-1 INTRODUCTION OF SECURITIES

Unit-1 Nature And Scope Of Investment Decisions- Nature Of Investment Decisions The Investment Decision Process, The Investment Environment Financial Instruments Financial Intermediaries Financial Markets.

Unit-2 Components Of Investment Risk- Concept Of Investment Risk, Evolution Of Risk Connotations, The Interest Rate Risk Factor, The Market Risk Factor, The Market Risk Factor, The Inflation Risk Factor, The Default Risk Factor, The Management Risk Factor, The Liquidity Risk Factor.

Unit-3 Valuation Of Securities- The Three-Step Valuation Process, Economy Influences, Industry Influences, Empirical Support For The Valuation Sequence, The General Valuation Framework, The Basic Valuation Model, Value Price Relationship, The Counter Hypothesis, The Dynamic Valuation Process, Valuation Of Fixed Income Securities, Estimating Returns On Fixed Income, Securities Valuation Of Preference Shares, Valuation Of Equity Shares, The Present Value Of Expected Stream Of Benefits From Equity Shares, Dividend Valuation Model The P/E Approach To Equity Valuation

BLOCK-2 ORGANIZATION AND REGULATION

Unit-4 Organization And Functioning- Primary Vs. Secondary Markets, Types Of Traded Securities, Stock Market In India, Origin And Growth, Role And Functions, Membership Organization & Management, Trading System, Stock Market Information System, Principal Weakness , Directions Of Reform, Over The Counter Exchange Of India (OTCEI)

Unit-5 Regulation- History Of Securities Market Regulation, Regulation Of Secondary Market, Regulation of Primary Market Regulation of OTCEI , Securities and Exchange Board India (SEBI) Origin, Functions, Organization Activities, Self Regulation.

BLOCK-3 ANALYSIS AND INVESTMENT DECISION

Unit-6 Economy and Industry Analyses- Security Analysis and Investment Decision, Fundamental Analysis, Fundamental Analysis and Efficient Market, Fundamental Analysis and Chemistry of Earnings, Economy Industry, Company Analyses: A Framework Economy Analysis Economic Forecasting, Anticipatory Surveys, Barometric or Indicator Approach, Econometric Model Building Approach, Industry Analysis Techniques of Industry Analysis.

Unit-7 Company Level Analysis-Estimation Of Future Price Quantitative Analysis Dividend Discounted Method Price Earnings Approach Forecasting Earnings Per Share Traditional Methods Of Forecasting EPS Trend Analysis ROI Approach Market Share Approach

Independent Estimates Approach Modern Methods Of Forecasting EPS Regressing And Correlation Analysis Trend Analysis Decision Tree Analysis Qualitative Analysis.

Unit-8 Technical Analysis- Meaning of Technical Analysis Fundamental Analysis vs. Technical Analysis Origin and Development of Technical Analysis Dow Theory and Its Basic Tenets Classical Technical Analysis Modern Technical Analysis Techniques of Technical Analysis Market Indicators Limitations of Technical Analysis

Unit-9 Efficient Market Hypothesis- Definitions Of Market Efficiency Forms Of Market Efficiency Empirical Tests Of EMH Tests Of Weak Form Tests Of Semi Strong Form Tests Of Strong Form Anomalies In EMH Indian Studies On Market Efficiency Implications Of EMH For Security Analysis Implications Of EMH For Portfolio Management.

BLOCK-4 PORTFOLIO MANAGEMENT AND CAPITAL MARKET

Unit-10 Portfolio Analysis- Inputs to Portfolio Analysis, Return and Risk Characteristics of Individual Assets, Expected Return and Risk of a Portfolio Diversification, Selection Portfolio, Selection Problem, Selection of Optimal Portfolio.

Unit-11 Portfolio Selection- Finding The Efficient Set, Constrained Minimization, Problem Lag, Range Multipliers Technique, Tracing The Efficient Frontier, Limitations Of Markowitz Approach, Single Index Model, The Assumptions And The Model Systematic Risk Diversifiable (Or Residual) Risk And Covariance Of Returns Variance Of Portfolio Returns Estimating Beta And The Diversifiable Risk Component Other Portfolio Selection Models.

Unit-12 Capital Market Theory- Concepts Of Risk Free Asset Risk Free Lending And Risk Free Borrowing Leveraged Portfolio Market Portfolio Capital Market Line The CAPM Assumptions Security Market Line Limitations Arbitrage Pricing Theory (APT).

Unit-13 Portfolio Revision- Meeting Of Portfolio Revision Need For Portfolio Recession Portfolio Revision Strategies Portfolio Revision Practices Constraints In Portfolio Revision Formula Plans Basic Assumptions And Ground Rules Constant Dollar-Value Plan Constant Ratio Plan.

BLOCK-5 MUTUAL FUNDS AND INVESTMENT COMPANIES

Unit-14 Performance Evaluation Of Managed Portfolio- Methods Of Computing Portfolio Return Dollar Weighted Rate Of Return Time Weighted Rate Of Return Risk Adjusted Return Components Of Investment Performance Stock Selection Risk Taking, Market Timing Problems With Risk Adjusted Measures, Benchmark Portfolio Concept And Construction.

Unit-15 Investment Companies- Investment Companies Categorization Based On Capitalization
Categorization Based On Investment Objectives Categorization Based On Types Of
Assets Held Portfolio Management Process Problems Of Portfolio Management
Problems Associated With The Mature Of The Financial Markets Investment Companies
In India, Unit Trust Of India (UTI) Mutual Funds Of Commercial Banks (Mfs) Life
Insurance Corporation Of India (LIC), Regulations/ Guidelines Governing Investment
Policies Of Investment Companies In India Statutory Regulations Governing UTI
Investment Statutory Options For Investment Companies In India UTI's Investment
Pattern LIC's Investment Pattern Private Sector Investment Companies Problems Faced
By India Investment Companies Lack Of Proper Databases Problems Due To Excessive
Dependence On Corporate Debentures Volatility Of The Market.

Unit-16 Mutual Funds-Concept Of Mutual Fund (MF) Advantages Of Investing In Mutual Funds
Types Of Mutual Funds History Of Mutual Funds India Scenario Types Of Mutual Fund
Schemes In India Organization Of Mutual Funds Creation Of A Portfolio Regulatory
Environment Relating To Creation Of Portfolio Of Various Securities Portfolio Revision
Systems And Controls.

MBA 3.23: WORKING CAPITAL MANAGEMENT

Block 1: CONCEPTS AND DETERMINATION OF WORKING CAPITAL

Unit 01 Conceptual Framework Traditional Concept, Modern Concept, Kinds or classification of working capital, Gross Working Capital, Net Working Capital, Determining Factors of Working Capital, Advantages of Adequate Working Capital, Sources of Working Capital, Long term Sources, Methods of working capital, Methods or techniques of working capital forecasting

Unit 02 Operating Environment of Working Capital

Unit 03 Determination of Working Capital, Methods, factors and significance

Unit 04 Theories and Approaches, Hedging (Maturity Matching) Strategy, Conservative Strategy, Aggressive Strategy, Conservative Approach to Working Capital Financing

Block 2: MANAGEMENT OF CURRENT ASSETS

Unit 05 Management of Receivables, Introduction, Meaning of Receivables, Costs of Maintaining Receivables, Factors influencing the size of receivables, Meaning and Objectives of Receivable Management, Dimensions of Receivable Management

Unit 06 Management of Cash, Definitions, Functions and types, difference between cash management and capital management

Unit 07 Management of Marketable Securities: Kinds of Investors, Timing and Pricing of Issues of Securities, Pricing of Issues of Securities, Marketability of Securities.

Unit 08 Management of Inventory Meaning of Inventory Management, Objectives of Inventory Management, Factors determining the Investment level in inventory, Tools and Techniques of Inventory Management

Block 3: FINANCING OF WORKING CAPITAL NEEDS

Unit 09 Bank Credit - Basic Principles and Practices

Unit 10 Bank Credit - Methods of Assessment and Appraisal

Unit 11 Other Sources of Short Term Finance

Block 4: WORKING CAPITAL MANAGEMENT: AN INTEGRATED VIEW

Unit 12 Liquidity vs Profitability, Profits, Profitability And Liquidity, Objectives, Profitability and Liquidity, Measuring profitability and liquidity, difference between profitability and liquidity

Unit 13 Payables Management, **Payables Transactions**, Overview of Payables, Invoice Processing, Types of Payments, Expense Reimbursement, Procurement Cards
Use Taxes, Finance Issues, Accounting for Payables, Closing Payables

Unit 14 Short-Term International Financial Transactions,: Financial Techniques to Manage Transaction Exposure, methods for hedging transaction, Transaction Hedging Under Uncertainty, Operational Techniques for Managing Transaction Exposure,

Unit 15 Cash management and cash budget: Motives for holding cash, Cash management, Need and importance of liquidity , Factors determining cash balances, Managing cash flows, Models of cash management, Cash budget, Advantages or importance of cash budget, System of preparing the cash budget

Block V WORKING CAPITAL AND DIVIDEND POLICY

Unit 16 Integrating Working Capital and Capital Investment Process

Unit 17 Sources of working capital finance – Approaches to optimum mix of funds – trade credit, accrual accounts – money market instruments, commercial paper, Certificate of deposits – Bill discounting and factoring – Inter corporate loans – short term bank loans.

Unit 18 Dividend Policy And Decisions: Meaning Of Dividend, Kinds Of Dividend, Factors, Different Types Of Dividend Policy, Characteristics Of Stable Dividend Policy, Various Dangers Of Stable Dividend Policy, Models Of Dividend Policy, Walters Dividend Model, Assumptions, Gordons Model, Modigliani And Miller Model, Criticisms Of Modigliani And Miller Model

MBA 3.24 TAX PLANNING AND MANAGEMENT

Block I

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

Block II

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

Block III

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations:

Merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

Block IV

Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

Block V

Goods and Services Tax (GST) Bill

NOTE: Book of Tax Planning and management will be given to students as there are changes in the tax rules every year.

MBA 3.31 MATERIALS MANAGEMENT

Block I Introduction and concept

Unit 1 Material Planning: Objectives, Material Requirement Planning, Manufacturing Resource Planning,

Unit 2 Just In Time, JIT Production Planning, Strategic Material Planning,

Unit 3 Material Control: Acceptance, Sampling, Inspection, Make Or Buy Decision, Simple Cost Analysis, Economic Analysis,

Unit 4 Break Even Analysis, Break Even Point Theory, Whether To Add Or Drop A Product Line Store Management And Warehousing, Product Explosion.

Block II Purchasing Decisions and Research

Unit 5 Purchasing: Importance Of Good Purchasing System, Organization Of Purchasing Functions, Purchase Policy And Procedures, Responsibility And Limitations,

Unit 6 Purchasing Decisions, Purchasing Role In New Product Development, Role Of Purchasing In Cost Reduction, Negotiations And Purchase,

Unit 7 Purchasing Research: Identification Of Right Sources Of Supply, Vendor Rating, Standardization, Vendor Certification Plans, Vendor And Supply Reliability, Developing New Source Of Supply.

Block III Material Cost Management

Unit 8 Cost Reduction: Cost Control V/S Cost Reduction, Price Analysis,

Unit 9 Material Cost Reduction Techniques, Variety Reduction, Cost Reduction And Value Improvement, Techniques Of Cost Control, Standard Costing,

Unit 10 Cost Effectiveness, Cost Analysis For Material Management, Material Flow Cost Control.

Block IV Inventory and Surplus Management

Unit 11 Inventory Management: Inventory V/S Stores, Types Of Inventory, Inventory Control,

Unit 12 Inventory Build –Up, EOQ, Various Inventory Models, Inventory Models With Quantity Discount, Exchange Curve Concept, Coverage Analysis, Optimal Stocking And Issuing Policies, Inventory Management Of Perishable Commodities, ABC – VED Analysis, Design Of Inventory Distribution Systems,

Unit 13 Surplus Management, Information System For Inventory Management,

Unit 14 Case Studies.

MBA 3.32 TOTAL QUALITY MANAGEMENT

Block I INTRODUCTION TO QUALITY

MANAGEMENT

Unit 1 Definitions – TQM framework, benefits, awareness and obstacles.

Unit 2 Quality – vision, mission and policy statements.

Unit 3 Customer Focus – customer perception of quality, Translating needs into requirements, customer retention.

Unit 4 Dimensions of product and service quality. Cost of quality.

Block II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

Unit 5 Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio.

Unit 6 Concepts of Quality circle, Japanese 5S principles and 8D methodology.

Block III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY

Unit 7 Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

Unit 8 Process capability – meaning, significance and measurement – Six sigma concepts of process capability.

Unit 9 Reliability concepts –definitions, reliability in series and parallel, product life characteristics curve.

Unit 10 Total productive maintenance (TMP) – relevance to TQM, Tero technology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

Block IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

Unit 11 Quality functions development (QFD) – Benefits, Voice of customer, information organization,

Unit 12 House of quality (HOQ), building a HOQ, QFD process.

Unit 13 Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation.

Unit 14 Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

Block V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

Unit 15 Introduction to IS/ISO 9004:2000 –quality management systems –guidelines for performance improvements.

Unit 16 Quality Audits. TQM culture,

Unit 17 Leadership – quality council, employee involvement, motivation, empowerment,

Unit 18 recognition and reward- Introduction to software quality.

MBA 3.33 LOGISTIC AND SUPPLY CHAIN MANAGEMENT

Block I Introduction and Evolution

Unit 1 The Basics of Supply Chain Management- Introduction, Definition of Supply Chain Management,

Unit 2 Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management,

Unit 3 Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions

Block II Planning and ERP

Unit 4 Planning Demand and Supply- Introduction, Supply Management,

Unit 5 Evolution of Enterprise Resource Planning, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM,

Unit 6 Use of Other Planning Strategies

Block III Inventory Management

Unit 7 Procurement and Inventory Management- Introduction,

Unit 8 Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models,

Unit 9 Inventory Control Systems, Tools of Inventory Management.

Block IV Logistic and Transportation

Unit 10 Introduction, Definition of Logistics and Logistics Management, Types of Logistic Activities, Importance of Logistics Management,

Unit 11 Integrated Logistics and its Support, Determinants of Designing Logistical System,

Unit 12 Transportation, Warehousing, Packaging

Block V Supply Chain Management

Unit 13 Supply Chain Benchmarking- Introduction, Understanding the Benchmarking Concept,

Unit 14 Benchmarking Process, Benchmarking Procedure

Block VI Recent Trends

Unit 15 Recent Trends in Supply Chain Management-Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship,

Unit 16 The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management,

Unit 17 Distribution Resource Planning, World Class Supply Chain Management

MBA 3.34 PRODUCTION PLANNING AND CONTROL

Block I INTRODUCTION

Unit 1 Objectives and benefits of planning and control-Functions of production control-
Unit 2 Types of production-job- **batch** and continuous production, its process and importance, utility, merits and demerits
Unit 3 Product development and design-Marketing **aspect** - Functional aspects-
Operational aspect-Durability and dependability aspect- aesthetic aspect. importance, utility, merits and demerits
Unit 4 Profit consideration-Standardization, Simplification & specialization- Break even analysis-Economics of a new design. importance, utility, merits and demerits

Block II WORK STUDY

Unit 5 Method study, basic procedure-Selection-Recording of process - Critical analysis, importance, utility, merits and demerits
Unit 6 Development - Implementation - Micro motion and memo motion study , importance, utility, merits and demerits
Unit 7 work measurement importance, utility, merits and demerits, Techniques of work measurement - Time study - Production study - Work sampling - **Synthesis** from standard data - Predetermined motion time standards.

Block III PRODUCT PLANNING AND PROCESS PLANNING

Unit 8 Product planning-Extending the original product information-Value analysis-Problems in lack of product planning importance, utility, merits and demerits
Unit 9 Process planning and routing-Pre requisite information needed for process planning-Steps in process planning importance, utility, merits and demerits
Unit 10 Quantity determination in batch production-Machine capacity, balancing-Analysis of process capabilities in a multi product system.

Block IV PRODUCTION SCHEDULING

Unit 11 Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules-Gantt charts-Perpetual loading-
Unit 12 Basic scheduling problems - Line of balance - Flow production scheduling- Batch production scheduling-
Unit 13 Product sequencing - Production Control systems importance, utility, merits and demerits, Periodic batch control-Material requirement planning kanban
Unit 14 Dispatching-Progress reporting and expediting-Manufacturing lead time-Techniques for aligning completion times and due dates.

Block V INVENTORY CONTROL AND RECENT TRENDS IN PPC 9

Unit 15 Inventory control-Purpose of holding stock-Effect of demand on inventories-
Unit 16 Ordering procedures. Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size-ABC analysis-Recorder procedure-
Unit 17 Introduction to computer integrated production planning systems-elements of JUST IN TIME SYSTEMS-Fundamentals of MRP II and ERP.

MBA 3.41 ADVERTISING AND BRAND MANAGEMENT

Block I : General Understanding about Advertising,

Unit 1 Advertising - Nature, scope & classification. Concept importance, utility, merits and demerits

Unit 2 Role of advertising in Indian economic and social development, concept importance, utility, merits and demerits

Unit 3 Ethics and truth in Indian advertising. Significance and thinkers contribution

Block II

Unit 4 Marketing Communication Programme. concept importance, utility, merits and demerits

Unit 5 Advertising Planning: Objectives and Budget, concept importance, utility, merits and demerits

Unit 6 Advertising Research as a Supporting tool concept importance, utility, merits and demerits

Unit 7 Development of Concept, Selection of the Concept., Selection of the Advertising Message, Building an Advertising Copy, Factors Related with Copy Strategy. concept importance, utility, merits and demerits

Block III

Unit 8 Campaign Planning Process, Media Planning:- Target and Media Research, Media Objectives, Media Mix Selection and Scheduling and Budgeting.

Unit 9 Media Buying:- Media Tactics, Monitoring, Evaluation of Media Planning.

Unit 10 Media Strategy:- Delivering on Objectives, Target Audience Strategies and Media Vehicle Selection, Allocation of Media Budget.

Unit 11 Advertising Effectiveness, Comparative Study with Different Promotion mix.

Block IV

Unit 12 Advertising agency: Management and Survival types concept importance, utility, merits and demerits

Unit 13 Reorganizing Agency. Process significance and advantages

Unit 14 Global standards of Agency Functioning. Usefulness and importance, scope and working

Block V

Unit 15 Brand building exercise:- Concept, Strategy and Culture. process, merits and usefulness and limitations, scope

Unit 16 Brand Personality and Positioning . process, merits and usefulness and limitations, scope

Unit 17 Brand Life Cycle process, merits and usefulness and limitations, scope

Unit 18 Brand Identity, Branding for Commodities, process, merits and usefulness and limitations, scope

MBA 3.42: CONSUMER BEHAVIOUR

Block I CONSUMER BEHAVIOUR — ISSUES AND CONCEPTS

Unit1 Consumer Behavior – Nature, Consumer Scope and Application Behavior

Unit2 Organizational Buying Behavior

Unit 3 Individual Influences On Buying Behavior, Perceptions, Consumer Motivation and Involvement, Attitude and Attitude Change, Learning and Memory, Personality and Self-concept

Unit 4 Group Influences On Consumer Behavior, Reference Group Influence & Group Dynamics, Family Buying Influences, Family Life-cycle and Buying Roles, Cultural and Sub-cultural influences

Block II THE BUYING PROCESS

Unit 5 Problem Recognition & Information Search Behavior, Information Processing,

Unit 6 Alternative Evaluation, Purchase Process & Post-purchase Behavior

Unit 7 **MODELLING BUYER BEHAVIOUR**, Early Models, Howard Sheath Model,

Unit 8 Recent Developments in Modeling Buyer Behavior

Block III SALES MANAGEMENT FUNCTIONS

Unit 9 Introduction to Sales Management, Personal Selling Personal Selling

Unit 10Sales Process, Computer Applications in Sales Management

Unit 11 **SELLING SKILLS**, Communication Skills, Sales Presentation, Negotiation Skills

Unit 12 Retail Communication: Sales Displays Sales Displays

Block IV SALES FORCE MANAGEMENT

Unit 13 Job Analysis, Recruitment and Selection

Unit 14 Training the Sales Force

Unit 15 Compensation and Motivation of Sales Force

Unit 16Monitoring and Performance Evaluation

Block V PLANNING AND CONTROL OF THE SALES EFFORT

Unit 17 Sales Planning

Unit 18 Sales Organization

Unit 19 Sales Forecasting and Sales Quotas

Unit 20 Sales Budgeting and Control

MBA 3.43: INTERNATIONAL MARKETING

BLOCK I INTRODUCTION AND OVERVIEW

Unit 1 Introduction to International Marketing Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing.

Unit 2 International Marketing Environment Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing.

Unit 3 International Trade Environment Introduction, classical trade theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories.

BLOCK II STRATEGIES AND MARKETING RESEARCH

Unit 4 International Market Entry Strategies Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising.

Unit 5 International Marketing Research Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system

Unit 6 International Product Policy and Planning Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

BLOCK III PRICING POLICY AND DISTRIBUTION

Unit 7 International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade

Unit 8 International Distribution and Logistics Planning Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging

BLOCK IV PROMOTIONAL STRATEGIES

Unit 9 International Promotional Strategies Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing

Unit 10 Foreign Markets and Export Marketing Process Introduction, choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2002-2007

Unit 11 Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents

Unit 12 Foreign Trade Policy Introduction, export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, gem and Jewellery Promotion Scheme, Diamond import licence, Special Economic Zones (SEZS), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme

BLOCK V FINANCIAL INSTITUTIONS AND CURRENCY

Unit 13 Foreign Exchange and Foreign Currency: Introduction, the Foreign Exchange Market, Organization of the foreign exchange market, Exchange Rate Policy and Management, Triangular Arbitrage, Future and Forward Market, foreign Currency Options, Forecasting Foreign Exchange Rates

Unit 14 International Financial Institutions Introduction, IMF, World Bank – IBRD, International Finance Corporation, Organization for Economic Cooperation and Development (OECD)

Unit 15 Legal and Ethical Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications

MBA 3.44: INDUSTRIAL & SERVICE MARKETING

Block I SERVICES MARKETING: AN INTRODUCTION

Unit 1 Industrial Services: Importance of Services Marketing - Services Marketing Management Process - Introduction to Services

Unit 2 Marketing Mix – People - The key role of service employees in a service business - Concept of Service encounter - Moment of Truth; Physical evidence: Nature - Importance Services cape; Process Service: as a process, as a system - Different aspects and managerial challenges –

Unit 3 Strategies for managing inconsistency - Employee and Customer: roles in services.

Unit 4 Segmentation: Targeting and Positioning of Services - Services Design and Development - Service Blueprinting - Service Process –

BLOCK II MANAGING SERVICE PERSONNEL AND PROMOTION

Unit 5 Managing Service Personnel - Service life cycle - Service design - Service guarantee.

Unit 6 Pricing of services: Factors involved in pricing a service product - demand variation and capacity constraints - Capacity Planning - Measures to respond to changes in demand - Reshaping demand using effective pricing

Unit 7 Service Promotion: Promotion objective for Services - Managing the Integrated Services Communication Mix –

Unit 8 Personnel Selling - Advertising and Sales Promotion - Role of Relationship Marketing in promoting services.

BLOCK III CUSTOMER SATISFACTION AND QUALITY

Unit 9 Customer Satisfaction: Monitoring and measuring - Understanding Customer Expectations and Zone of Tolerance - Order taking and fulfillment - Service Guarantee - Handling complaints, Defects, Failures and Recovery.

Unit 10 Quality in Services: Concept and Importance - Service Quality Models: Parsuraman – Zeithamal - Bitner (PZB) - Gaps Model - SERVQUAL and SERVPERF - Gronroos model.

BLOCK IV DISTRIBUTION STRATEGIES FOR SERVICES

Unit 11 Distribution Strategies for Services: Challenges in distribution of services –

Unit 12 Role of Internet in distribution of Services - e-services.

Unit 13 Marketing Applications in Select Service Industries: Hospitality Services - Airlines - Tourism Services - Health Care and Wellness - Banking and Insurance Services.

Unit 14 Retaining Customers, concepts, process relevance for organization, strategies, merits and demerits

BLOCK V SERVICES IN GLOBAL PERSPECTIVE

Unit 15 Services in Global Perspective: International Marketing of Services: Recent Trends - Principal driving force - Key decisions in Global Marketing - Services Strategy and Organizing for Global Marketing.

Unit 16 Case Study on Financial Services Marketing

MBA 3.51 COMPUTER FUNDAMENTALS AND ITS ORGANIZATION

Block 1	Computer Basics And Data Representation
Unit I	Computer Basics:
Unit II	Problem Solving
Unit III	Data Representation
Unit IV	Hexadecimal Representation
Block 2	Peripheral Device And Memory
Unit V	Input And Output Devices
Unit VI	Computer Memory
Unit VII	Memory In Physical Devices
Unit VIII	Disk Drives
Block 3	Processor And Their Specification
Unit IX	Processor
Unit X	Specifications Of Computer
Unit XI	Computer Architecture
Unit XII	Multiprogramming
Block 4	Concepts Of Software And Operating System
Unit XIII	Software Concepts
Unit XIV	Software Qualities
Unit XV	Operating System
Unit XVI	Operating System Types

MBA 3.52: WEB TECHNOLOGY

UNIT 1: History of the Internet and World Wide Web - HTML 4 protocols HTTP. SMTP, POP3. MIME, IMAP. Introduction to JAVA Scripts - Object Based Scripting for the web. Structures - Functions - Arrays - Objects

UNIT 2: Introduction - Object refers, Collectors all and Children. Dynamic style, Dynamic position, frames. navigator, Event Model - On check - On load - Onerror - Mouse click - Form process - Event Bubblers - Filters - Transport with the Filter - Creating Images - Adding shadows - Creating Gradients - Creating, Motion with Blur - Data Binding - Simple Data

UNIT 3: Binding - Moving with a record set - Sorting table data - Binding of an Image and table.

UNIT 4: Database, Relational Database model - Overview, SQL - ASP - Working of ASP- Objects - File System Objects - Session tracking and cookies - ADO - Access a Database from. ASP - Server side Active-X Components - Web Resources - XML - Structure in Data - Name spaces - DTD vocabularies DOM methods.

UNIT 5: Introduction -Servlet; Overview Architecture handling HTTP Request - Get and post request - redirecting request — multi-tier application, JS'V Overview Objects— scripting— Standard Actions — Directives. Brief survey of Web 2.0 technologies introduction to Semantic web and other current technologies

MBA 3.53: SOFTWARE ENGINEERING MANAGEMENT

Block 1	Introduction To Software Engineering
Unit I	Software Engineering Fundamentals.
Unit II	Software Process
Unit III	Project Management
Block 2	Project Planning And Risk Management
Unit IV	Software Process And Project Metrics
Unit V	Software Project Planning
Unit VI	Risk Analysis And Management
Block 3	Software Management
Unit VII	Software Quality Assurance
Unit VIII	Software Configuration Management
Unit IX	Analysis Concept And Principles
Block 4	Software Design And Reengineering
Unit X	Design Concept And Principle
Unit XI	Software Testing
Unit XII	Types Of Software Testing
Unit XIII	Reengineering
Unit XIV	Case

MBA 3.54: DATABASE MANAGEMENT SYSTEM

BLOCK 1-

UNIT1-Introduction: Database Management System, Examples, Characteristics of the Database Approach, Advantage of using a Database Approach. Database System concepts and Architecture, Data Models, Schemes and Instances, DBMS Architecture and Data independence, Database Languages, Procedural and Non-procedural languages and Interfaces. Database System Environment, Classification of Database Management Systems

UNIT 2-ER Model: Database Modeling using the ER Model., Using High-Level conceptual Data Models for Database design, An example Database Application, Entity types, Entity Sets, Attributes and keys, Relationships, Relationship types, roles and Structural Constraints., Weak Entity types, Refining the ER Design for the Company Database, ER Diagrams, naming conventions and design Issues, Conversion of ER Diagram to tables

UNIT 3-Relational Data Model: The Relational Data Model, Relational constraints. the Relational Algebra: Relational Model Concepts, Relational concepts and Relational Database Schemes, Update Operation and Dealing with Constraints Violations, Relational Database Design, Using ER-to-Relational Mapping

BLOCK 2-

UNIT4-Relational Algebra

UNIT 5-Structured Query language: Data definition, Constraints and Schema changes in SQL 2, Basic Queries in SQL, More Complex SQL Queries, Insert, Delete and Update Statements in SQL, views(Virtual Tables) in SQL, Specifying general constraints as Assertion features of SQL. Integrity constraints, Triggers, Functional dependencies.

UNIT 6-Functional Dependency Theory

UNIT 7-Normalization: Functional Dependencies and Normalization for Relational Database, Informal Design Guidelines for Schemes, Functional Dependencies, Normal Forms based on Primary keys, General Definitions of Second and Third Normal forms, Boyce Codd Normal form, Relational Database Design Algorithms and Further Dependencies, Algorithms for Relational Database Schema Design, Multi-valued Dependencies and Fourth Normal Form, Join Dependencies and Fifth Normal Form, Inclusion Dependencies, Other Dependencies and Normal Forms. Emerging Trends in DBMS Introduction to object oriented Database Management System, Introduction to client/Server Database, Introduction to Distributed Database, Introduction to Knowledge Databases.

BLOCK 3-

UNIT 8-Transaction Processing Concepts: Introduction to Transaction Processing, Transaction and System Concept, Desirable properties of Transactions, Scheduling and Recoverability, Serializability of Scheduling, Transaction Support in SQL, Concurrency control techniques, Concurrency techniques for concurrency control, concurrency control based on timestamp based protocol, validation based protocol, deadlock handling, Database Recovery

Techniques based on Immediate Update, Failure classification, Shadow Paging, Log based recovery, failure with loss of Nonvolatile Storage

UNIT 9-Emerging Trends in DBMS

MBA 4.1 ENTREPRENEURSHIP DEVELOPMENT

BLOCK I BASIC CONCEPTS

Unit 1 Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development,

Unit 2 Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship,

Unit 3 Concepts of Entrepreneurship, Entrepreneur v/s Entrepreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager,

Unit 4 Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

BLOCK II ENTREPRENEURIAL COMPETENCY, MOBILITY AND MOTIVATION

Unit 5 Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture,

Unit 6 Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility.

Unit 7 Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories,

Unit 8 Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs

BLOCK III ROLE OF GOVERNMENT AND ITS ORGANIZATION

Unit 9 Role of Government in promoting Entrepreneurship, MSME policy in India,

Unit 10 Agencies for Policy Formulation and Implementation: District Industries Centers (DIC),

Unit 11 Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII),

Unit 12 National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB),

Unit 13 Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

BLOCK IV WOMEN ENTREPRENEURSHIP

Unit 14 Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India,

Unit 15 Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business

Unit 16 Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups,

Unit 17 Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

BLOCK V PROJECT MANAGEMENT AND EVALUATION

Unit 18 Forms of Business Ownership, Issues in selecting forms of ownership,

Unit 19 Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process,

Unit 20 Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis,

Unit 21 Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

MBA 4.2: STRATEGIC MANAGEMENT & BUSINESS POLICY

Block I INTRODUCTION TO STRATEGIC MANAGEMENT

- 1 Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business,
- 2 Goals and Objectives of Organizations: Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business
- 3 Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management

Block II STRATEGY FORMATION AND IMPLEMENTATION

- 4 Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organizational Position and Strategic Advantage Profile, Strategic Management Model
- 5 Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Block III STRATEGIC CONTROL

- 6 Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations
- 7 Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture
- 8 Business Policy and Decision Making: Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making

Block IV BUSINESS DECISIONS AND MNC

- 9 Business Continuity Plan: Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning
- 10 Business Investment Strategies: Introduction, Business Plan and Business Venture, Business Investment Strategies
- 11 Strategic Alliances: Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances
- 12 Strategies for Multinational Corporations: Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies

Block V CREATIVITY AND ETHICS

- 13 Role of Creativity and Innovation in Business: Introduction, Creativity, Innovation, Creating and Building Creative and Innovative Business Culture, Business Practices Adopted to Promote Creativity and Innovation, Importance of Creativity and Innovation in Business, Challenges Involved in Creativity and Innovation

14 Business Ethics and Corporate Social Responsibility : Introduction, Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct, Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance

15 Challenges in Strategic Management: Introduction, Strategic Management as an Organizational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges

16 Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Models of Leadership Styles and its Roles, Strategic management in a new globalised economy

MBA 4.3 OPERATIONS RESEARCH

Block I INTRODUCTION TO OPERATION RESEARCH

1. Operation Research: An Overview
2. Review of Probability and Statistics

Block II PROGRAMMING TECHNIQUES — LINEAR PROGRAMMING AND APPLICATIONS

3. Linear Programming— Graphical Method
4. Linear Programming-Simplex Method
5. Transportation Problem
6. Assignment Problem

Block III PROGRAMMING TECHNIQUES — FURTHER APPLICATIONS

7. Goal Programming
8. Integer Programming
9. Dynamic Programming
10. Non-Linear Programming

Block IV INVENTORY AND WAITING LINE MODELS

11. Inventory Control – Deterministic Models
12. Inventory Control-Probabilistic Models
13. Queuing Models

Block V GAME THEORY AND SIMULATION

14. Corporative Situations: Game Theory
15. Simulation

MBA 4.4: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Block 1 AN OVERVIEW OF BUSINESS ETHICS

Unit 1 Definition and Nature of Business Ethics, Need And Benefit of Business Ethics, History of The Development Of Business Ethics, Arguments For and Against Business Ethics
Unit 2 Economic Issues, Competitive Issues, Legal and Regulatory Philanthropic Issues
Unit 3 Framework for Ethical Decision Making – Individual Factors, Organizational Factors
Unit 4 Corporate Governance — A Dimension Of Ethical Making,

Block II INDIVIDUAL & ORGANISATIONAL FACTORS

Unit 5 Moral Philosophy — Definition and Different Perspectives, Teleology And Deontology, The Relativist Perspective, Virtue Ethics, Justice And Fairness, The of Care, Integration of The Various Perspectives, Cognitive Moral Development, Moral Reasoning,
Unit 6 The Role Of Corporate Culture And Leadership, Structure And Business Ethics,
Unit 7 Interpersonal Relationships In Organization
Unit 8 The Role Of Opportunity And Conflict,

Block III EXTERNAL CONTEXT

Unit 9 Ecology: The Dimensions Of Pollution And Resource Depletion, The Ethics of Control, The Ethics of Conserving Depletable Resources.
Unit 10 Consumers: -Markets And Consumer Protection, The Due Care Theory, The Social Costs View of Duties,
Unit 11 Advertising Ethics, Consumer Privacy

Block IV INTERNAL CONTEXT

Unit 12 Job Discrimination — Its Nature And Extent, Discrimination — Utility, Rights And Justice, Affirmative Action, Gender Issues
Unit 13 The Employee's Obligation To The Firm, Thee Firms Duties To The Employees, The Employee Rights
Unit 14 Need For Organizational Ethics Program, Code of Conduct Ethics Training and Communication, Systems To Monitor And Enforce Ethical Standards
Unit 15 The Ethics Audit

Block V BUSINESS ETHICS IN A GLOBAL ECONOMY

Unit 16 Ethical Perceptions And International Business,
Unit 17 Global Values, The Multinational Corporation And Various Ethical Issues, Cross Cultural, Cross Religion & Cross Racial Issues.
Unit 18 Corporate Governance Meaning, Accountability Issues, Current Context Of CG In India,
Unit 19 Board Objectives And Strategies, Role Of Independent Directors, Board Structure, Performance Evaluation Of Board, Training And Development Of Directors.
Unit 20 Accounting Standards & Accounting Disclosures.