

**DEVI AHILYA VISHWAVIDYALAYA, INDORE
MASTER OF BUSINESS ADMINISTRATION (MBA)
CURRICULUM FOR FULL-TIME COURSES**

FIRST YEAR

First Semester

SUBJECT CODE LIST OF SUBJECTS

FT 101C Management Principles and Practices

FT 102C Mathematics and Statistics for Managers

FT 103C Accounting for Managers

FT 104C IT and E-Business Fundamentals

FT 105C Business Environment

FT 106C Organization Behavior and Processes

FT 107C Business Communication

FT 108C Business Legislation

FT-101C MANAGEMENT PRINCIPLES AND PRACTICES

1. Concept of Management

Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, the Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers. Cross cultural issues in management.

Case:Shui Fabrics.

2. Planning

Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.

Case:Planning for Diversified Activities in a Changing Environment

3. Concept and Nature of Objectives:

Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.

Case:Detroit and Toyota

4. Strategies and Policies:

Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies. The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive, Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process, Individual Decision Making Models.

Case: Coke verses Pepsi

5. Organizing

Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization.

Case:Bajaj Auto

6. Controlling:

Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

Case: Controlling Information At Frito-lay, INC.

FT 102C MATHEMATICS AND STATISTICS FOR MANAGERS

PART I – BUSINESS MATHEMATICS

Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

1. Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications.

2. Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.

3. Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.

4. Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus.

5. Discounting, Compounding, and Annuity.

6. Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrices/ determinants, input/output analysis.

PART II – BUSINESS STATISTICS

Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

1. Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions,

2. Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications
3. Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method)
4. Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method), Measurement of seasonal variations (moving average method) Measurement of cyclic variations (residual method).
5. Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions hunder Risk.

FT-103C ACCOUNTING FOR MANAGERS

Part I: Financial Accounting

1. Basic Accounting Concepts and Fundamental Conventions.
2. Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Closing Entries, Opening Entries, Subsidiary Books and Rectification of Errors.
3. Preparation of Final Accounts with Adjustments: Manufacturing, Trading and Profit and Loss Account and Balance Sheet.
4. Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method.
5. Bank Reconciliation.

Part II: Cost Accounting

1. Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs.
2. Concept, Elements and Managerial Uses of Unit Cost, Batch Cost, Job Order Costs, Contract Cost, Process Cost, Joint Product Cost and By-Product Cost.
3. Cost Control and Cost Reduction, Target Costing and Activity Based Costing.

Part III: Management Accounting

1. Basic Management Accounting Concepts, Relationship with Financial Accounting and Cost Accounting.

2. Break Even Analysis, Contribution Analysis and Segment Contribution and their use in Profit Planning.
3. Standard Costing and Variance Analysis – Material Variance, Labour Variance, Overhead Variance, Sales Volume Variance, Margin Variance and Profit Variance, Use of these Variances.
4. Managerial Decision Making through Accounting Information.

FT-104C IT and E-Business Fundamentals

1. Introduction to Computer :

Hardware: Input / output devices, storage devices and memory.

Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system. Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

2. Operating Systems

WINDOWS XP: Basic Operations, utilities and features.

UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.). (Students should be familiar with these concepts but there will be no questions from topics)

1. Application Software (MS-Office XP 2003)

MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects.

MS PowerPoint : PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard

2. E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business.

3. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

4. E-Business Models: Elements of Business models, B2B, B2C models

5. Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment

6. Security Environment: Security Threats, Technology Solutions, Client–server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.
7. Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI
8. Online Marketing Concepts: Process, Marketing Communication, Marketing Tools.
9. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and vortals concepts. Introduction Search Engine Optimization

FT–105C BUSINESS ENVIRONMENT

1. Business Environment

Components and Significance of Business Environment, Factors effecting environment of Business, Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption, Political Stability, Sovereignty and its impact on the returns of Business, Technological and its impact on internationalizing the business activities, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

Case Study: Lucent in the Era of Economic Reforms

2. Economic Planning & Development

Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world,

Case Study: Mahindra and Mahindra

3. India and the world

Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multi national enterprises in India, Impact of WTO n Indian Business, NGO sector in India,

Case Study: Global Expansion Strategy of Indian Firms in China

4. International Tread

Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Tread Barriers and Tread Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism Exchange Rate Determination, and Euro Currency.

Case Study: Finolex's Focus on Exports

5. Strategies for going Global

International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Trading Blocks, Their Objectives, WTO Origin, Objectives, Organization Structure and Functioning, WTO and India.

Case Study: Softcore Consultancy Services

6. Theory of Demand, Firms & Market Structure

Demand function, Income and substitution effects, Revealed preference approach and Demand forecast. Profit Maximization, Sales Maximization, Organizational slack Ownership and Control. Competition, Monopoly, Oligopoly and Non-Price Competition

Case Study: Is Coca Cola in "Perfect" Business

FT-106C ORGANIZATIONAL BEHAVIOUR AND PROCESSES

1. Foundations of Individual Behavior:

The organization and the individual: Personality: Determinants and Attributes , Job Attitudes, Learning and Learning Theories, Perception , Cross cultural issues in OB.

Case: Right Man, Wrong Job?

2. Motivation:

Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.

Case: Frustrated at age 30.

3. Foundations of Group Behavior:

Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.

Case: A virtual team at Nanavati Associates.

4. Leadership:

Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles :

Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid.

Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent Development in Leadership Theory.

Case: Narayanmurthi and Infosys

5. Conflict and Negotiation

Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process ,Bargaining strategies, Global implications.

Case: The making of the Brooklyn Bluebirds.

6. Organizational Culture:

Concept, Relationship of Culture with organizational behavior, National and Global Culture, Levels of organizational culture, Analyzing managing and changing organizational culture, Global Implications for manager.

Case: Amazon.Com : Innovation via the "Two -Pizza Team."

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7. Organizational Change and Stress Management:

Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management

Case: Innovating innovation

FT-107C BUSINESS COMMUNICATION

I. Basics of Communication

- Defining Communication.
- Distinguishing between Business Communication and General Communication.
- Process of Communication explained through various Models; Importance of Feedback.
- Purpose of Organizational Communication.
- Introduction to Corporate Communication.

2. Communication Networks

- Channels of Communication - Formal : Upward, Downward, Lateral. Informal : Grapevine; Advantages and Disadvantages of the grapevine.
- Comparing Formal and Informal Channels for Communication Situations.
- Principles of Effective Communication.
- Verbal Communication : using words, addition and obsolescence of words from the dictionary, Language as a tool for Communication.
- Non-Verbal Communication : Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage.
- Cultural differences in Non-Verbal Behaviour.

3. Factors affecting Communication

- Barriers to Effective Communication and ways to overcome them.
- Listening : Importance of Listening
Types of Listening
Barriers to Listening and overcoming them
Listening situations
Developing Listening Skills.
- Understanding Communication through Transactional Analysis.

4. Business Writing

- Basic patterns of business letters.
- Cover letters, Sales and Credit letters, Applications, etc..
- Directness in good news and neutral situations.
- Indirectness in bad news and persuasive messages.
- Choosing appropriate channels and media for effective communication.

5 Office Management

- Writing the perfect resume; tailoring the content to suit the requirements.
- E-mails, Memos and Circulars.
- Writing Reports and Proposals.

6 Presentation Strategies

- Preparing for and conducting Presentations.
- Interviewing and being interviewed.
- Group Discussions.
- Speeches and Public Speaking.

Practicals :

- Case analyses, discussion and presentation.
- Role plays.
- Group discussions.
- Comprehension skills based on reading and listening using audio- visual media.

FT-108C BUSINESS LEGISLATION

Course Contents

1 The Indian Contract Act, 1872: Essentials of a Valid Contract, Void and Voidable Agreements, Performance of Contracts, Breach of a Contract and Its Remedies, Quasi-Contracts.

2 The Sale of Goods Act. 1930: Formation of a Sales Contract.

3 The Negotiable Instrument Act, 1881: Nature and Types, Negotiation and Assignment. Holder in

Due Course, Dishonor and Discharge an Negotiable Instruments.

4 The Companies Act, 1956: Types of Companies, Memorandum and Article of Association,

Shareholders and Debenture Holders, Minority Protection, Winding-up.

5 Consumer Protection Act: Consumer Rights, Exploitation of Consumer, Consumer Protection, Utility

of Consumerism.

6 LAW OF PARTNESHIP:

- Definition and Nature of Partnership.
- Formation of Partnership.
- Rights, Duties and Liabilities of Partners.
- Dissolution of Partnership Firm.

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Second Semester

SUBJECT CODE LIST OF SUBJECTS

FT 201C Operation Research for Business Decisions

FT 202C Fundamentals of Operations Management

FT 203C Entrepreneurship

FT 204C Fundamentals of Financial Management

FT205C Fundamentals of marketing Management

FT 206C Fundamentals of Human Resource Management

FT-207C Business Ethics & Indian Ethos in Management

FT 208C Business Research Methods

FT-201C Operation Research for Business Decisions

Course Contents

1 : Quantitative Techniques and Operations Research

Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques ,OR Models

2 : Linear Programming

Meaning of Linear .Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M Method. Duality and Post Optimality Analysis Advantage and Limitations of LPP.

3 : Transportation Model

Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

4 : Assignment Problem

Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation.

5 : Dynamic Programming

Nature of Dynamic Programming Problem, Dynamic Programming Solutions for Knap Sack, Traveling Salesman (Stage Coach), Assignment of Salesmen to Sales Area and Capital Budgeting. Integer linear programming: Meaning, Application, integer programming algorithm (branch and bound algorithm, cutting plan algorithm).

6 : Waiting Line Models

Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations arid Application of M/M/C (Infinite Population)

7 : Replacement Models

Introduction Scope in Management, Single Equipment Replacement Model and Group Replacement.

8 : Game Theory & Markov Chain Analysis

Introduction to Games, Maxim in and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using-Algebraic and Graphical Methods.

Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.

9 : Simulation & Computer Solutions

Introduction to simulation, Monte Carlo Technique and Its Applications. Linear programming Problem, Transportation problem with TORA and Excel solver.

FT-202C FUNDAMENTALS OF OPERATIONS MANAGEMENT

1. Introduction to Production and Operations Management:

Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function; Productivity- Definition, Types of Productivity, Factors affecting Productivity, Methods for improving Productivity; Standardized Service Strategy, Assemble-to-Order Strategy, Customized Services Strategy.

2. Facilities Planning:

Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model.

3. Layout of Manufacturing/service facility:

Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.

4. Resources Requirement Planning:

Capacity Planning, Concept and Application of Learning Curve.

5. Production Planning and Control: Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning.

6. Operations Scheduling:

Production Activity Control for Mass Manufacturing.(Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on mmachines (Graphical method – Aker's Algorithm)

7. Quality Management :

Evolution of Quality Concept, TQM, Quality Gurus (Juran , Crosby, Deming), Statistical Process Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics

Curve and its applications, Quality Circles, Six Sigma, ISO 9000 & ISO14000.

8. Emerging Trends in Operations Management:

Business Process Reengineering (Principles and guidelines for implementation), Theory of constraints.

FT- 203C Entrepreneurship

Course contents

Unit1: Introduction to Entrepreneurship

Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur.

Case Study:- Entrepreneurship---Luck or Persistence

Unit II: Creating and Starting the Venture

Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.

Case Study: - **180s**

Unit III: The Business Plan

Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.

Case Study:-(1) Dealing with the Competition, (2) A New Spin On Music.(Kuratko)

Unit IV: Financing and Managing the new venture

Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls.

Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising .

Case Study: - Darshan Enterprises

Unit V: New venture Expansion Strategies and Issues

Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

Case Study: - **Satyam and GE**

Unit VI: Institutional support to Entrepreneurship

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development

Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Case Study:- **Project Planning A Case Study (V.Desai)**

Unit VII: Choice of organisation:

Sole proprietorship, partnership, joint stock co., and co-operatives

Unit VIII: Exit strategies and social responsibilities

Introduction, Reasons for existing and long-term preparation, short-term preparation, Introduction of

social responsibility, corporate social responsibility, Dimensions of CSR

Case Study: - **Air Asia**

FT-204C FUNDAMENTALS OF FINANCIAL MANAGEMENT

Course Contain

Unit 1: Introduction

Financial Concepts and Nature, Scope, Function and Objectives of Financial Management. Understanding the concepts of Value Maximization and Profit Maximization, Basic Financial Decisions: Investment, Financing and Dividend Decisions

Unit 2: Sources of Finance

Understanding about short term and long term sources of funds and their characteristics

Unit 3: Financial Statement Analysis

Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency. Understanding and computation of various tools of financial analysis-- such as Percentile Financial Statement and Ratios used in managerial decisions through analysis of financial statement of companies.

Unit 4: Statement of Changes in Financial Position

Concepts of Funds, and its Sources and Uses. Preparing and analyzing Fund flow statement and Cash Flow Statement for financial Decision

Unit 5: Leverage Analysis

Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage. CVP analysis, PV Chart and Break Even Analysis for business decisions. Importance of Margin of Safety for decision Making.

Unit 6: Operational Budgeting

Understanding the importance and process of Budgeting, Budget : Programme Budget, Fixed budget, Flexible Budget, Incremental Budget and responsibility Budgets. Concept and utility of Zero Based

Budgeting, Rolling budget, Cash Budget and Operating budget.

Unit 7: Cost of Capital and Capital Structure Decision

Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital.

Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.

Unit 8: Investment Decisions

Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposals for Decision Making. Capital Rationing

Unit 9: Understanding Working Capital

Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company.

Unit 10: Dividend Decision

Practices and Forms of Dividend in a Company, Residual Theory of Dividend. MM Model of Irrelevancy of Dividend.

FT-205C FUNDAMENTALS OF MARKETING MANAGEMENT

Course Contents

Unit-1 Marketing Concepts

Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Marketing and Corporate Strategy.

Case Study: Maruti Udyog limited I & II

Unit-2 Market Segmentation, Targeting, Positioning

Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy.

Case Study: Indian Air force

Unit -3 Product Decision

Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, Product Diffusion Process,

Equity, Challenges, Repositioning, Branding, Packaging, Introduction of Labeling. New Product

Development Process,

Case Study: Indian home products (P) Ltd

Unit-4 Pricing Decision

Pricing, Pricing Objectives, Demand Estimating, Price Elasticity, Pricing Decision framework, Factors

Affecting Price, Pricing Methods and Strategies, Pricing Practices, Internet and Pricing, Transfer Pricing,

High Sea Pricing

Case Study: Ajanta shoes company Ltd

Unit-5 Distribution Decisions

Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members,

Vertical and Horizontal Marketing Systems, Wholesaling and Retailing, introduction to Logistics,

Case Study: Anand distributors (P) Ltd

Unit-6 Promotion Decisions

Effective Communication, Integrated Marketing Communication, Tools of IMC, Marketing Communication

Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,

Case Study: Promotion of fairy Queen Express

Unit-7 Marketing Strategies for Leaders, Challenges, Followers and Nichers

Expanding to Market, Defining Market Share, and Expanding Market Share. Defining the Strategic Object and Openness. Choosing Goal Attacking Strategies. Market Follower Strategies.

Unit-8 Emerging Trends in Marketing

An Introduction to Internet Marketing, Multi Level Marketing and Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

FT-206C FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Course Content

1: HRM Concept

Definition, Concept, Evaluation and Relevance of HRM. Human Resource Functions, HRM in Indian and Global Scenario. Human Resource Policies.
Case: Vindhya Steels Ltd

2: Human Resource Acquisition Process

Job Analysis- Job Specification, Job Analysis Methods, Human Resource Planning Concept and Process of HRD, HRP Process at National and Corporate Level, Human Resource Information System. Steps of HRIS, Recruitment, Sources of recruitment, Selection, Stages in selection process. Global Scenario in HR Acquisition

3: Human Resource Training and Development.

Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organisational Effectiveness

4: Appraising and Improving Performance:

Basic Concepts Objectives and Process of Performance Appraisal Systems, Performance versus Potential Appraisal, Types of Employee Appraisal Systems, New Trends in Performance Appraisal Systems at Global level, Succession Planning, Career Planning and Assessment Centers.

Case: Appraising the Secretaries at Sweetwater U

5: Maintenance of Human Resources:

Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management, Cross-national variation in reward structures.

Case: Swati Textile India Limited.

6: Knowledge Management & International HRM

Knowledge & knowledge transfer, knowledge and situation cognition, Implications for knowledge transfer.

FT - 108C-BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES

Course Contents

Section A

PART – I BUSINESS ETHICS

1. The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards.
2. Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics.
3. Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.
4. Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.
5. Duty ethics in the Business Environment.
6. Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory.

PART - II MANAGEMENT BY INDIAN VALUES

1. Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound.
2. Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Puranas, Upanishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts.
3. Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.
4. Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.
5. Karma Theory, Nishkama Karma Yoga and Professionalism.
6. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.
7. Cultural Heritage of India and its relevance for Modern Management: Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatushtheya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self.
8. Work Place Spirituality.

FT-208C RESEARCH METHODOLOGY

Course Contents

Unit I: Introduction.

1. Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem.

Unit II: Research Design:

Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research,

Unit III: Measurement Methods:

Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales.

Unit IV: Data Analysis:

Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships, statistical inferences for one or two samples. Chi-square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research.

Unit V: Sharing the Results.

Reporting Research, Types of reports and Characteristics of a research report.