MBA 401: STRATEGIC MANAGEMENT

UNIT I

UNIT II
Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

UNIT III

UNIT IV
Strategy Implementation through structure, through Human Resource Management: through values and ethics, McKinsey’s 7S Model, Organization Life Cycle, Management and Control, Activity based costing, Strategic Information System.

Case Study related to the Entire Syllabus.

Suggested Reading:
1. Lawrence R. Lauch, Okech William F. - Business Policy and Strategic Management (Frank Brothers)
7. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
UNIT I
An Overview MIS - Definition of MIS, MIS as an evolving concept, MIS and other Academic Disciplines, Subsystems of an MIS, Operating Elements of an Information System, MIS Support for Decision Making.

UNIT II

UNIT-III
Concept of Information: Definition, Information Presentation, Quality Information, Value of Information in Decision Making and Other Value, Age of Information Human as an Information Processor - General Model, Newell Simon Model, Limits and Characteristic of an Human Information Processing Managers as Information Processors.

UNIT-IV
System Concepts: Definition, General Model and Types of System, Subsystems, System Stress, System Change, Preventing System Entropy, System Concept and Organization, System Concept Applied to MIS.


Suggested Reading:
UNIT I
Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning, Attitude, Motivation and Perception.

UNIT II


UNIT III

UNIT IV
Delivering the Product: Retail Information Systems, Merchandise Management, Retail Pricing, Development and Implementing Plans, People in Retailing.


Suggested Readings:
2. Berman B and Evans J.R. - Retail Management (Pearson Education, 9 Ed.)
4. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning, 4 Ed.)
5. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5 Ed.)
6. Newman and Cullen - Retailing (Cengage Learning, 1 Ed.)
7. Vedman G. Gibson - Retail Management - Functional Principles & Practice (Jaico Publications, 1 Ed.)
UNIT
Basics of Services:
Service Sector and Economic Growth; Service Concept, Characteristics And
Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation,
Differentiation and Positioning of Services.

UNIT II
Marketing Mix in Services Marketing:
Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

UNIT III
Service Management Process; Internal, External and Interactive marketing strategies.
Consumer Behavior in Service Encounter; Demand Management in Services.
Managing Service quality and Productivity
Concept, Dimensions and process; service quality models (Gronnos and Parsuraman)
Application and Limitations, Productivity in Services.

UNIT IV
Applications of Service Marketing and CRM
Marketing of Financial, Hospitality, Health, Educational and Professional Services,
Marketing for Non-Profit Organizations and NGOs; Relationship Marketing(CRM)and Customer Satisfaction Measure.

Suggested Readings
2. Zeithmal, Bitner, Service Marketing (SIE), 4e Tata McGraw Hill
3. Hoffman, Marketing of Service 1st 2008 Cengage Learning
4. Lovelock, Wright, Principles of Service marketing and Management Prentice Hall
5. Nimit Chowdhary, Service Marketing, McMillan India.
UNIT-I

Project Management
Meaning of Project Management, Forms of Project Organization, Project Planning, Project control,
Human aspects of Project Management, Project Life Cycle, Pre-Requisites for Successful Project
Implementation and Its Stages, Role and Responsibilities of Project Managers.

UNIT-II

Generation and Screening of Project Ideas
Generation of ideas, Monitoring the Environment, Corporate Appraisal, Scanning for Project ideas,
Preliminary Screening
SCBA – Rationale and Approaches to it (UNIDO and I.M. approach)

UNIT-III

Project Formulation and Network Techniques
Project Formulation – Marketing, Technical, Financial Aspects of Project Formulation,
Development of Project Network, Time Estimation, Determination of the Critical Path, PERT
Model, CPM Model
Project Review and Administrative aspects – Initial Review, Performance Evaluation,
Administrative Aspects of Capital Budgeting, Evaluating the Capital Budgeting system of
organization and Economic life of Projects

UNIT-IV

Financial Analysis –
Cost of Project, Means of finance, Working Capital requirement and its financing, profitability
projections and projected cash flow statement and balance sheet.

Suggested Reading

1. Prasanna Chandra – Project Planning Analysis Selection Implementation and Review - Tata Mc
   Graw Hill Publishing Co. Ltd.
4. Bhavesh M. Patel – Project Management – Vikas Publishing House,
UNIT-I
Introduction
Concept of income and its components, concepts of tax planning, Tax avoidance, Tax evasion, tax management, Tax planning with reference to location, Nature of business, Forms of business organization.

UNIT-II
Tax planning – Financial management Decisions and managerial Decisions
Taxes planning in respect of Capital Structure Decision, Dividend policy, Inter corporate Dividend, Bonus Share, own or lease, Make or Buy decisions, repair, Replacement, Renewal, Renovation of an Assets, shut down or Continue Decision

UNIT-III
Computation of Total Income
Tax liabilities of Companies, Minimum Alternate Tax, Dividend Tax and Dividend Tax on Mutual funds, Double Taxation Avoidance Agreements, Fringe Benefit Tax and Taxation of International Transactions
Tax provision
Tax provision relating to FTZ, Infrastructure sectors, backward areas, Tax incentives to exporters

UNIT- IV
Tax Management
Return of income and Assessment procedure, Tax Deducted at Source, Tax Collection of Source, Advance payment of tax, Collection and Recovery of Tax, Refund of tax, Appeals and Revisions, Income Tax authorities and their powers.

Suggested Reading:
1) Bhatia H L - Public Finance (Vikas, 1999, 20th Ed.)
2) Lakhota R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
3) Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)
5) Singhania V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
6) Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)
UNIT-I
Introduction
Compensation concept, Factors affecting employee compensation, Dimensions, New trends in compensation
management, The 3-P compensation concept, Components of remuneration

UNIT-II
Wages and salary administration at macro(national) level
Economic objectives of wage policy, Social objectives, Key considerations, Wage concept, Minimum wages & ILO Five
year plans and wage policy, Pay commissions, Wage boards, Adjudication, Pay revision in public sector – issues and
Considerations, Industry’s compensation policy (micro level).
Compensation strategy at micro(company) level, Concept of internal equity and external parity
Job Evaluation
Methods and systems of job evaluation, Job pricing, Designing pay ranges and bands.
Compensation structure – Indian practices.
Salary progression, Methods of payment

UNIT-III
Concept of reward
Financial and non-financial compensation system
Incentives
Merits and demerits of incentives, Types of incentives - individual & group
Fringe benefits - Need, Objective, Types

UNIT-IV
Wage Laws in India
Performance and skill based pay systems
Voluntary retirement scheme
Managerial/ executive remuneration

Suggested Reading:
3. N.D. Kapoor, Hand Book of Industrial Law, Sultan Chand and Sons.
4. Supplementary Texts - Richard & Henderson, Compensation Management in a knowledge based world, Pearson
   Education Ltd.
5. K.N. Subramaniam, Wages in India
MBA-HRM 04: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (PART - II)

UNIT I
Employee State Insurance Act, 1948

UNIT II
The Payment of Wages Act, 1936
The Minimum Wages Act, 1948

UNIT III
The shops & Establishment Act,
The Workmen's Compensation Act 1923

The Payment of Bonus Act, 1955

UNIT IV
The Payment of Gratuity Act, 1972
The Family Benefit Act, 1961

Suggested Reading:

2. P.L. Malik, Handbook of Industrial Law, Eastern Book
3. N.D. Kapoor, Handbook of Industrial law, Sultan Chand & Sons
5. Ratna Sen, Industrial Relation in India, MacMillan India.
UNIT I
Introduction to Export Management:
Introduction, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export.
Selection of Products and Identification of Export Markets:
Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for a company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

UNIT II
Export Marketing Channels and Export Sales Contract:

UNIT III
Export Finance and Pricing

UNIT IV
Formalities of registration and Export Documentation

SUGGESTED READINGS
1) Cherunilam, F - International Trade and Export Management (Himalaya, 2007)
2) Varshney R L., Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9 Ed.)
3) Govt. of India - Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
4) Keegan J Warren - Global Marketing Management (Pearson Pub.)
UNIT I
Introduction to Logistic System:
Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Export Management, Logistics Excellence.

UNIT II
Structure of Shipping Industry and World Seaborne Trade:
Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company.
Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

UNIT III
Freight Structure and Role of Intermediaries:

UNIT IV
Indian Shipping and Containerization:
Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo.
Concept of Containerization, Classification of Constraints in Containerization, I.C.D’s.

International Air transport:
Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

SUGGESTED READING:
1. Johnson J. Wood D-Contemporary Logistics
UNIT I
Introduction to Rural Management, Importance, Market Size and Physical Structure of Rural Society, Corporate
Interest in Rural Market, Classification of Rural Product and Rural Market,
Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer
Durables, Rural Communication-Challenges and Strategies, Types of Rural Communication.

UNIT II
Rural Consumer’s in India –Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural Market
Segmentation-Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index, Lin-Quest and
MICA Rating, Targeting, Selection of Segments, Product, Pricing and Promotion Strategies.

UNIT III
Marketing of Agricultural Products – Agricultural Inputs and their Types, Government Efforts, Challenges, Agricultural
Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different
Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing.

UNIT IV
Marketing Research, Major techniques of Market Research, Methods of Collection of Information, Dissemination of
Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit
Agency-NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

Suggested Readings
1. Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)
2. Prag P A - Rural Diversification (EG Books)
3. Thorton Daniel and Mormor Alce - Land and Labour in India (Asia Publishing House)
4. Deo S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
5. Gopaiswamy T.P. - Rural Marketing Environment, Problems and Strategies (Vikas, 1 Ed.)
MBA OP 02: INSURANCE & RISK MANAGEMENT

UNIT I

Principles of Life Insurance and Governance of Insurance Business.

UNIT II

Important Life Insurance Products and General Insurance Products
Determination of Premiums and Bonuses
Various Distribution Channels

UNIT III
Risk Management and Underwriting
Role of Actuaries- Product framing, Underwriting guidelines, Re-insurance
Preparation of Insurance Documents: Policy Conditions

UNIT IV
Settlement of Claims
Insurance Laws and Regulations with respect to following Acts.

Ombudsmon Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874,
Code of Conduct in Advertisement, Financial Planning and Taxation, Bank Deposit Schemes, Unit Trust and Mutual Funds, Shares, Tax Benefits under Life Insurance Policies

Suggested Readings:
1. Mishra M.N.-Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)
2. Ganguly Anand -Insurance Management (New Age International Publishers, New Delhi)
5. Kakkar, Basu -Insurance & Risk Management (New Age Publication, New Delhi)