

COURSE CATALOGUE & SYLLABUS

MBA (Forestry and Environment Management)



**SCHOOL OF FORESTRY & ENVIRONMENT
SHIATS – DEEMED UNIVERSITY,
ALLAHABAD – 211 007, UTTAR PRADESH, INDIA**

MBA (Forestry and Environment Management)

Semester –I

CourseCode	Title	Credit
FEM-701	Management of Ecology system and Silviculture	2-0-2
FEM-702	Business Information system	2-0-0
FEM-703	Managerial Economics	2-0-0
FEM-704	Marketing Management	2-0-0
FEM-705	Human Resources Management and Organization behavior	2-0-0
FEM-706	Managerial Accounting	2-0-0
FEM-707	Quantitative Techniques for decision Making	2-0-0
FEM-708	Production and Operation Management	2-0-0
Total		17

Semester II

CourseCode	Title	Credit
FEM-751	Forest Management Technology and Forest Mensuration	2-0-2
FEM-752	Strategic Management	2-0-0
FEM-753	Entrepreneurship development and project management	2-0-0
FEM-754	Business Laws and Ethics	2-0-0
FEM-755	Financial Management	2-0-0
FEM-756	Research Methodology	1-0-0
FEM-757	Consumer behavior	2-0-0
FEM-758	Business Communication and Soft Skill	2-0-0
Total		16

Semester III

CourseCode	Title	Credit
FEM-801	Project Report & Viva	2-0-0
FEM-802	Forest, Organizational Development and Forest Product	2-0-0
FEM-803	Project Planning, Monitoring, Evaluation and Agroforestry	2-0-0
FEM-804	Forest Policy, Laws and International Convention	2-0-0
FEM-805	Service marketing	2-0-0
FEM-806	Strategic Marketing	2-0-0
FEM-807	Market Research	2-0-0
FEM-808	Product and Brand Management	2-0-0
Total		16

Semester –IV

CourseCode	Title	Credit
FEM-851	Environmental Management and Sustainable Development	2-0-0
FEM-852	Environmental Impact Assessment and Eco Development	2-0-0
FEM-853	Global climate changes and Ecotourism	2-0-0
FEM-854	Environmental policy, Laws	2-0-0
FEM-855	Rural Marketing	2-0-0
FEM-856	International Marketing	2-0-0
FEM-857	Microfinance	2-0-0
FEM-858	Advertisement and Promotion	2-0-0
Total		16

FOUNDATION COURSE

Course Code	Course Title	Credit
FEM-601	Introduction to Forestry & Environmental Business Management (Domestic & International)	2-0-0
FEM-602	Introduction to Computers	2-0-0
FEM-603	Introduction to Principles and practices of management	2-0-0
FEM-604	Introduction to Accounting	2-0-0
FEM-605	Introduction to Economics	2-0-0
FEM-605	Business Mathematics & Quantitative techniques	2-0-0

SYLLABUS

Foundation Course

FEM-601	Introduction to Forestry & Environmental Business Management (Domestic & International)	2-0-0
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1. Basics of Biology.
2. Biodiversity.
3. Fundamental of Ecology.
4. Forestry Management
5. Renewable energy.
6. Agroforestry.
7. Eco-tourism.
8. Forest as Revenue.
9. Environmental Management System.
10. Global Environmental Problems.
11. National & International efforts for environmental protection.
12. Endangered species, Wildlife sanctuaries, Reserve Areas.

FEM-602	Introduction to Computers	2-0-0
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- 1) Digital Electronics Basics:-
Analog and Digital Signal, Data, Information, Number Systems and Conversions, Bits, Bytes, ASCII Code, Logic Gates
- 2) Computer System:-
Block Diagram, Generations of Computer System, Classification of Computer, Hardware, Software and Firmware
- 3) Computer Peripherals:-

Input Devices, Output Devices, Processors, Storage devices

- 4) Operating System(OS) Basics:-
Types, User Interface, Utility Software, PC OS, Networking OS, Embedded OS.
- 5) Networking Basics and Data Communication:-
Uses of Networks, Types of Networks, Network Structures, Network Topologies and Protocols, Network Technologies and Elements, Principles of Data Communication
- 6) Web based technology and Business:-
Internet and World Wide Web (WWW), Internet Major Services, Connecting to Internet, Introduction to E-Commerce.
- 7) Database management system:-
Database, Working with Database, Database at work, Common DBMS.
- 8) Computer and Data Security:-
Basic Security Concepts, Threats to Users, Hardware and Data, Diagnosis & Prevention

FEM-603	Introduction to Principles and practices of management	2-0-0
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1. Introduction to Management, Definitions of Management.
2. Management as an Art, Science and Profession*
3. Evolution of Management Science
4. Contribution of various Management Schools and Taylor, Fayol, Gilbert etc.*
5. Introduction to Principles of Management*
6. Difference between Management and Administration
7. Levels of Management
8. Functions of Management
9. Planning Process, Types of Plans, MBO
10. Controlling and Leadership

FEM-604	Introduction to Accounting	2-0-0
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1. Introduction to accounting system.
2. Key concepts and terms, generally accepted accounting principles (.GAAP)

3. Accounting cycles and users of accounting information
4. Types of account, rules of double entry.
5. Recording in primary books -journal
6. Ledger, opening & closing entries
7. Preparation of trial balance
8. Explanation of format of balance sheet and trading and profit & loss account.
9. Numerical on financial accounts

FEM-605	Introduction to Economics	2-0-0
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1. Overview, circular flow of output.
2. Micro & Macro economics.
3. Definition, Importance, similarities, Macro Economics Paradoxes.
4. Law of Demand/Supply.
5. Factors which affects demand and supply.
6. Market Equilibrium/ introduction to Elasticity concepts.
7. Business cycle & inflation-stages, experience of different Economics, inflation concepts.
8. Macroeconomics policies. National income- Definition, concepts, Methods of measuring national income.
9. Buffer

FEM-605	Business Mathematics & Quantitative techniques	2-0-0
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1. Basic concepts of Business Mathematics: Meaning and Application.
2. Fundamental Processes .
3. Word Problems & Equations.
4. Weights & Measurements.
5. Decimals:
 - 5.1 Decimals: Addition and Subtraction
 - 5.2 Decimals: Multiplication and Division
6. Fractions:
 - 6.1 Fractions: Addition and Subtraction.

- 6.2 Fractions: Multiplication and Division
7. Solving Equations
8. Percentages
9. Trade and Cash Discounts
- 10 Markups and Markdowns
- 11 Reading, Analyzing & Interpreting Financial Reports
- 12 Arranging data to convey meaning - Tables, Graphs and Frequency Distribution.
- 13 Measures of Central Tendency and Dispersion

SYLLABUS OF REGULAR COURSES

FEM-701	Management of Ecology system and Silviculture	2-0-2
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1. Ecological principles for ecosystem management.
 - 1.1 What is ecology
 - 1.2 What is the role in management?
 - 1.3 How is living world organized?
2. Ecosystem
 - 2.1 Meaning
 - 2.2 Structure
 - 2.3 Properties
 - 2.4 What determine the species occurrence and status of ecosystem?
3. Ecosystem governing factor.
 - 3.1 Climate
 - 3.2 Physiographic
 - 3.3 Edaphic
 - 3.4 Biotic
4. What are the ecosystems in the world?
 - 4.1 Terrestrial Ecosystems
 - 4.1.1 Forest
 - 4.1.2 Savannas
 - 4.1.3 Grassland
 - 4.1.4 Desert
 - 4.2 Aquatic Ecosystems
 - 4.2.1 Fresh water
 - 4.2.2 Marine ecosystem
 - 4.2.3 Wet land.
5. Field Study-I
 - 5.1 Study of natural ecosystem in and around the campus.
6. What are the resources in the world ecosystems?
 - 6.1 Resources- meaning.
 - 6.2 Types

7. Population – a burgeoning pressure on the resources,
 - 7.1 carrying capacity
 - 7.2 population growth
 - 7.3 resources relationships
8. How ecosystem works?
 - 8.1 Ecosystem metabolism.
 - 8.1.1 Biogeochemical cycle.
 - 8.1.2 Forest energy flow.
9. What keeps ecosystem stable?
 - 9.1 How ecosystem change and evolve?
10. Field exercise II
 - 10.1 Study of redevelopment of vegetation on damaged ecosystem at the institution.
11. Managing ecosystems for sustainability.
 - 11.1 Humans interact with the natural ecosystems.
 - 11.2 The human-use system.
 - 11.3 Rural and urban linkage in human use system.
12. The abuse of ecosystem's services by humans
 - 12.1 Deforestation
 - 12.2 Acidification
 - 12.3 global warming
 - 12.4 ozone depletion
 - 12.5 other kinds of pollution
 - 12.6 Management practices affecting ecosystem's health.
13. Environmental policy & Education.
 - 13.1 who contributes
 - 13.2 Global and Indian efforts.
 - 13.3 Law and environment in India
 - 13.4 Environmental quality standards
 - 13.5 Environmental laboratories.
 - 13.6 Correcting imbalance in the ecosystem.
 - 13.7 Impacts Analysis on the environment.
14. Ecosystem theory.
 - 14.1 Perspectives.
 - 14.2 Its applications.
 - 14.3 Conservation
 - 14.4 Sustainable development
 - 14.5 Ecoplanning
 - 14.5.1 Global and Indian efforts.
 - 14.5.2 Role of ecology.
 - 14.5.3 Economics in conservation planning.
15. Technology for Managing renewable natural resources.
 - 15.1 Management of natural forest.
 - 15.2 Management of plantation
 - 15.3 Management of grasslands/ grazing lands and savannas.
 - 15.4 Management of aquatic ecosystems and wetlands.
 - 15.5 Management of natural resources for biodiversity
16. Protected area network
 - 16.1 National parks
 - 16.2 Sanctuaries
 - 16.3 Biosphere Reserves

	16.4	Wildlife management
17.		Sustainable society
	17.1	Rethinking the past
	17.2	Remaking the future
18.	25.6	Forest type in relation to climate.
	25.7	General Silviculture Principles relating to growth and establishment of forest crops.
	25.8	Forest type in relation to soil.
	25.9	Forest type in relation to topography
	25.10	What is Silviculture?
	25.11	Forest types in relation to biotic.
	25.12	An introduction of Silviculture.
	25.13	Moist tropical forest
	25.14	Basic concepts in regards to environment.
	25.15	Dry tropical forest
	25.16	Basic concepts in regards to conservation.
	25.17	Montana sub-tropical forest
	25.18	Basic concepts in regards to forestry.
19.	25.19	Sub-alpine forest.
	25.20	Ecosystem
	25.21	Alpine scrub
	25.22	Forest as ecosystem.
	25.23	Natural and artificial regeneration of forests
	25.24	Environmental ecosystem.
	25.25	Methods of propagation
	25.26	Socio-economic factor
	25.27	Nursery and planting techniques-nursery beds
	25.28	Ecological role of forest.
20.	25.29	Polybags and maintenance
	25.30	Principals of Silviculture.
	25.31	Water budgeting
	25.32	The base for sound Silviculture practices.
	25.33	Grading and hardening of seedlings, special approaches.
	25.34	Silviculture for forest management
21.	25.35	ecological and physiological factors influencing vegetation
	25.36	Locality factors of Silviculture
	25.37	Establishment and tending
26	26.1	Introduction of environmental complex.
	26.2	Silviculture of forest species known for their specific uses.
	26.3	Classification of environmental complex.
	26.4	Timber producing trees and bamboo
	26.5	Climatic or atmospheric factor
	26.6	Conifers
	26.7	Topographic or physiographic factor
	26.8	Broad leaved species
	26.9	Soil-plant environment
	26.10	Exotics
	26.11	Man-animal-plant relationship
22.	26.12	Bamboos
	26.13	Forest Productivity.
	26.14	Species for industries use.
	26.15	Basic Concepts.
	26.16	Species useful for afforestation of arid lands and wastelands.
	26.17	Definition
	26.18	Species specially used in soil conservation.
	26.19	Site assessment of Silviculture
	26.20	Species of fodder and fuels values
27	26.21	Bio-mass production
	26.22	Silviculture research
	26.23	Nutrient Cycling
	26.24	General consideration
	26.25	Their utility in practices of Silviculture.
	26.26	Typical problems
23	26.27	Site index calibration.
	26.28	Nursery combination.
	26.29	Introduction
	26.30	Technology for wasteland development.
	26.31	Approach
	26.32	Design of field experiments
	26.33	Methods used
24.	26.34	Silviculture – systems
	26.35	Vegetations
	26.36	Clear-felling
	26.37	Classification.
	26.38	Uniform shelter
	26.39	Types
	26.40	Wood selection
	26.41	Criteria
	26.42	Coppice and conversion systems
	26.43	Basis
29.	26.44	Management of Silviculture systems
	26.45	System
25	26.46	Temperate
	26.47	Forest
	26.48	Subtropical
	26.49	Types
	26.50	Humid-tropical
	26.51	Classification
	26.52	Dry tropical
	26.53	Criteria
	26.54	Coastal tropical forests
	26.55	Basis
	26.56	Plantation Silviculture
	26.57	System

FEM-702	Business Information system	2-0-0
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<u>1</u>	<u>Introduction to Information System</u>
1.1	What is an Information System
1.2	System concepts
1.3	Component of an Information System, System characteristics
1.4	Information System Activity/Role
1.5	Types of Information System
1.5.1	Operation Support System
1.5.2	Management Support System
1.6	Information System and Its Resources
1.7	Information System and other Academic Disciplines
1.8	Subsystems of an Information System
1.9	Information System seen by User; explanation with example
1.10	Impact of Information Systems
1.11	Trends in Business Information system
<u>2</u>	<u>Information System in Enterprise</u>
2.1	An Overview of Development of Business Strategies
2.2	Types of Strategies and its Advantages
2.2.1	Business Level Strategy
2.2.2	Firm Level Strategy
2.2.3	Industry Level Strategy
2.3	Types of Systems and Relationships Re-Engineering, Technical infusion, Diffusion & Acceptance, Total Quality Management
2.4	Outsourcing and Down Sizing
2.5	Performance based Information System
2.6	Careers in Information System, Explained with Wal-Mart Case Study
<u>3</u>	<u>Technology of Information System</u>
3.1	Selection, maintenance of Hardware, Software and Related Issues
3.1.1	Data Management
3.1.2	Data Modeling & Relational Database Management
3.1.3	Object oriented and Object Relational Database Management
3.1.4	Database Management Systems
3.1.5	Application of Database
3.1.6	Concepts of Data Warehouse, Data Mart, Data Mining
3.2	Telecommunication and Networks
3.2.1	An overview of Telecommunication
3.2.2	Network Topologies
3.2.3	Network Architectures
3.2.4	Network Protocols
3.2.5	Client- Server Architectures
3.2.6	Client- Server Implementation Strategies

	3.2.7	Features of Network
	3.2.8	Network and Distributed Processing
	3.2.9	Telecommunication Network & Its Application
	3.2.10	Internet, Intranet, World Wide Web, Web Application
	3.2.11	Communication Equipment & Software as per the MIS needs
3.3		The Wireless Revolution
	3.3.1	Concept of Wi-Fi, Bluetooth
3.4		RFID Technology
4		<u>Business Information System</u>
4.1		Functional Business System
	4.1.1	Marketing System
	4.1.2	Manufacturing System
	4.1.3	Human Resource System
	4.1.4	Accounting System
	4.1.5	Financial Management System
4.2		Information Systems Application in Banking & Insurance Management
	4.2.1	Cross Functional Informational System
4.3		Transaction Processing System
	4.3.1	Activities, Control & Management Issues
	4.3.2	Traditional TPS Application
	4.3.3	Implementation Challenges
4.4		Application to Enterprise Management System (EMS)
	4.4.1	Introduction
	4.4.2	ERP Planning System (Basic Features, Benefits, Selection, Implementation, EMS & MIS)
4.5		Supply Chain Management (SCM)
	4.5.1	What is SCM
	4.5.2	Role of SCM
	4.5.3	Benefits
	4.5.4	Challenges
	4.5.5	Trends in SCM
4.6		Business Process Re-engineering (BPR)
	4.6.1	Introduction
	4.6.2	Business Process
	4.6.3	Process & Value
	4.6.4	Stream Model of Organization
	4.6.5	MIS & BPR
4.7		E-Commerce
	4.7.1	B2B, B2C, C2C E Government
	4.7.2	M-Commerce & Threads in M-Commerce
	4.7.3	Strategies of Successful E-Commerce
	4.7.4	T, Electronic Payment Process, e-commerce application
4.8		Technology Support to E-Commerce & M-Commerce
4.9		Business Process Outsourcing (BPO)
	4.9.1	What is BPO?
	4.9.2	Voice BPO Call Centre
	4.9.3	Novice BPO
	4.9.4	Scope of BPO
	4.9.5	Challenges in BPO Management
4.10		Explain with CRM Concept

- 6.2 Government Investment
- 6.3 Overall Resource Allocation
- 6.4 Steps in Cost Benefit Analysis
- 6.5 Justification for the Use of Cost Benefit Analysis
- 7**
 - Government and Business**
 - 7.1 Need of Government Intervention in the Market
 - 7.2 Price Controls
 - 7.3 Support Prices and Administered Prices
 - 7.4 Prevention and Control of Monopoly
 - 7.5 Protection of Consumers' Interest
 - 7.6 Economic Liberalisation
 - 7.7 Process of Disinvestments
 - 7.8 Need and Methods
 - 7.9 Policy Planning as a Guide to Overall Business Development
- 8**
 - National Income Accounting**
 - 8.1 Gross National Product, Net National Product, Gross Domestic Product and Net Domestic Product
 - 8.2 Savings, Investment and Consumption Functions

FEM-704	Marketing Management	2-0-0
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- 1 Marketing Mix
 - 1.1 Four P' s and its Extension
 - 1.2 Four P' s and its Significance in the Competitive Environment
- 2 Product and Product Mix
 - 2.1 Level of Product and Product Line
 - 2.2 Product Life Cycle
 - 2.3 Managing the Product in Product Life Cycle
- 3 New Product Decision Process
 - 3.1 Types of New Product
 - 3.2 Test Marketing a New Product, Portfolio Analysis
 - 3.3 Branding – Definition, Purpose and Significance
 - 3.4 Packaging- Purpose, Types and New Trends in Packaging
- 4 Pricing Strategies
 - 4.1 Factors Influencing Pricing Decision

- 4.2 Approaches to Pricing
- 4.3 Setting the Price and Managing the Price Changes
- 5 Physical Distribution
 - 5.1 Importance and Role of Distribution in Modern Marketing
 - 5.2 Introduction to the Various Channels of Distribution
 - 5.3 Designing Marketing Channels –Flow and Participation of Channels
 - 5.4 Role & Significance of Wholesaling and Retailing
 - 5.5 Warehousing and Inventory Decision
- 6 Promotional tools
 - 6.1 Advertising
 - 6.2 Sales Promotion
 - 6.3 Personal Selling
 - 6.4 Public Relation
 - 6.5 Direct Marketing
 - 6.6 Online Marketing and e-Marketing
- 7 Extended P's of Marketing
 - 7.1 People Process & Physical Evidence

FEM-705	Human Resources Management and Organization behavior	2-0-0
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- 1** **Human Resource Management**
 - 1.1 Introduction and Importance
 - 1.2 Conceptual between Personnel Management and HRM
 - 1.3 Strategic HRM and Role of a HR Manager
- 2.** **Human Resources Process**
 - 2.1 Objectives
 - 2.2 2.3 Human Resource Planning Process – Manpower Estimation, Job Analysis, Job Description, Job Specification
 - 2.4 2.5 Recruitment - Sources of Recruitment.
 - 2.6 2.7 Selection Process. Placement and Induction, Retention of Employees.
 - 2.8 2.8
- 3** **Organisational Behavior**
 - 3.1 Definition –Importance-Historical Background
 - 3.2 Fundamental Concepts of OB-21st Century Corporate
 - 3.3 Different Models of OB i.e. Autocratic- Custodial- Supportive- Collegial and

<u>13</u>		<u>Management of Change</u>
<u>4</u>	13.1	<u>Perception Process</u>
	4.3.2	Factors Responsible for Change-resistance to Change
	4.3.3	Perceptual Resistance to Change
	4.3.4	Perceptual Organization in the Organization
	4.3.5	Organizational Development as a Toll for Introduction of Change
<u>14</u>	4.5	<u>Conflict Management</u>
<u>5</u>	14.1	<u>Personality and Attitude</u>
	5.4.2	Causes of Personal Destructive conflict
	5.4.3	Development of Personality
	5.4.4	Strategies and Dimensions of Constructive Conflict
	5.4.5	Satisfiers for Resolving Destructive Conflict
<u>15</u>	5.5	<u>Total Quality Management</u>
<u>6</u>	15.1	Techniques of TOM
	15.2	Re-engineering
	6.1	Process of Learning
	15.3	Empowerment
	6.2	Principles of Learning
	15.4	Benchmarking
	6.3	Organization Reward System
	15.5	Down sizing
	6.4	Behavioral Management
<u>7</u>	15.6	Learning Organizations
	7.1	<u>Motivation</u>
	7.2	Motives
	7.3	Characteristics
	7.4	Classification of Motives
	7.5	Primary Motives-Secondary Motives
	7.6	Morale
	7.7	Definition and Relationship with Productivity
	7.7	Morale Indicators
<u>8</u>		<u>Theories of Work Motivation</u>
	8.1	Maslow's Theory of Need Hierarchy
	8.2	Herbergs's Theory of Job Loading
<u>9</u>		<u>Stress Management</u>
	9.1	Concepts of Stress
	9.2	Sources of Stress
	9.3	Effects of Stress on Humans
	9.4	Management of Stress
<u>10</u>		<u>Groups Dynamics and Teams</u>
	10.1	Theories of Group Formation
	10.2	Formal Organization and Informal Groups and their Interaction
	10.3	Importance of Teams
	10.4	Formation of Teams
	10.5	Teamwork
<u>11</u>		<u>Organizational Designs</u>
	11.1	Various Organizational Structures and their Effects on Human Behavior
	11.2	Organizational Climate
	11.3	Organizational Culture
	11.4	Organizational Effectiveness
<u>12</u>		<u>Leadership</u>
	12.1	Definition
	12.2	Importance
	12.3	Leadership Styles
	12.4	Models and Theories of Leadership of Leadership Styles

FEM-706	Managerial Accounting	2-0-0
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Mean, Medium, Mode.

Methods of Calculation and Application

1. Dispersion Management Accounting

Regression and Correlation, Definitions and Scope

Simple Regression Applicability of Management Accounting

Multiple Regression

2. Cost Accounting

Correlation – Methods and Techniques

Attributes 2.1 Meaning and Definition

Association of Attributes 2.2 Cost Accounting relationship with Financial Accounting

Probability 2.3 Elements of Cost

Probability 2.4 Preparation of Cost Sheets

Probability Distributions – Binomial, Poisson and Normal Distribution

3. Linear Programming Valuation

Formulation and Graphical solution to two variables assignment problems.

Transportation Problem Material Issuing including pricing of issues.

Queuing Theory

4. Single Server Overheads Multi Server

Games Theory 4.1 Identifying the overheads with the cost center

2x2 zero sum game with dominance 4.2 Allocation and Apportionment

Pure Strategy and Mixed Strategy 4.3 Absorption – Under Absorption and Over Absorption of Overheads

Decision Theory

5. Managerial Decision Making

5 criteria of Decision making 5.1 Meaning and Definitions

5.2 Study of the Managerial Decision Making Techniques such as Marginal Costing, Break Even Analysis

5.3 Applications of Marginal Costing in decision making

5.4 Key Factor considered while making Managerial Decisions

6. Budgetary Control

6.1 Meaning of Budgets and Budgetary Control

6.2 Advantages of Budgetary Control and its Scope

6.3 Types of Budgets such as Functional Budgets, Flexible Budgets, Cash Budgets and Flexible Budgets

7. Materials Cost and Labour Cost Variances

7.1 Standard Costing

7.2 Materials Cost and Labour Cost Variances

7.3 Types of Material Cost Variances

7.4 Transfer pricing

FEM-707 Quantitative Techniques for decision Making 2-0-0

Arranging Data and Analysis

Tables

Graphs

Frequency Distribution

Measures of Central Tendency

FEM-708	Production and Operation Management	2-0-0
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1. Production Management

- 1.1 History and development of Manufacturing/Production Management
- 2.2 Contribution of various Pioneers beginning from Division of Labour to Quality Revolution and Environmental Control

2. Manufacturing Management

- 2.1 Nature, Scope, Importance
- 2.2 Functions of Manufacturing Management

3. Methods of Manufacturing

- 3.1 Project / Jobbing, Batch Production, Flow / Continuous Production, Process Production
- 3.2 Characteristics of each method

4. Plant Location

- 3.2 Importance of Plant Location
- 3.2 Factors affecting location
- 3.2 Factory Building – Plant Layout
- 3.2 Installation of facilities

5. Production Planning & Control

- 5.1 Introduction
- 5.2 Scheduling, Gantt Charts – Documentation, Production Work Order

6. PERT / CPM

- 6.1 Introduction
- 6.2 Network Crashing

7. Maintenance Management

- 7.1 Importance and types of maintenance
- 7.2 Maintenance Planning, Spare Parts Management, Equipment Replacement problem
- 8. **Inspection**
 - 8.1 Cent percent Inspection, Sample Inspection, Operation Characteristics Curves,
 - 8.2 Statistical Quality Control, Control Charts, X-R Charts
- 9. **Work Study**
 - 9.1 Objectives, Scope and Uses
 - 9.2 Methods Study, Man Machine Charts,
 - 9.3 Work Measurement – Elements, Performance Rating, Allowances.
 - 9.4 Methods of Remuneration - Time Based and Efficiency Based - Incentive Schemes – Individual (Halsey, Rowan and Taylor) and Group Incentive Schemes - Standard Time – Synthetic Time Standards - Work Sampling (8)
- 10. **Lean Production Systems**
 - 1.1 TOYOTA system - Theory of Constraints

FEM-751	Forest Management Technology and forest menstruations	2-0-2
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- 1 Introduction to Forest Management Technology.
- 2 Natural regeneration- types advantage and disadvantage.
- 3 Artificial regeneration- types advantage and disadvantage
- 4 Seed sources, collection, storage, treatment.
- 5 Nursery , nursery techniques, types
- 6 Plantation techniques, plantation on different sites and locations.
- 7 Soil conservation methods.
- 8 Agro-forestry and farm forestry.
- 9 Post plantation operations
- 10 Thinning objectives & methods.
- 11 Use of fertilizers and herbicides.
- 12 Pests, diseases and their control.
- 13 Forest fire & its control.\
- 14 Growth hormones and mist chamber.
- 15 Introduction to biotechnology, clonal forestry, tissue culture.
- 16 **Forest Mensuration : Concepts and Scope**
 - 16.1 Definition.
 - 16.2 Scope.
 - 16.3 Principles of measurement
 - 16.4 Scales, units and errors etc.
- 17 **Diameter and Girth Measurement**

- 17.1 Object.
- 17.2 Place of measurement.
- 17.3 Standard rules of measurement.
- 17.4 Instruments used.
- 17.5 Dia and girth classes .
- 17.6 Stem diameter measurement.

- 18 Height measurement
- 18.1 Object.
- 18.2 Methods.
- 18.3 Principle of instruments.
- 18.4 Height of Leaning trees.

- 19. Tree Stem Form
- 19.1 Metzer's theory.
- 19.2 Form of trees.
- 19.3 Form factor.
- 19.4 Form quotients.
- 19.5 Taper curves.
- 19.6 Taper functions.

- 20. Bark Thickness measurement
- 20.1 Bark thickness and diameter.
- 20.2 Bark Yield.

- 21. Area Measurement
- 21.1 Determination of area from a map
- 21.2 Basics of chain and compass survey

- 22. Remote sensing
- 22.1 Basic concepts.
- 22.2 Different components.
- 22.3 Visual and digital interpretation.
- 22.4 Introduction to GIS.

- 23. Volume Measurement
- 23.1 Measurement of volume of ferried trees and logs
- 23.2 Volume of standing trees
- 23.2 Volume of tables
- 23.2
- 24. Determination of growth of trees
- 24.1 Determination of age of trees
- 24.2 Increment and increment percent.
- 24.3 Stump analysis
- 24.4 Stem analysis

- 25. Crop Measurement
- 25.1 Diameter, height and age of crops.
- 25.2 Volume of crops

- 26. Growth and yield of stands
 - 26.1 Stand Structure.
 - 26.2 Stand density.
 - 26.3 Site quality.
 - 26.4 Growth and yield of stand.
 - 26.5 Yield tables.
 - 26.6 Stand tables
 - 26.7 Yield and growth modeling

- 27. Forestry inventory
 - 27.1 Definition.
 - 27.2 Object and different kinds of enumerations.
 - 27.3 Sampling techniques.
 - 27.4 Organization and conduct of enumeration.

- 28. Point Sampling
 - 28.1 Concepts and principles of point sampling
 - 28.2 Use of point sampling
 - 28.3 Instruments used

FEM-752	Strategic Management	2-0-0
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Strategic Management

An Introduction

Evolution of Business Policy as a Discipline

Concept of Strategic Management

Characteristics of Strategic Management

Defining Strategy

Strategy Formulation

Stakeholders in Business

Vision, Mission and Purpose

Business Definition, Objectives and Goals

Environmental Appraisal

Types of Strategies

Guidelines for Crafting Successful Business Strategies

Types of Strategies

Business Definition

Integration Strategies

Mergers

Generic Strategies of Porter

Joint Ventures

Takeovers

Turnaround Strategies

Disinvestment Strategies

Liquidation Strategies

Strategic Analysis and choice

Environmental Threat and Opportunity Profile (ETOP)

Organizational Capability Profile

Strategic Advantage Profile

Corporate Portfolio Analysis

SWOT Analysis

Synergy and Dysergy

GAP Analysis

Porter's Five Forces Model of Completion

Mc Kinsey's 7s Framework

GE9 Cell Model

Distinctive Competitiveness

Selection of Matrix

Strategy Implementation

Issues in Implementation

Project Implementation

Procedural Implementation

Resource Allocation

Budgets

Organization Structure

Matching Structure and Strategy

Behavioral Issues

Leadership Style

Corporate Culture

Values

Power

Social Responsibilities

Ethics

Building a Capable Organization

Functional Issues

Functional Plans and Policies

Financial, Marketing, Operations and Personnel Plans and Policies

Strategy Evaluation

Importance

Symptoms of Malfunctioning of Strategy

Organization Anarchies

Operations Control and Strategic Control

Measurement of Performance

Analyzing Variances

Role of Organizational Systems in Evaluation

New Business Models and Strategies for Internet Economy

Shaping Characteristics of E-Commerce Environment

E-Commerce Business Model and Strategies

Internet Strategies for Traditional Business

Key Success Factors in E-Commerce

Cases in Strategic Management

A minimum of 10 cases encompassing the above topics to be analyzed and discussed in the class.

FEM-753	Enterpreneurship development and project management	2-0-0
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- 1.** **The Entrepreneurial Development Perspective**
 - 1.1 Concepts of Entrepreneurship Development
 - 1.2 Evolution of the concept of Entrepreneur
 - 1.3 Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager
 - 1.4 Attributes and Characteristics of a successful Entrepreneur
 - 1.5 Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development
 - 1.6 Entrepreneurial Culture

- 2.** **Creating Entrepreneurial Venture**
 - 2.1** Business Planning Process
 - 2.2** Environmental Analysis – Search and Scanning
 - 2.3** Identifying problems and opportunities
 - 2.4** Defining Business Idea
 - 2.5** Basic Government Procedures to be complied with

- 3.** **Project Management**
 - 3.1** Technical, Financial, Marketing, Personnel and Management Feasibility
 - 3.2** Estimating and Financing funds requirement – Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs
 - 3.3** Venture Capital Funding

- 4.** **Entrepreneurship Development and Government**
 - 4.1 Introduction to various incentives, subsidies and grants – Export Oriented Units – Fiscal and Tax concessions available
 - 4.2 Role of following agencies in the Entrepreneurship Development – District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)
 - 4.3

- 5.** **Why do Entrepreneurs fail – The FOUR Entrepreneurial Pitfalls (Peter Drucker)**
- 6.** **Women Entrepreneurs**
 - 6.1** Reasons for Low / No Women Entrepreneurs
 - 6.2** Role, Problems and Prospects
- 7.** **Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures**

FEM-754	Business Laws and Ethics	2-0-0
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- 1.** **The Contract Act, 1871**
 - 1.1 Nature and classification of contracts - Essential elements of a valid contract
 - 1.2 Offer and Acceptance - Consideration - Valid Consideration - Capacities of Parties
 - 1.3 Provisions relating to free consent, valid agreements
 - 1.4 Provisions relating to performance and discharge of contract
 - 1.5 Breach of contract – Meaning and remedies
 - 1.6 Contingent Contracts, Quasi-contracts, Wagering Agreements

- 2.** **Contract Act, 1872**
 - 2.1 Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier
 - 2.2 Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee
 - 2.3 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability
 - 2.4 Agency - Agent and Principal - Creation of Agency - Ratification of Agency - Classification of Agents - Relationship between Principal, Agent and Sub-agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent
 - 2.5 Principal - Termination of Agency

- 3.** **Sales of Goods Act, 1930**
 - 3.1 Contract for Sale of Goods - Meaning - Sale of Goods and Agreement to Sell - Essentials of a Contract of Sale - Formalities of a Contract of ale - Sale and Hire Agreements
 - 3.2 Provisions relating to conditions and Warranties
 - 3.3 Provisions relating to transfer of property or ownership
 - 3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller - Remedial measures
 - 3.5 Provisions relating to Auction Sale

- 4.** **The Negotiable Instruments Act, 1881**
 - 4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course
 - 4.2 Negotiation and Types of Endorsements
 - 4.3 Dishonour of Negotiable Instrument - Noting and Protest

- 5.** **The Companies Act, 1956**
 - 5.1 Company - Definition, Meaning, Features and Types of companies
 - 5.2 Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus
 - 5.3 Share Capital - Accounts and Audits - Company Meetings

- 6.** **The Consumer Protection Act, 1986**
 - 6.1 Definitions of Consumer, Person, Goods, Service, Trader, Manufacturer - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices
 - 6.2 Consumer Protection Councils
 - 6.3 Consumer Disputes Redressal Agencies

7. **The Information Technology Act, 2000**
 - 7.1 Digital Signature
 - 7.2 Electronic Governance
 - 7.3 Electronic Records
 - 7.4 Certifying Authorities

8. **Business Ethics and Corporate Governance**
 - 8.1 Meaning of Business Ethics; utilitarianism; justice and the market system; ethics, rights and virtue
 - 8.2 Codes of Ethics, and institutional ethics; international business ethics; the global social responsibilities of business; business and human rights
 - 8.3 Business-to-business dealings and ethics; marketing and advertising ethics;
 - 8.4 Consumer protection and business ethics; international, regional and national guidelines
 - 8.5 Environmental issues

FEM-755	Financial Management	2-0-0
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- 1** **Introduction to Financial Management**
 - 1.1 Concept Scope and Inter Disciplinary Importance
 - 1.2 Functions, Goals, Agency Problem and Goal Conflicts
- 2** **Risk Return**
 - 2.1 Concepts & Measures of Risk & Return
 - 2.2 Types at Risks
 - 2.3 Components of Return
- 3** **Analysis & interpretation of financial statements**
 - 3.1 Common Size Financial Statements
 - 3.2 Cash Flow & Fund flow Statements
 - 3.3 Ratio Analysis
 - 3.4 Working Capital Management
- 4** **Financial decision making I-Investment Decisions**
 - 4.1 Capital Budgeting
 - 4.2 Various Techniques of Capital Budgeting
 - 4.3 Project Evaluation Criteria
- 5** **Financial Decision making II – Cost of capital**
 - 5.1 Cost of Capital Meaning, Importance and Various Types of Costs
 - 5.2 Short Term and Long Term Sources
 - 5.3 Calculation of Cost Borrowed Funds
 - 5.4 Weighted Average Cost of Capital
 - 5.5 Concept of Leverages (Financial & Operating)
- 6** **Financial Decision making III – Profit Planning**
 - 6.1 Concept of Marginal Cost
 - 6.2 Calculation of Break Even Point, Profit Volume Ratio and Margin of Safety

- 6.3 Concept of Key Factor
- 6.4 Application of Marginal Costing
- 7** **Inventory Valuation**
- 7.1 Methods of Pricing
- 7.2 LIFO / FIFO Methods – Numerical

FEM-756	Research Methodology	1-0-0
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- 1** **Research Methodology**
 - 1.1 Meaning
 - 1.2 Objective of Research for Business Decisions and Motivation in Research
 - 1.3 Types of research
 - 1.4 Research approaches
 - 1.5 Research process
 - 1.6 Validity and reliability in research
- 2** **Research Design**
 - 2.1 Features of a Good Design
 - 2.2 Types of Research Design
 - 2.3 Basic Principles of Experimental Design
- 3** **Sampling Design**
 - 3.1 Steps in sample design
 - 3.2 Characteristics of a good sample design
 - 3.3 Random Samples and Random Sampling Design
 - 3.4 Forecasting Techniques
 - 3.5 Time Series Analysis
 - 3.6 Interpolation and Extrapolation
- 4** **Methods of Data Collection**
 - 4.1 Primary Data
 - 4.2 Questionnaire and Interviews
 - 4.3 Secondary Data
 - 4.4 Cases and Schedules
- 5** **Testing of Hypothesis**
 - 5.1 Procedure for Hypotheses testing
 - 5.2 Use of statistical techniques for testing of hypothesis (Chi – Square Test).
- 6** **Testing of Samples**
 - 6.1 Sampling Distribution
 - 6.2 Sampling Theory
 - 6.3 Determining size of the sample
 - 6.4 Codification level

- 6.5 Internal estimation
- 7** **Interpretation of Data and Report Writing**
 - 7.1 Layout of a Research Paper
 - 7.2 Techniques of Interpretation

- 8** **Use of Computer in Research**
 - 8.1 Creating a Database and its use for Statistical Analysis
 - 8.2 Introduction to SPSS package

FEM-757	Consumer behavior	2-0-0
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- 1.** **Consumer Behavior**
 - 1.1 Introduction, meaning and Definitions
 - 1.2 the diversity of consumer behavior
 - 1.3 Nature and Characteristics of Indian Consumers
 - 1.4 Consumer Market demographics in India.

- 2.** **Consumer as an Individual**
 - 2.1 Consumer needs and motivation
 - 2.2 Positive and negative motivation - rational versus emotional motives
 - 2.3 Consumer imagery and perceived risks
 - 2.4 Diffusion of innovations: the diffusion process
 - 2.5 The adoption process
 - 2.6 Consumer innovativeness and personality traits.

- 3.** **Consumer – Social and Cultural Setting**
 - 3.1 Consumer relevant reference groups
 - 3.2 Family decisions making and consumption related roles
 - 3.3 Family life cycle
 - 3.4 Social class and consumer behaviour
 - 3.5 Influence of culture on consumer behaviour
 - 3.6 Cross cultural context

- 4.** **Consumer decision making, choosing and consuming**
 - 4.1 Levels of consumer decision making - extensive problem solving - limited problem solving
 - 4.2 Routinized responsive behavior
 - 4.3 Models of consumer four views of consumer decision making - an economic view - passive view - cognitive view - emotional view -
 - 4.4 Input process-out put Process
 - 4.5 Consumer gifting behavior
 - 4.6 Beyond decision: consuming and possessing
 - 4.7 Personal influence and the opinion leadership process
 - 4.8 Online decision making in consumer purchase process

- 5. Consumer modeling**
 - 5.1 Meaning and definition
 - 5.2 The economic model - learning model - psychoanalytical model - sociological model - the Howard Sheth model - the Engel-Kollat-Blackwell model.

- 6. Consumption and post purchase behavior**
 - 6.1 Consumer satisfaction concept
 - 6.2 cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies
 - 6.3 Competitive advantage through customer value Information
 - 6.4 Customer value determination process
 - 6.5 Measuring customer satisfaction.

- 7. Consumerism**
 - 7.1 Meaning and Definition
 - 7.2 rise of global consumer culture

FEM-758	Business Communication and Soft Skill	2-0-0
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1. Communication Process and Principles of Communication - Barriers to Communication .
2. Written Communication - Letter and Report Writing, Agenda and minutes of Meetings, Press Releases.
3. Written Analysis of Business Situation - Case Analysis
4. Oral Communication – Spoken English - Presentation, Negotiation, Meetings, Telephonic Communications, Body language .

FEM-801	Project Report & Viva	2-0-0
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FEM-802	Forest, Organizational Development and Forest Product	2-0-0
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1. Forest Products and Chemistry
 - 1.1 Importance of forest based industries in relation to Indian economy.
 - 1.2 Chemistry in relation to forest products.

2. Description of different forest based industries –
 - 2.1 paper and pulp,
 - 2.2 furniture,
 - 2.3 bamboo, sports goods, pencil making,
 - 2.4 Match box and splint making,
 - 2.5 use of wood of lesser known forest species for commercial purposes
3. Chemistry of Wood
 - 3.1 Cell wall constituents.
 - 3.2 Chemistry of cellulose,
 - 3.3 starch, hemicelluloses and lignin.
 - 3.4 Extraneous components of wood – water and organic solvent soluble.
4. Resin & Gums
 - 4.1 Chemical composition of oleoresin from major pine species.
 - 4.2 Structural difference among different gums (arabic, ghatti, tragacanth).
5. Oil, Dyes and Tenin
 - 5.1 Chemical nature and uses of volatile oils, tannins etc.
 - 5.2 katha and cutch.
 - 5.3 Chemical nature and uses of important forest based dyes and pigments.
5. Oil, Dyes and Tenin
 - 5.1 Chemical nature and uses of volatile oils, tannins etc.
 - 5.2 katha and cutch.
 - 5.3 Chemical nature and uses of important forest based dyes and pigments.
6. Concept of Organisation
 - 6.1 Goals in Organisations.
7. Organizational Behaviour.
 - 7.1 Organizational structure, changes & development.
8. Forestry Organisations in India- structure.
9. Formal & Informal Organisations in forestry sector.
10. Role link Organisations in forestry sector- TRIFED, LAMP Cooperatives, small saving groups.
11. Approaching people and the community participation and Organisation development.

12. Understanding voluntarism.
- 12.1 Motivation and cooperation in Organisations.
13. Developing peoples Organisation the role of community organizer as change agents.
14. Non-government Organisation (NGOs)- interface between people & state
15. Social Organisations- band, Caln, Tribe , Village.
16. Emerging Organisations in Joint Forestry Management

FEM-803	Project Planning, Monitoring, Evaluation and Agroforestry	2-0-0
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1. Projects.
 - 1.1 Importance and steps in project formulation.
 - 1.2 Ex-ante, concurrent and ex-post project appraisal.
 - 1.3 Choice of discount rate.
 - 1.4 Financial feasibility of project, various techniques used.
2. Planning.
 - 2.1 Advantage and disadvantages of discounting and non-discounting feasibility criteria.
 - 2.2 Sensitivity analysis.
 - 2.3 Introduction of network scheduling techniques.
 - 2.4 Critical path methods.
 - 2.5 Characteristics, use and preparation of critical path.
3. Monitoring and evaluation
 - 3.1 Definition.
 - 3.2 Objectives
 - 3.3 Types.
 - 3.4 Project review meeting
 - 3.5 Preparation of project status reports.
 - 3.6 Fundamentals of environment impact assessment.

4.	Agroforestry
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4.1	Objectives.
4.2	Importance,
4.3	Potential and impediments in implementation.
4.4	Land capability classification.
4.5	Land evaluation.
5.	Overview of global agro-forestry systems.
5.1	Shifting cultivation,
5.2	Taungya system,
5.3	Multiple and mixed cropping,
5.4	Alley cropping,
5.5	Shelter-belts and windbreaks,
5.6	Energy plantations.
5.7	Homestead gardens.
5.8	Production potential of different silvi-pasture system.
6.	Concepts of community forestry .
6.1	Social forestry,
6.2	Linear strip plantations.
7.	Diagnosis and Design – Trends in Agroforestry systems research and development.
8.	Soil and water management
8.1	Objectives
8.2	Scope in relation to agro-forestry systems.
8.3	Soil and water conservation.
8.4	Land classification and carrying capacity.
8.5	Irrigation potential and methods.
8.6	Optimization of waters use in Agroforestry systems
8.7	Dry land farming.
9.	Soil water relations.
9.1	Moisture regimes and management techniques.
9.2	Problem soils and their management, soil organisms and nitrogen fixation.
10.	Biogeochemical cycling of nutrients.
10.1	Organic matter decomposition.
10.2	Nutrients budgeting.

10.3	Soil productivity under different Agroforestry systems.
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FEM-804	Forest Policy, Laws and International Convention	2-0-0
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1. Forest policy.
 - 1.1 Fundamental duties,
 - 1.2 Directive Principles.
 - 1.3 National Forest Policy – 1894, 1952 and 1988.
2. Laws
 - 2.1 General principles of Criminal and Civil law.
 - 2.2 Indian Penal Code.
 - 2.3 Criminal and Civil procedure code.
 - 2.4 Prosecution procedures in the court of law.
 - 2.5 Dealing with Forest and Wildlife offenses
3. Forest laws.
 - 3.1 Indian Forest Act –1927, Further revisions.
 - 3.2 General provision and detailed study.
 - 3.3 Forest Conservation Act 1980 & Rules
 - 3.4 Wildlife Protect Act 1972 and latest modification in 2002.
 - 3.5 Allied enactments & Rules.
 - 3.6 Schedule Tribal & other traditional forest dweller (Forest Right) Act 2006.
4. Case Study
 - 4.1 Important case studies related to forest products, wildlife.
 - 4.2 Landmark judgments.
5. International Conventions
 - 5.1 IUCN acts.
 - 5.2 Reo-de-jenario commitment.
 - 5.3 Kyoto Protocols.
 - 5.4 Ramsar (Iran) conventions for wetland.
 - 5.5 Biodiversity Act 2002.

5.6 Environmental Protection act 1986 (Coastal Regulation Act)

FEM-805	Service marketing	2-0-0
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- 1. Services**
 - 1.1 Nature of Services
 - 1.2 4 Is of service
 - 1.3 Classification of Services
 - 1.4 Goods – services continuum
 - 1.5 Consumer versus Industrial services
 - 1.6 Factors driving growth in services sector
 - 1.7 Global & Indian Scenarios in service industry.
- 2. Service Product**
 - 2.1 Standalone service products
 - 2.2 Service products bundled along with tangible products
 - 2.3 Service Life Cycle
 - 2.4 Service Quality Models SERVQUAL & SERVPERF.
 - 2.5 *Case Study: Growth of Insurance Sector in India: The ‘Insurance Product’ of LIC*
- 3. Customer Expectations**
 - 3.1 Introduction
 - 3.2 Customer Expectations
- 4. Price**
 - 4.1 Factors involved in pricing a service product
 - 4.2 Pricing strategies
 - 4.3 Reshaping demand using effective pricing
- 5. Place**
 - 5.1 Distribution Strategies for Services
 - 5.2 Challenges in Distribution of Services
- 6. Promotion**
 - 6.1 Promotion objectives and plans for services
 - 6.2 Personal Selling
 - 6.3 Advertising and Sales Promotion
 - 6.4 Above and below the line promotions.
- 7. People**
 - 7.1 The key role of people in a service business
 - 7.2 Services marketing triangle
 - 7.3 Service profit chain

- 7.4 Service encounter
- 7.5 Training and development of employees
- 7.6 Motivation and empowerment.
- 8. Physical evidence**
 - 8.1 Servicescape
 - 8.2 Importance of physical evidence in understanding services
 - 8.3 Tangibilising through physical evidence.
- 8. Process**
 - 8.1 Strategies for managing inconsistency
 - 8.2 Service blueprinting
 - 8.3 Defects, failures and Recovery
 - 8.4 Service Guarantee
- 9. Services marketing applications**
 - 9.1 Hospitality services
 - 9.2 Education services
 - 9.3 IT and ITES services
 - 9.4 Event management services
 - 9.5 Retailing services
 - 9.6 Telecommunication services
 - 9.7 Not-for-profit services and Social services
 - 9.8 Government services

FEM-806	Strategic Marketing	2-0-0
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Unit 1 : Market – Oriented Perspectives Underlie Successful Corporate, business, and Marketing Strategies

- 1.1 Three Levels of Strategy: Similar Components but Different Issues
- 1.2 What is marketing’s Role in Formulating and Implementing Strategies?
- 1.3 Formulating and Implementing marketing Strategy – An overview of the Process

Unit 2 : Corporate Strategy Decision and Their marketing Implications

- 2.1 Corporate Scope – Defining the Firm’s Mission
- 2.2 Corporate Objective
- 2.3 Gaining a Competitive Advantages
- 2.4 Corporate Growth Strategies
- 2.5 Allocating Corporate Resources

Unit 3 : Business Strategies and Their Marketing Implications

- 3.1 Strategic Decision at the Business – Unit Level
- 3.2 How Do Business Compete
- 3.3 How Do Competitive Strategies Differ from One Another?

- 3.4 **Deciding when a Strategy is Appropriate:**
The fit between Business Strategies and the Environment
- 3.5 How Different Business Strategies Influences Marketing Decision
- 3.6 What If the Best Marketing Program for a Product Does Not Fit the Business's Competitive Strategy?

Unit 4 Understanding Market Opportunities

- 4.1 **Markets and Industries:**
What's the Difference? Assessing Market and Industry Attractiveness
Macro Trends Analysis: A Framework for assessing Market Attractiveness, Macro Level
- 4.2 Your Market is Attractive: What About Your Industry?
- 4.3 Challenges in Macro – Level Market and Industry Analysis
- 4.4 Understanding Markets at the Micro Level
- 4.5 Understanding Industries at the Micro Level
- 4.6 The Team Domains: The Key to the Pursuit of Attractive Opportunities
 - A. Mission, Aspirations, and Risk Propensity
 - B. Ability to Execute on the Industry's Critical Success Factors
 - C. It's Who You Know, Not What You Know Putting the Seven Domains to work
- 4.7 Anticipating and Responding to Environmental Change
- 4.8 Swimming Upstream or Downstream: An Important Strategic Choice

Unit 5 Measuring Market Opportunities: Forecasting and Market Knowledge

- 5.1 Every Forecast Is Wrong
A Forecaster's Toolkit: A Tool for Every Forecasting Setting
- 5.2 Rate of Diffusion of Innovations: Another Perspective on Forecasting
- 5.3 Cautions and Caveats in Forecasting
- 5.3 Why Data? Why Marketing Knowledge?
Market Knowledge Systems: Charting a Path towards Competitive Advantages
- 5.4 Marketing Research: A Foundation for Strategic Decision Making
What Users of Marketing Research Should Ask

Unit 6 Targeting Attractive Market Segments

- 6.1 Why do Market Segmentation and Target Marketing Make Sense?
- 6.2 How are Market Segment Best Defined?
- 6.3 Choosing Attractive Market Segments:
A Five step Process
- 6.4 Different Targeting Strategies Suit Different Opportunities

Unit 7 Differentiation and Positioning

- 7.1 Differentiation: One Key to Customer Preference and Competitive Advantages
- 7.2 Physical Positioning
- 7.3 Perceptual Positioning
- 7.4 Levers Marketers Can Use to Establish
- 7.5 Positioning
- 7.6 Preparing the Foundation for Marketing Strategies:

- 7.7 The Positioning Process
- 7.8 Some Caveats in Positioning Decision Making
- 7.9 Analytical Tools for Positioning Decision Making

Unit 8 Marketing Strategies for New Market Entries

- 8.1 Sustaining Competitive Advantages Over the Product Life Cycle
- 8.2 New Market Entries – How New Is New?
- 8.3 Objectives of New Market Product and Market Development
- 8.4 Development
- 8.5 Market Entry Strategies: Is It Better to Be a Pioneer or a Follower?
- 8.6 Strategic Marketing Programs for Pioneers

Unit 9 Strategies for Growth Markets

- 9.1 Opportunities and Risk in Growth Markets
- 9.2 Growth – Markets Strategies for Market Leaders
- 9.3 Share – Growth Strategies for Followers

Unit 10 Strategies for Mature and Declining Markets

- 10.1 Shakeout: The Transition from Market Growth to Maturity
- 10.2 Strategic Choices in Mature Markets
- 10.3 Marketing Strategies for mature Markets
- 10.4 Strategies for Declining Markets

Unit 11 Marketing Metrics for Marketing Performance

- 11.1 Designing Marketing Metrics Step by Step
- 11.2 Designing Decision for Strategic Monitoring System
- 11.3 Design Decision for Marketing Metrics
- 11.4 A Tool for Periodic Assessment of Marketing Performance: The Marketing Audit

FEM-807	Market Research	2-0-0
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- 1.** **Introduction to Marketing research**
 - 1.1 Scope, Objectives
 - 1.2 Limitations of Marketing Research
- 2.** **Marketing Research Management**
 - 2.1 Qualities of Research
 - 2.2 Outsourcing, In-house
- 3.** **Value of Research**
- 4.** **Research Process**
- 5.** **Research Design**

- 6.** **Types of Data**
- 6.1 Secondary Data & Primary data
- 7.** **Designing a Questionnaire**
- 8.** **Scaling Techniques**
- 9.** **Sampling Techniques**
- 10.** **Testing Hypothesis**
- 11.** **Bivariate & Multivariate Analysis**
- 12.** **Report Writing**
- 13.** **Application of Marketing Research**

FEM-808	Product and Brand Management	2-0-0
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- 1.** **Product Management**
- 1.1 Product Development
- 1.2 Product focused organization
- 1.3 Market focused organization
- 1.4 Factors influencing design of product
- 1.5 Changes affecting product management
- 2.** **Developing Product Strategy**
- 2.1 Setting objectives & alternatives
- 2.2 Product strategy over the life-cycle
- 2.3 New product development.
- 3.** **Brand and Brand Management**
- 3.1 Product Vs Brand
- 3.2 The brand equity concept
- 3.3 Identity and image
- 3.4 Brand challenges and opportunities
- 4.** **Brand Leveraging & Brand Performance**
- 4.1 Establishing a brand equity management system
- 4.2 Measuring brand equity
- 4.3 Co-branding
- 4.4 Celebrity endorsement
- 5.** **Brand Positioning & Brand Building**
- 5.1 Steps in brand building
- 5.2 Identifying and establishing brand positioning
- 5.3 Defining and establishing brand values
- 6.** **Sustaining Branding Strategies**
- 6.1 Brand hierarchy
- 6.2 Brand extension and brand transfer
- 6.3 Managing brand over time.