

SCHEME OF EXAMINATION
&
SYLLABI
of
MASTER OF BUSINESS ADMINISTRATION
(HONOURS)
(Choice Based Credit System) FROM THE
ACADEMIC SESSION 2016-17



MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)

**SCHEME OF EXAMINATIONS FOR
TWO YEAR MBA (HONOURS) PROGRAMME FROM THE SESSION 2016-17**

First Year: First Semester

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
Core Courses						
16IMH21C1	Management and Organization Behavior	80	20	-	100	3-1-0
16IMH21C2	Managerial Economics	80	20	-	100	3-1-0
16IMH21C3	Quantitative Methods	80	20	-	100	3-1-0
16IMH21C4	Business Laws	80	20	-	100	3-1-0
16IMH21C5	Business Environment Analysis	80	20	-	100	3-1-0
16IMH21C6	Finance & Management Accounting	80	20	-	100	3-1-0
16IMH21C7	Workshop on IT	50	-	50	100	3-0-1
Discipline Specific Elective Courses (Each student will opt one course)						
16IMH21D1	Business Communication Skills	80	20	-	100	3-1-0
16IMH21D2	Event Management	80	20	-	100	3-1-0
Total Credits						32

Note:

1. The duration of all the end term theory examinations shall be 3 hours.
2. The Criteria for awarding internal assessment of 20 marks shall be as under:
 - a) Class test : 10 marks.
 - b) Assignment and Presentation : 5 marks
 - c) Attendance : 5 marks
 - Less than 65%* : 0 marks
 - Upto 70%* : 2 marks
 - Upto 75%* : 3 marks
 - Upto 80%* : 4 marks
 - Above 80%* : 5 marks

First Year: Second Semester

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
Core Courses						
16IMH22C1	Strategic Marketing	80	20	-	100	3-1-0
16IMH22C2	Strategic HRM	80	20	-	100	3-1-0
16IMH22C3	Financial Management	80	20	-	100	3-1-0
16IMH22C4	Management Information Systems	80	20	-	100	3-1-0
16IMH22C5	Operations Research	80	20	-	100	3-1-0
16IMH22C6	Business Research Methods	80	20	-	100	3-1-0
Foundation Elective Course						
Each student will opt one course from the pool of Foundation Elective Courses provided by the University, excluding the Foundation Elective Course prepared by the Institute of Management Studies and Research.						2
Open Elective Course						
Each student will opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses prepared by the Institute of Management Studies and Research.						3
Discipline Specific Elective Courses (Each student will opt one course)						
16IMH22D1	Operations and Supply Chain Management	80	20	-	100	3-1-0
16IMH22D2	Entrepreneurship	80	20	-	100	3-1-0
Total Credits						33

NOTE: Immediately after the completion of the Second semester, the students shall proceed for their Summer Vacation Training (SVT) of 8 weeks duration. The Summer Training Report prepared after the completion of SVT shall be assessed in the third Semester as a compulsory course. The SVT will be submitted by the candidates in the manner as specified in the Ordinance.

Second Year: Third Semester

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
Core Courses						
17IMH23C1	E-Business	80	20	-	100	3-1-0
17IMH23C2	Strategic Management	80	20	-	100	3-1-0
17IMH23C3	Workshop on Emotional Intelligence	50	-	50	100	3-1-0
17IMH23C4	Summer Vacation Training Report	100	-	-	100	4
Open Elective Course						
Each student will opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses prepared by the Institute of Management Studies and Research.						3
Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme)						
Human Resource Management						
17IMH23GH1	Performance Management	80	20	-	100	3-1-0
17IMH23GH2	Organizational Development	80	20	-	100	3-1-0
Finance						
17IMH23GF1	Management of Financial Services and Institutions	80	20	-	100	3-1-0
17IMH23GF2	Project Management and Infrastructure Finance	80	20	-	100	3-1-0
Information Technology						
17IMH23GT1	Object Oriented Analysis & Design	50	-	50	100	3-0-1
17IMH23GT2	Multimedia & Web Engineering	50	-	50	100	3-0-1
International Business						
17IMH23GI1	Foreign Exchange Management	80	20	-	100	3-1-0
17IMH23GI2	Export Management	80	20	-	100	3-1-0
Marketing						
17IMH23GM1	Consumer Behaviour	80	20	-	100	3-1-0
17IMH23GM2	Integrated Marketing Communication	80	20	-	100	3-1-0
Total Credits						35

Note:

- Students are required to choose any two specialization areas offered under dual specialization scheme. The specialization area opted in 3rd Semester would remain same in 4th semester also.
- Only the following combinations of specializations shall be offered to the students of Two Year MBA (Honours):
 - Finance and Marketing
 - Finance and Human Resource Management
 - Human Resource Management and Marketing
 - Finance and Information Technology
 - Finance and International Business
 - Marketing and International Business
 - Marketing and Information Technology

Second Year: Fourth Semester

Course Code	Title of the Course (s)	External Marks	Sessional / Internal Marks	Practical Marks	Total Marks	Credits (L-T-P)
Core Courses						
17IMH24C1	Business Process Outsourcing	80	20	-	100	3-1-0
17IMH24C2	Project Report	100	100	-	200	8
17IMH24C3	Comprehensive Viva-voce	100	-	-	100	4
Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme)						
Human Resource Management						
17IMH24GH1	Training and Development	80	20	-	100	3-1-0
17IMH24GH2	Talent Management	80	20	-	100	3-1-0
Finance						
17IMH24GF1	Security Analysis and Portfolio Management	80	20	-	100	3-1-0
17IMH24GF2	Financial Derivatives	80	20	-	100	3-1-0
Information Technology						
17IMH24GT1	Programming in Oracle	50	-	50	100	3-0-1
17IMH24GT2	Programming in Visual Basic	50	-	50	100	3-0-1
International Business						
17IMH24GI1	Multinational Financial Management	80	20	-	100	3-1-0
17IMH24GI2	International Banking Management	80	20	-	100	3-1-0
Marketing						
17IMH24GM1	Strategic Brand Management	80	20	-	100	3-1-0
17IMH24GM2	Retail Management	80	20	-	100	3-1-0
Total Credits						32

Note:

- Students are required to choose any two specialization areas offered under dual specialization scheme. The specialization area opted in 3rd Semester would remain same in 4th semester also.
- Only the following combinations of specializations shall be offered to the students of Two Year MBA (Honours):
 - Finance and Marketing
 - Finance and Human Resource Management
 - Human Resource Management and Marketing
 - Finance and Information Technology
 - Finance and International Business
 - Marketing and International Business
 - Marketing and Information Technology
- The topic of the Project Report (Code 16IMH24C2) shall be finalized in 3rd semester by a Committee of the faculty members to be constituted by Director/Principal of the concerned Institute after presentation by candidate before the Committee.

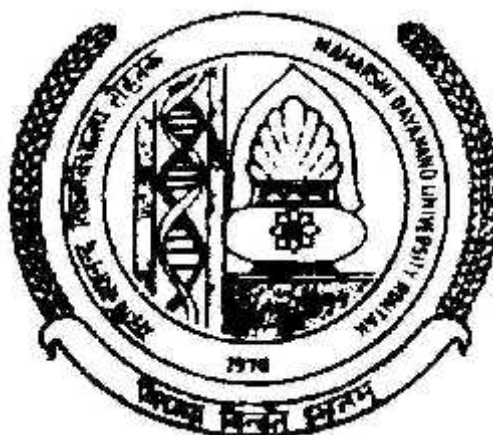
Instructions for the conduct of Practical and Comprehensive Viva-Voce of Two Year MBA (Honours) Programme

Computer Practical and Comprehensive Viva-voce wherever applicable, shall be conducted by a Board of Examiners on invitation of the concerned Director/Principal of the affiliated Institute of the University. The practical examination(s) of the courses (relating to IT/Computer or wherever specified) shall be conducted by the Board of Examiners, consisting of one internal faculty member (to be appointed by the Director of the concerned Institute); and one external examiner (to be appointed by the Vice-Chancellor on the recommendations of the PG Board of Studies in Management). The comprehensive viva-voce shall be conducted by a Board of Examiners to be appointed by the Vice-Chancellor on the recommendation of the PG Board of Studies in Management comprising one Internal Faculty to be nominated by the Director of the concerned Institute; and two External Examiners from the Academic field (two members shall form the quorum). The external examiner shall only be invited, who is at present working as faculty on permanent basis against sanctioned post, approved by the University having experience of not less than FIVE years in the University or an Institute/College affiliated to University for the conduct of computer practical and comprehensive viva-voce.

The concerned Principal/Director of the College/Institute shall request the examiner at his own level and shall make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the award list along with attendance of the candidates and eligibility proof of examiner duly signed by both the examiner and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Principal/Director is also required to make payment of TA/DA and examination remuneration to the examiner on the spot as per University norms and the same will be reimbursed by the University after submitting the bills to the Controller of Examinations duly verified by the concerned Principal/Director of the Institute. The Institutes/Colleges are also advised to invite the examiners from nearby stations only. In case the examiner(s) is/are invited beyond 100 k. m. distance (one way), the permission of the University may be sought.

SYLLABI
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MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR
Paper Code: 16IMH21C1

Unit-I

Introduction to management and organizational behaviour, historical foundation of management and OB, managerial skills and roles, managers and organisations – purpose and systems behaviour of organization, organizational strategy, planning and control

Unit-II

Individual Behaviour – Individual differences, perception, learning, personality; motivation – concept and applications, stress, emotional intelligence, self-management

Unit-III

Interpersonal relationships, group and team dynamics, conflict management, power and politics, leadership

Unit-IV

Organizational structure, design, contemporary design structures, building and changing organizational culture, organizational change and development

Suggested Readings:

1. Blaioisi, Wendy, Curtis W Cook and Phillip L, Hunsaker, Management and Organisational Behaviour, McGraw Hill
2. Mondy, R Wayne, Aruther Sharplin and Shane Premeaux, Management and Organizational Behaviour, Allyn and Bacon, USA
3. Mullins, Laurie, J. Management and Organisational Behaviour, Pearson Education, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

MANAGERIAL ECONOMICS
Paper Code: 16IMH21C2

Unit-I

Nature, scope and significance of Managerial Economics; cardinal utility theory and indifference curve technique and theory of consumer choice; price, income and substitution effects; demand elasticity, demand estimation and forecasting; consumer's surplus; Nature of Marginal Analysis

Unit-II

Law of variable proportions; laws of returns, optimal input combination, returns to scale, economies of scale; output cost relations; engineering cost curves; technological change and production decisions; revenue curves of a firm; relationship between AR, MR and elasticity of demand

Unit-III

Equilibrium of the firm; price and output decisions under alternative market structures – perfect competition, monopoly, monopolistic competition and oligopoly; Product differentiation and price discrimination; Dumping

Unit-IV

Alternative objectives of business firms; Baumol's Sales Maximisation Model - advertising and price output decisions; general pricing strategies; special pricing techniques – limit pricing; peak load pricing; transfer pricing; pricing of public utilities risk analysis

Suggested Readings:

1. Mishra S.K. and Puri V.K., Economic Environment of Business, Himalaya Publishing, New Delhi
2. Bedi, Suresh, Business Environment, Excel Books, New Delhi
3. Datt Ruddar and Sundaram, Indian Economy
4. Govt. of India, Economic Survey (latest year), Govt. of India, New Delhi
5. Sengupta N.K., Government and Business, Vikas Publication, New Delhi

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L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

QUANTITATIVE METHODS

Paper code: 16IMH21C3

Unit-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits, limitations and characteristics; skewness: meaning and coefficient of skewness.

Unit-II

Correlation analysis - meaning & types of correlation, Karl Pearson's coefficient of correlation and Spearman's rank correlation; regression analysis - meaning and two lines of regression; relationship between correlation and regression coefficients. Time series analysis - measurement of trend and seasonal variations; time series and forecasting.

Unit-III

Probability: basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.

Unit-IV

Tests of significance; Hypothesis testing; Large samples, Small samples: Chi-square test, Analysis of variance.

Suggested Readings:

1. Levin & Rubin, Statistics for Business, Prentice Hall of India, N. Delhi.
2. Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
3. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
4. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
5. Hooda. R. P., Statistics for Business & Economics, McMillan India Ltd.

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L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

BUSINESS LAWS Paper
Code: 16IMH21C4

Unit-I

The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts

Unit-II

The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller; the negotiable instruments act: nature and types; negotiation and assignment; holder-in due course, dishonour and discharge of a negotiable instrument, arbitration

Unit-III

The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares

Unit-IV

Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law; RTI Act 2005: Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.

Suggested Readings:

1. Kuchhal, M.C. and Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Khergamwala, J.S., The Negotiable Instrument Acts, N.M. Tripathi, Bombay, 1980
3. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur, 1992
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi, 1998
5. Tulisian P.C., Busienss Law, TMH, New Delhi

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L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

BUSINESS ENVIRONMENT ANALYSIS
Paper Code: 16IMH21C5

Unit-I

Business Environment – Nature, determinants and factors of change; assessing and dealing with country risk; current scenario of India's economic growth and stability; evaluation of monetary and fiscal policy; inflationary position

Unit-II

Economic Reform strategy – Liberalization, privatization and globalization; public-private partnerships; competitive environment and the new competition law; merger and acquisition trends

Unit-III

Current state of the financial sector; industrialization trends and policy; public sector scenario and the disinvestment trends; present state of infrastructure; service sector trends; technological environment and IPRs

Unit-IV

Balance of payments scenario; current foreign trade position; environment for foreign investment and MNCs; exchange rate developments; impact of multilateral institutions (WTO, World Bank and IMF) on India's business environment; India's competitiveness in the world economy

Suggested Readings:

1. Burden T, L Hamilton and P Webster, Operating Environment; Oxford: Open Learning Foundation Enterprise
2. Bedi Suresh, Business Environment, Excel Books, Delhi
3. Ahluwalia I J and IMD Little (eds.), India's Economic Reforms and Development, Oxford University Press, Delhi
4. Datt Ruddar and KPM Sundharam, India Economy, S Chand, New Delhi
5. Govt. of India, Economic Survey

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L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

FINANCE AND MANAGEMENT ACCOUNTING
Paper Code: 16IMH21C6

Unit-I

Financial Accounting-concept, importance and scope, accounting principles, accounting record and system, preparation of final accounts, depreciation methods

Unit-II

Cost accounting-meaning, importance, methods and techniques; classification of costs and preparation of cost sheet; activity-based costing and activity-based management; cost-volume profit analysis

Unit-III

Management accounting- concept, need, importance and scope; meaning and types of financial statements; techniques of financial statement analysis; ratio analysis; fund flow statement; cash flow statement (AS-3)

Unit -IV

Role of budgeting – process of budgeting, preparation of master budget, activity based budgeting; zero based budgeting; performance budgeting; behavioral dimension of budgeting; standard costing and variance analysis (material and labour); customer profitability and sales variance analysis; cost information and managerial decisions

Suggested Readings:

1. Vaidya, S C and Suveera Gill, Cost Management: A Strategic Emphasis, Macmillan Publications
2. Hansen, Mown, Cost Management, Cenage Publication
3. Horngreen, T Charles, Cost Accounting: A Managerial Emphasis, Pearson Publication
4. Hilton, W Ronald, Managerial Accounting, Tata McGraw Hill
5. Anthony and Kaplan, Management Accounting, Pearson Publication
6. Anthony, Accounting: Text and Cases, Tata McGraw Hill

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L-T-P
3-0-1

External Marks: 50
Practical Marks: 50
Time Allowed: 3 Hours

WORKSHOP ON IT
Paper Code: 16IMH21C7

Unit-I

Introduction to Computers – Characteristics, capabilities, limitations and applications of computers; types of computers; computer hardware, software; block diagram of computer and overview of working; types of computer language; generation of computer languages; functions and types of operating system

Unit-II

Internet – Internetworking, concepts, internet protocol addresses, www and browsing, security, internet applications; e-commerce – traditional vs. e-commerce, benefits, limitations and applications, framework

Unit-III

Working with Software Packages and Operating System – An introduction to PC software packages; word processor – working with text, tables, checking spelling and grammar, printing a document, mail merge; spreadsheet software – working with worksheet, formulas and functions, inserting charts; PowerPoint presentation – working with different views and designing presentation; windows OS – working with files and folders, windows explorer, system utilities in windows OS

Unit-IV

Introduction to HTML – Building HTML documents, HTML tags, inserting text and images, backgrounds and color control, creating links, table layout and presentation, creating frames, forms

Suggested Readings:

1. Introduction to Information Technology, Pearson Education, New Delhi
2. Norton, Peter, Introduction to Computers, Tata McGraw Hill, New Delhi
3. Douglas, Comer E, Computer Networks and Internet, Pearson Education, New Delhi
4. Rajaraman, V, Fundamentals of Computers, Prentice, Hall of India, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

BUSINESS COMMUNICATION SKILLS
Paper Code: 16IMH21D1

Unit-I

Purpose and process of communication; myths and realities of communication; paths of communication; oral communication: noise, barriers to communication; listening – listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication

Unit-II

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews

Unit-III

Nonverbal communication: gestures, handshakes, gazes, smiles, hand movements, style of working, voice modulations, body sport for interviews; business etiquettes: business dining, business manners of people of different cultures, managing customer care

Unit-IV

Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters, telex manages, facsimiles, electronic mail; diary writing; developing resume

Suggested Reading:

1. Kaul, Asha, Business Communication, PHI, New Delhi
2. Kaul, Asha, Effective Business Communication, PHI, New Delhi
3. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education
4. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

EVENT MANAGEMENT
Paper Code: 16IMH21D2

Unit-I

Events – Nature, definition and scope, C's of events, designing, interaction and importance; Event marketing tools – various needs addressed by events, focusing and implementing events, advantages and disadvantages of events

Unit-II

Elements of Events – Event, infrastructure, target audience, organizers, venue, media activities to be carried out; concept of market in events, segmentation and targeting of the market events

Unit-III

Positioning in events and the concept of event property; events as a product, methods of pricing events, events and promotion, various functions of management in events

Unit-IV

Strategic alternatives arising from environment, competition and defined objectives; pricing objectives; evaluation of event performance – measuring performance and correcting deviations

Suggested Readings:

1. Shone, Anton and Bryn Parry, Successful Event Management, Cengage Learning India Pvt. Ltd, New Delhi
2. Gaur, S.S. and Saggere, S.V., Event Marketing Management
3. Panwar, J.S., Marketing in the New Era, Sage Publications, 1998
4. Kotler, P., Marketing Management, Analysis, Planning, Implementation and Control, Prentice Hall, 1997
5. Avrich, Barry, Event and Entertainment, Delhi, Vision Books, 1994

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L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

STRATEGIC MARKETING
Paper Code: 16IMH22C1

Unit-I

Marketing Concepts, role of marketing in business, marketing mix, concept of strategic marketing, strategic marketing process, marketing and business strategy, marketing strategy and planning, strategic issues in marketing

Unit-II

Nature and structure of marketing environment, environmental scanning and analysis, PEST framework competitor analysis, customer analysis, buyer behaviour models, organizational buying behaviour, marketing information system; marketing cost and financial analysis

Unit-III

Segmenting markets, niche marketing, market targeting strategies, positioning strategies, relationship strategies, inter-organisational relationships, influence of market position on strategy, new product development – planning, process and strategies

Unit-IV

Product strategies, branding strategies, customer service strategy, pricing strategies, advertising strategies, sales promotion strategies, direct marketing strategies, sales force strategies, distribution strategies

Suggested Readings:

1. Cravens, David and Nigel Piercy, Strategic Marketing, Tata McGraw Hill, New Delhi
2. Nag, A, Strategic Marketing, McMillan India, New Delhi
3. Sahaf, Musadiq A, Strategic Marketing, Prentice Hall of India Ltd, New Delhi
4. Proctor, Tony, Strategic Marketing – An Introduction, Taylor and Francis

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

STRATEGIC HRM
Paper Code: 16IMH22C2

Unit-I

HR environment; HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning

Unit-II

Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices

Unit-III

HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems

Unit-IV

Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring

Suggested Readings:

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi
3. Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.

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L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

FINANCIAL MANAGEMENT
Paper Code: 16IMH22C3

Unit-I

Financial management-scope finance functions and its organisation, objectives of financial management; time value of money; sources of long term finance.

Unit-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

Unit-III

Capital structure decisions-financial and operating leverage; capital structure theories- NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models -Walter, Gordon & M.M. models.

Unit-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

Suggested Readings:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

MANAGEMENT INFORMATION SYSTEMS
Paper code: 16IMH22C4

Unit-I

Concepts of information systems: Components of an information system, Information system resources, Information system activities; Types of information systems; Challenges of information systems; Developing information system.

Unit-II

Information systems planning and strategic advantage: Process of information system planning, Strategic alignment of business and information technology; Strategic roles for information systems, Breaking business barriers; Reengineering business processes, Improving business quality.

Unit-III

Functional business information systems: Marketing information systems; Manufacturing information systems; Human Resource information systems; Accounting information systems; Financial information systems.

Unit-IV

Managing information systems: Information systems security and control; Ethical and social impact of information systems.

Advanced concepts in information systems: Enterprise resource planning; Supply chain management; Customer relationship management; Procurement management.

Suggested Readings:

1. Kumar, M., Business Information Systems, Vikas Publishing House, 2003.
2. O'Brien, J.A., and Marakas, G.M., Management Information Systems, 7th ed., Tata McGraw-Hill, New Delhi, 2007.
3. O'Brien, J.A., Management Information Systems, 4th ed., Galgotia Publication, New Delhi, 2002.
4. Alter, S., Information Systems – The Foundation of E-Business, 4th ed., Pearson Education, 2006.
5. Laudon, K.C., and Laudon, J. P., Management Information Systems, 7th ed., Pearson Education, 2003.
6. Marco, T.d. Structured Analysis & System Specification, New Delhi. Yourdon Press, 1989.
7. Rajaraman, V. Analysis and Design of Information Systems. New Delhi, Prentice Hall of India, 1991.
8. Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press, 1992.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

OPERATIONS RESEARCH
Paper Code: 16IMH22C5

Course Objective:

The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

Unit-I

Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II

Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Unit-III

PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

Unit-IV

Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

Suggested Readings:

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

BUSINESS RESEARCH METHODS
Paper Code: 16IMH22C6

Unit-I

Business research; its concept, nature, scope, need and managerial value of business research; components of theory – definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal

Unit-II

Research design – concept and types – exploratory, descriptive, diagnostic and experimental; sampling design; techniques, factors influencing sample size, measurement – concept, measurement scales – types and construction of scales and reliability and validity aspects in measurement

Unit-III

Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational methods; data analysis and interpretation, editing, coding, content analysis and tabulation; hypothesis testing – an overview of parametric and non-parametric tests (Analysis of Variance, X2 test, Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal – Wallis H-test)

Unit-IV

An overview of dependent and interdependent methods (multiple regression, discriminant analysis, conjoint analysis, factor analysis, cluster analysis); ingredients and constructions of research report; procedure of preparation of reference and bibliography

Suggested Readings:

1. Zikmund, Millian G., Business Research Methods , Thomson Learning , Bombay
2. Cooper, Donald R- and Pamels Schindler, Business Research Methods , Tata McGraw Hills, New Delhi
3. Geode, Millian J. & Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi
4. Sekran, Uma, Business Research Method, Miley Education, Singapore
5. Kothari, C.R., Research Methodology

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

OPERATIONS AND SUPPLY CHAIN MANAGEMENT
Paper Code: 16IMH22D1

Unit -I

Introduction to operations Management; Factors affecting operation management, Decision making in operation Management ; Operation strategies ; Demand Forecasting, Qualitative & Quantitative Forecasting methods; Designing of processes and types of Process.

Unit-II

Facility Capacity ; Capacity Strategies ; evaluation of capacity alternatives; analyzing capacity planning decisions; facility location; Factors, types and location planning methods, facility layout; Operation facility layout; types and layout decision models, Material Handling Managing Quality, JIT and Lean production in operations management.

Unit-III

Introduction to supply chain management ; future trends in supply chain management ; increasing supply chain responsiveness , Logistics ; logistical operation in supply chain management, Supply chain synchronization, model and data validation, Decision Models, Logistic design and operational planning, managing operation across the supply chain.

Unit-IV

Procurement Process and sourcing decision ; procurement process perspective , strategies & trends in procurement, The sourcing decision and strategies, E- Procurement, risk and benefits of outsourcing. Inventory, role and importance of inventory in supply chain Management. Customer value and supply chain Management, performance measure measurement along supply chain, Social issues & Relationship development in S.C.M.

Suggested Readings:

1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; New Delhi
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi
4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi
5. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

ENTREPRENEURSHIP
Paper code: 16IMH22D2

Unit-I

Entrepreneurship – Concept, knowledge and skills requirement, characteristics of successful entrepreneurs, role of entrepreneurship in economic development, entrepreneurship process, factors impacting emergence of entrepreneurship, managerial vs. entrepreneurial approach and emergence of entrepreneurship

Unit-II

Creating Entrepreneurial Venture – Environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors

Unit-III

Sources of Finance – Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trademarks, copy rights, trade secrets, licensing, franchising

Unit-IV

Role of Central and State Governments in promoting entrepreneurship, various incentives, subsidies, fiscal and tax concessions; agencies in entrepreneurship development – District Industries Centres (DICs), Small Industries Service Institute (SISI), Entrepreneurship Development Institutes of India (EDII); Women Entrepreneurs – role, problems, prospects

Suggested Readings:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
5. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

E-BUSINESS
Paper code: 17IMH23C1

Unit-I

Introduction to E-Business: Basics of E-Business – history of internet, evolution of e-business, traditional business vs. e-business, organizational culture for e-business; e-business framework – from markets to communities, components of an e-enabled sell site, commerce platforms, e-enabled customer service, e-procurement; e-business development – e-business strategy (planning to action); e-business design

Unit-II

E-Business Operations: e-marketplaces; e-procurement; supply chain management and e-business; enterprise resource planning; knowledge management and e-business

Unit-III

E-Business technologies and Trends: e-business infrastructure; e-business technologies; e-banking; e-governance; mobile business

Unit-IV

Issues and Challenges in E-Business: E-business applications; e-security; cybercrimes and cyber laws; computer fraud and abuse act; software piracy; computer viruses and harmful software; challenges in e-business; future of e-business

Suggested Readings:

1. Bozarth, Cecil C & Handfield, Rober B, Introduction to Operations and Supply Chain Management; Pearson Education, New Delhi
2. Wisner, Joel D, Leong, G Keong & Tan, Keah-Choon, Principles of Supply Chain Management – A Balanced Approach, Thomson Learning, New Delhi
3. Gaither, Norman & Frazier, Greg, Operations Management, Thomson Learning, New Delhi
4. Mahadevan, B, Operations Management – Theory and Practice, Pearson Education, New Delhi
5. Krajewsk, Lee J & Ritzman, Larry P, Operations Management – Processes and Value Chains, Pearson Education, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

STRATEGIC MANAGEMENT
Paper Code: 17IMH23C2

Unit-I

Strategic Management Process: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategies, mission and objectives, strategic business unit, environment – concept, components and appraisal

Unit-II

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT analysis formulation – corporate level strategies and business strategies, strategy analysis and choice – the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan

Unit-III

Strategy implementation: aspects, structures, design and change; behavioural implementation – leadership, culture, value and ethics

Unit-IV

Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies; strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control

Suggested Readings:

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. David, Fred R. Strategic Management – Concept and Cases, Pearson Education, Delhi
3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalisation; Thomson Asia Pvt. Ltd.
4. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 50
Workshop Marks: 50
(Internal)
Time Allowed: 3 Hours

WORKSHOP ON EMOTIONAL INTELLIGENCE
Paper Code: 17IMH23C3

Unit-I

Concept and significance of emotional intelligence, emotional quotient and intelligence quotient, multiple intelligence, emotional intelligence and personality, models of emotional intelligence, emotional intelligence and workforce diversity, cultural intelligence

Unit-II

Emotional competency framework, personal competencies, social competencies, emotional intelligence and leadership, primal leadership, resonant leadership, resilient leadership, political intelligence, moral intelligence

Unit-III

Affectivity, Empathy, emotional contagion, emotional labour, emotional dissonance, emotional tagging, emotional burnout, emotional branding

Unit-IV

Social intelligence, team emotional intelligence, assessing emotional intelligence, managing emotions, building emotionally intelligent workplaces, role of emotional intelligence in decision making, applications of emotional intelligence in HR, Marketing and Finance.

Suggested Readings:

1. Goleman, Daniel – Emotional Intelligence – Why It Can Matter More than IQ, Bloomsbury, UK
2. Goleman, Daniel – Working with Emotional Intelligence, Bloomsbury, London
3. Goleman, Daniel, R Boyatzis and Annie Mckee Primal Leadership, Harvard Business School Press, Boston
4. Goleman, Daniel – Social Intelligence – The New Science of Human Relationships, Bantam Books, New York
5. Boyatzis, Richard and Annie Mckee, Resonant Leadership, Harvard Business Review Press
6. Nadler, Reldan S – Leading with Emotional Intelligence, Tata McGraw Hill, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

BUSINESS PROCESS OUTSOURCING
Paper Code: 17IMH24C1

Unit-I

Introduction – Concept and history of outsourcing, BPO as socio-technical invention, drivers of business process outsourcing, sector's growth; types of BPOs – offshoring, on shoring, near shoring, emerging trends in BPO, reverse outsourcing, business transformation outsourcing, stages of outsourcing

Unit-II

Designing Outsourcing Project: Identify and select outsourcing opportunity; elements of strategic assessment – business value assessment, operational assessment, financial assessment, risk assessment

Unit-III

Executing Outsourcing Projects: Vender assessment and selection, negotiation and executing contract, project initiation and transition; managing BPO – vender relationship infrastructure consideration and challenges continuing, modifying or terminating the contract

Unit-IV

Key Dimensions: HR outsourcing, outsourcing of financial services, Knowledge Process Outsourcing, call centre and help desk outsourcing, future of BPO

Suggested Readings:

1. Click Rick L and Thomas N Duening, Business Process Outsourcing: The Competitive Advantage, John Wiley & Sons, Inc.
2. Power Mark J, Kevin C Desouza, Carlo Bonifazi, The Outsourcing Handbook: How to Implement a Successful Outsourcing Process, London and Philadelphia
3. Corbett Michael F, The Outsourcing Revolution: Why it Makes Sense and How to Do it Right, Dearborn Trade Publishing, A Kaplan Professional Company
4. Patel Alpesh B, Hemendra Aran, Outsourcing Success: The Management Imperative, Palgrave Macmillan

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

PERFORMANCE MANAGEMENT
Paper Code: 17IMH23GH1

Unit-I

Basics of Performance Management – Concept, essence, scope, need for performance management as a system, principles, PM vs. PA, performance management process, performance management and strategic planning linkages, performance and potential management

Unit-II

Measuring Performance – Managing for results, managing behaviour, managing competencies, conducting performance reviews

Unit-III

Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

Unit-IV

Key Issues – 360° feedback, feedback, counseling and coaching, strategy maps and balance score card, management team performance, managing organizational performance, performance management and pay, performance management training, evaluating performance management

Suggested Readings:

1. Aguinis, Herman, Performance Management, Pearson Education Inc.
2. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page
3. Kohli, A S and T Deb, Performance Management, Oxford University Press, New Delhi
4. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

ORGANISATION DEVELOPMENT
Paper Code: 17IMH23GH2

Unit-I

Introduction – Origins and evolution of Organization Development (OD), nature and characteristics of OD; OD core – concept of planned change, change models, action learning, OD Process

Unit-II

OD Focus – Strategy, organizational design, structure of work, culture, workforce development, team development, leadership development; OD consulting – consulting process, phases, contract, facilitation and coaching

Unit-III

OD Interventions – Person centred OD interventions – T group, process consultation, third party peacemaking, team building interventions, organization wide interventions

Unit-IV

Special Issues in OD – OD in global context, fostering mission and commitment, designing high performance work systems, creating human organization, future of OD

Suggested Readings:

1. Gallos, Joan V, Organizational Development, Jossey – Bass, USA
2. Rothwell, William, and Ronald L Sulliran, Practicing Organization Development, John Wiley & Sons, San Francisco, USA
3. Bradford, David L and W Warner Burke, Reinventing Organization Development, John Wiley & Sons, San Francisco, USA
4. Cummings, Thomas G and Christopher G Worley, Organisation Development and Change, Thomson Learning
5. Ramnarayan S., T V Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi
6. Franch, Wendell L and Lecil H Bell, Organisation Development, PHI, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

TRAINING AND DEVELOPMENT
Paper Code: 17IMH24GH1

Unit-I

Training – Concept and rationale; strategic importance of training and development, training process; training needs assessment – organizational analysis, training needs in different strategies; models of organizing the training department; competency mapping

Unit-II

Designing the training programme: Process of learning in training programme – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; selection and training of trainers; developing training modules; training aids

Unit-III

Training methods and techniques – Role playing, business games, in basket exercises, laboratory training; incidents and cases; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving, mentoring, executive coaching, employee counseling, e-learning

Unit-IV

Evaluation of Training – Need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspective on training – cross cultural training, transfer of training

Suggested Readings:

1. Noe, Raymond A, Employee Training and Development, Tata McGraw Hill Publishing Co. Ltd, New Delhi
2. Naik, G Pandu, Training and Development – Text, Cases and Research, Excel Books, New Delhi
3. Jankiraman, B, Training and Development, Biztantra, New Delhi
4. Agochia, Devendra, Every Trainer’s Handbook, New Delhi, Sage Publications
5. De Simone, R.L. and Harris, D.M., Human Resource Management, Thomson Learning
6. Blanchard, P Nick, and James W Thacker, Effective Training – Systems, Strategies and Practices, Pearson Education, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

TALENT MANAGEMENT
Paper Code: 17IMH24GH2

Unit-I

Introduction – Concept of talent management, strategic importance of talent, talent imperatives, elements of talent management, workforce diversity and talent management, role of HR in talent management

Unit-II

Talent Procurement and Deployment – Identifying talent needs, sourcing talent; developing talent, deployment of talent, establishing talent management system, talent multiplication

Unit-III

Talent Retention – Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements

Unit-IV

Return of Talent – Measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation and reorganization of HR, new imperatives, talent forces of tomorrow

Suggested Readings:

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
3. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
4. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, JosseyBass, A Wiley Imprint
5. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint
6. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS
Paper Code: 17IMH23GF1

Unit-I

Financial Services: salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking

Unit-II

Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

Unit-III

Development Banks - operational policies and practices of IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LIC; segments/instruments of money market

Unit-IV

Mechanism of security trading, NSE, OTCEI, scripless trading, depository system and custodial services; SEBI – its objectives, functions and powers

Suggested Readings:

1. Bhole, L. M., Financial Institutions and Markets, Tata McGraw Hills, New Delhi
2. Khan, M. Y., Financial Services, Tata McGraw Hill, New Delhi
3. Pathak, Indian Financial System, Pearson Education
4. Khan, M. Y., Indian Financial System, Tata McGraw Hill, New Delhi
5. Machiraju, H.R., Indian Financial System, Vikas Publishing House
6. Machiraju, H.R., Working of Stock Exchange in India, New Age Publication
7. Shrivastava, R.M., and Nigam, Divya, Management of Indian Financial Institutions, Himalaya Publishing House

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE
Paper Code: 17IMH23GF2

Unit-I

Phases and objectives of capital budgeting; generation and screening of project ideas; market, demand and situational analysis, technical analysis and financial analysis.

Unit-II

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk

Unit-III

Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India project appraisal by financial institutions, environmental appraisal of Projects.

Unit-IV

Project management: organization, planning, control, human aspects and pre-requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects.

Suggested Readings:

1. Chandra, Prasanna, Projects : Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, Financing Infrastructure Projects, Thomas Telford, UK, ISBN

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Paper Code: 17IMH24GF1

Unit-I

Investment-Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk. Measurement of systematic risk.

Unit-II

Objectives and benefits of investment analysis and security valuation ; theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

Unit-III

Portfolio – Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single-index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

Unit-IV

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

Suggested Readings:

1. Reiley & Brown, Investment Analysis & Portfolio Management, Thomson Learning, Bombay.
2. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, Investment. Prentice Hall of India, New Delhi.
4. Alexander, Gordon J. and Bailey, Jeffery V., Investment analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay.
4. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, New Delhi, 2006.
5. Elton, Edwin J. & Gruber, Martin J., Modern Portfolio Theory & Investment Analysis, John Wiley & Sons.
6. Haugen, Robert A., Modern Investment Theory, Pearson Education, New Delhi.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

FINANCIAL DERIVATIVES
Paper Code: 17IMH24GF2

Unit-I

Concept and type of derivatives; Participants – hedgers, speculators, arbitragers and scalpers; uses of derivatives; types of orders; derivative markets in India – current trends and future prospects

Unit-II

Fundamentals of futures and forwards - concept of futures; trading mechanics; basics of stock index future; interest rate futures; currency futures (basics); use of futures for hedging;; difference between forward and future contracts; clearing process

Unit-III

Types of options, trading strategies involving options; option pricing – black scholes option pricing model

Unit-IV

Fundamental of swaps – introduction to swaps; interest rate swaps; currency swaps; mechanics of swap – Interest rate swap and currency swaps; swap pricing

Suggested Readings:

1. Chance, Don M., An Introduction to Derivatives and Risk Management, Harcourt College Publishing
2. Robert A Strong, Derivatives: An Introduction, Thomson Learning, Bombay
3. Hull, John C., Futures and other derivatives securities, PHI, New Delhi
4. Redhead, Financial Derivatives : An Introduction to Future/Forward, Options and Swaps, Prentice Hall of India, New Delhi
5. Gupta, S.L., Fnancial Derivaties, PHI
6. Kumar, S.S.S., Financial Derivatives, PHI

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-0-1

External Marks: 50
Practical Marks: 50
Time Allowed: 3 Hours

OBJECT-ORIENTED ANALYSIS & DESIGN
Paper Code: 17IMH23GT1

Unit-I

Object-oriented concepts, object and classes, links and associations, inheritance and multiple inheritance, grouping constructs, polymorphism, encapsulation.

Unit-II

Object modeling, dynamic modeling, functional modeling, object-oriented system development

Unit-III

C++ language: Classes and objects, functions, constructors and destructors, overloading, type conversions

Unit-IV

Inheritance: Extending classes, pointers, virtual functions and polymorphism, input-output operations.

Lab: Programming in C++ on above defined syllabus

Suggested Readings:

1. Deitel and Deitel , C ++How to Program, Pearson Education, New Delhi.
2. Robert Lafore, Turbo C++, Galgotia Publications, New Delhi.
3. Booch , OOAD, Add Wesley
4. Stroustrup , C++ , Addison Wesley
5. Rumbagh, OOPS, PHI, New Delhi.
6. Balagurusamy , OOPS with C++,TMH, New Delhi.
7. Herbert Schildt, C++ The complete Reference, TMH, New Delhi.
8. Satzinger, Object Oriented Analysis and Design, Thomson Learning, Bombay.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-0-1

External Marks: 50
Practical Marks: 50
Time Allowed: 3 Hours

MULTIMEDIA AND WEB ENGINEERING
Paper Code: 17IMH23GT2

Unit-I

Introduction to Multimedia: Multimedia devices, components of multimedia systems, authoring tools, creating multimedia, video-capturing, video on demand.

Unit-II

Data compression : Need for data compression, lossy and lossless compressions for images, color, gray scale and still-video image, video image, and audio compression JPEG standard, MPEG standard, DVI Technology, MIDI, brief survey of speech recognition and generation.

Unit-III

Data and file format standards, Multimedia applications design: Application classes, types of multimedia systems; Distributed multimedia systems: Components, distributed multimedia databases.

Unit-IV

Introduction to Web design: Web development process, site types and architectures, navigation theory and practice. Introduction to Page: Page sizes, page types, web design tools; introduction to text: Fonts and text layout, formatting tags, text design issues for the web.

Lab: Each student is required to develop at least one website.

Suggested Readings:

1. Buford, Multimedia Systems, Pearson Education
2. Vaughan, Multimedia Making IT Work, Tata McGraw Hill
3. Villamil and Molina, Multimedia: An Introduction, Prentice-Hall of India
4. Shuman, Multimedia in Action, Vikas Publishing House, New Delhi
4. Senclair, Multimedia on the PC, BPB Publications.
5. Rosch, Multimedia Bible, Sams Publishing
6. Powell, Web Design The Complete Reference, Tata McGraw Hill, New Delhi.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-0-1

External Marks: 50
Practical Marks: 50
Time Allowed: 3 Hours

PROGRAMMING IN ORACLE
Paper Code: 17IMH24GT1

Unit-I

Introduction to Oracle: DBMS, RDBMS, tools of oracle: SQL*PLUS.PL/SQL, forms, reports, SQL vs SQL*PLUS, data types in oracle, data definition language, data manipulation language, transaction control and data control language.

Unit-II

SQL functions, operators, joins, queries and sub queries, constraints.

Unit-III

Database Objects: Synonym, sequence, view and index; abstract data types, varying arrays, nested tables, concept of locks and types of locking.

Unit-IV

Introduction to PL/SQL: Advantages, PL/SQL block, declarations, executable commands: conditional logic, loops, goto statements; concept of exception handling, database triggers.

Lab: Programming in Oracle on above defined syllabus.

Suggested Readings:

1. Page, Special Editions using Oracle 8/8i, Prentice Hall of India, New Delhi.
2. Lemme & Colby, Implementing and Managing Oracle Databases, Prentice Hall of India, New Delhi.
3. Loney, ORACLE 8i: The Complete Reference, Tata McGraw Hill, New Delhi.
4. Phillip J. Pratt, Guide to SQL, Thomson Learning, Bombay.
5. Morrision, Enchanced Guide to Oracle 8i, Thomson Learning, Bombay.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-0-1

External Marks: 50
Practical Marks: 50
Time Allowed: 3 Hours

PROGRAMMING IN VISUAL BASIC
Paper Code: 17IMH24GT2

Unit-I

Visual basic environment – main screen, help system, file menu, editing, loading and running programs, fundamentals of visual basic programming – anatomy of a visual basic program, code window, statements in visual basic, assignment and property setting, variables, strings, numbers, constants, repeating operators, making decisions, working with objects at run time, projects with multiple forms, creating properties and methods, creating applications with multiple forms, creating MDI applications

Unit-II

Designing a form; controls (text box, picture box, label frame, checkbox, command button, option button, combo box, list box, horizontal scroll box, vertical scroll box, timer, drive list box, file list box, shape, image, data control, OLE) menus, and events – working with windows, forms and controls

Unit-III

Advanced programming techniques – arrays, pointers, built-in functions, user-defined functions and procedures, recursion, building larger projects, compiler essentials, the go to, objects – manipulating objects built-into visual basic, collections, creating an object in visual basic, building classes

Unit-IV

Tools and techniques for testing and debugging – error handling, the debugging tools testing programs, debug window, stopping programs temporarily, working with files, creating programs with the data access objects, graphics – screen scales, line and shape controls, graphics via code, pixel control, lines, boxes, circles and ellipses, paint picture method; creating database applications – accessing data with the data control

Lab: Programming in Visual Basic based on the above syllabus

Suggested Readings:

1. Programming with Visual Basic, Thomson Learning, Bombay
2. Programming with Visual Basic Net, Thomson Learning, Bombay
3. Halvorson, Learn Microsoft Visual Basic 6.0 Now, Prentice Hall of India, New Delhi
4. Silver/Spott, Special Edition Using VB 6, Prentice Hall of India, New Delhi
5. Vine, Microsoft Visual Basic Programming for the Absolute Beginner, PHI, New Delhi
6. Jain, V K, Introduction to OPDS and Visual Basic, Vikas Publishing House, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

FOREIGN EXCHANGE MANAGEMENT
Paper Code: 17IMH23GI1

Unit-I

Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach; purchasing power parity theory; overvalued and undervalued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.

Unit-II

General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.

Unit-III

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.

Unit-IV

Currency futures, options and determination of their market value, over-the counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

Suggested Readings:

1. Sharan, International Financial Management, Prentice Hall of India, N. Delhi.
2. Shapiro, Multinational Financial Management, Prentice Hall of India, N. Delhi.
3. Paul Einzip, A Textbook On Foreign Exchange.
4. Maurice D. Levi, International Finance, Mc Graw Hill, NY.
5. Buckley, Multinational Finance, Prentice Hall Of India, New Delhi.
6. Paul Roth, Mastering Foreign Exchange and Money Markets, Pitman, London.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

EXPORT MANAGEMENT
Paper Code: 17IMH23GI2

Unit-I

Meaning, need, nature, features and process of export management, functions of export manager and export firm; International trading environment; organizing an export firm, target market selection

Unit-II

International marketing intelligence; product identification for exports; export pricing decision; INCOTERMS; methods of payment, channels of distribution; market entry strategies – location of importers, business negotiation

Unit-III

International promotional strategies – personal selling, publicity, sales promotion, advertising; organization for export marketing; FEMA, market access initiative, marketing development assistance

Unit-IV

Pre-shipment export documentation; significance of procedures and documentation in international trade; procedures and documentation as trade barriers; export of services, India's foreign trade; India's current foreign trade policy

Suggested Readings:

1. Khurana P.K., Export Management; Galgotia Publishing Company
2. Onkvisil Sak and Shaw John J., International Marketing – Analysis and Strategy, Prentice Hall, Inc.
3. Cherunilam, Francis, International Trade and Export Management, Himalaya Publishing House
4. Czinkota, Ronkainen and Moffett, International Business, Harcourt College Publishers

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L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

MULTINATIONAL FINANCIAL MANAGEMENT
Paper Code: 17IMH24G11

Unit-I

An overview of multinational financial management; international monetary and financial systems, IBRD and development banks; finance function in a multinational firms; international flow of funds

Unit-II

International working capital management: international cash management; international receivable management, managing short term assets and liabilities; international capital money markets; euro dollar and currency market; financial market instruments – GDRs, ADRs, Euro issues, CP and ECB

Unit-III

Multinational capital budgeting, cost of capital and capital structure decisions; dividend policy of multinational firm

Unit-IV

Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms

Suggested Readings:

1. Madura Jeff, International Financial Management; Thomson Learning
2. Sharan, V., International Financial Management, PHI, New Delhi
3. Allen Shapiro, Multinational Financial Management, PHI, New Delhi
4. Levi, Maurice D., International Finance, McGraw Hill
5. Apte, P.G., International Financial Management, Tata McGraw Hill
6. Eiteman, David K., Stonehill, Arthur I., Moffett, Michael H. and Pandey, Alok, Multinational Business Finance, Pearson Education

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

INTERNATIONAL BANKING MANAGEMENT
Paper Code: 17IMH24GI2

Unit-I

Structure and growth of international banking; Eurocurrency markets; growth of Eurocurrency deposits and credit; determination of Eurocurrency interest rates; Eurocurrency instruments; euro credit multiplier process; factors of multinationalisation of banking; organizational characteristics of multinational banking.

Unit-II

Regulatory environment for international banking; international banking risks; capital adequacy; syndication techniques in international lending; transferability and trading of loans; international bank credit rating; role of Bank for International Settlements.

Unit-III

International payment systems; international asset and liabilities management; derivatives trading by multinational banks; bank asset portfolio management; strategies for managing non-performing assets; international credit appraisal techniques.

Unit-IV

Banks' participation in international money and capital markets; international banking mergers and acquisitions.

Suggested Readings:

1. Macdonald S. Scott and Timothy W. Koch, Management of Banking, Thomson Learning, Singapore
2. Fabozzi Frank J., et. al., Foundations of Financial Markets and Institutions, Pearson Education, Delhi
3. Giddy Ian H., Global Financial Markets, AITBS, New Delhi
4. Robinson Stuart W., Multinational Banking, A.W. Sijthoff International, Leiden
5. Lees Francis A., International Banking and Finance, John Wiley, New York

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L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

CONSUMER BEHAVIOUR
Paper Code: 17IMH23GM1

Unit-I

Significance and underlying principles of consumer behaviour; the basic consumer decision process; methods of studying consumer behaviour; using consumer analysis to build consumer relationships and loyalty

Unit-II

Pre-purchases processes; consumer resources and purchase decision process; post-purchase behaviour; consumer demographics and psychographics; personality factors in consumer behaviour; consumer motivation and its challenges; managing consumer knowledge; consumer behaviour towards new and innovative products

Unit-III

Impact of culture, ethnicity and social classification on consumer behaviour; family influences; household consumer behaviour; group influences; influence through dyadic exchanges

Unit-IV

Approaches to attracting consumer attention; managing consumer exposure; process of customer opinion formation; approaches to changing consumer opinion; improving consumer memory through cognitive learning and retrieval; brand recognition and recall measures

Suggested Readings:

1. Blackwell, R E et. al, Consumer Behaviour, Thomson, South-Western, New Delhi
2. Kardes K, Consumer Behaviour and Managerial Decision Making, Pearson Education, New Delhi
3. Schiffman, L G and Kanuk, L L, Consumer Behaviour, Pearson Education, New Delhi
4. Ward, Scott and Robertson, T S (eds.), Consumer Behaviour; Theoretical Sources, Prentice-Hall, Englewood Cliffs, N J

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

INTEGRATED MARKETING COMMUNICATION
Paper Code: 17IMH23GM2

Unit-I

Understanding Integrated Marketing Communication – concept and theories of marketing communication; marketing communication mix, evolution and relevance of concept of integrated marketing communication and its role in building brands; structuring IMC activities in organizations

Unit-II

Managing the Marketing Communication Process – Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy formulation; determination of promotional objectives, integrating marketing communication programme and budgeting, commissioning and contracting external resources

Unit-III

Advertising and Media Planning – Advertising plan, creative strategy, advertising appeal, creative formats, stages of creative strategy – idea generation, copy writing, layout, copy testing and diagnosis; media strategy, media scheduling, media planning models, key issues in advertising – comparative advertising, web advertising; advertising agency – functions and types, outdoor advertising

Unit-IV

Wider Issues and Dimensions – Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing communication

Suggested Readings:

1. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, Tata McGraw Hill, New Delhi
2. Belch, George and Belch, Michael; Advertising and Promotion, Tata McGraw Hill, New Delhi
3. Wells, William, Burnett, John and Moriary, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi
4. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

STRATEGIC BRAND MANAGEMENT
Paper Code: 17IMH24GM1

Unit-I

Understanding strategic brand management – meaning, evolution, elements and strategic importance of branding; process of strategic brand management; brand equity and concept of customer based brand equity; brand positioning

Unit-II

Planning and implementing brand marketing programmes – mixing and matching brand elements; integrating product, price, channel and promotions strategy to build brands; leveraging secondary associations

Unit-III

Measuring and interpreting brand performance – brand value chain; brand audit; brand tracking; brand equity management system

Unit-IV

Growing and sustaining brand equity – brand product matrix; brand portfolio and hierarchy; brand extension strategies; brand reinforcement and revitalization

Suggested Readings:

1. Kapferer, J N, The New Strategic Brand Management, Kogan Page, New Delhi
2. Keller, Kevin Lane, Strategic Brand Management, Pearson Education, New Delhi
3. Majumdar, Product Management in India, PHI
4. Sengupta, Brand Positioning, Tata McGraw Hill

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

RETAIL MANAGEMENT
Paper Code: 17IMH24GM1

Unit-I

Introduction to retail: retail in India; retail models and theories of retail development; understanding the retail consumers; ethical issues in retailing

Unit-II

Retail marketing strategy; retail franchising; retail store location and site selection; retail store design and visual merchandising; customer relationship management in retailing

Unit-III

Basics of retail merchandising; the process of retail merchandising; the method of merchandise procurement; retail pricing and evaluating merchandise performance; retail communication mix

Unit-IV

Retail store operations; servicing the retail customers; retail human resource management; financial aspects of retail management; retail information system; supply chain management in retailing

Suggested Readings:

1. Pradhan, Swapna; Retailing Management; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; Retail Management – A strategic approach; Pearson Education/Prentice Hall of India; New Delhi
3. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi
4. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations; Thomson Asia Pvt. Ltd.; New Delhi
5. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; Retailing; Thomson Asia Pvt. Ltd; New Delhi
6. Lamba, A.J.; The Art of Retailing; Tata McGraw Hill; New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.