

SCHEME OF EXAMINATION

&

SYLLABI

of

**MASTER OF BUSINESS ADMINISTRATION
(EXECUTIVE) WEEKEND PROGRAMME**



FROM THE ACADEMIC SESSION 2012-13

**MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)**

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR
TWO YEAR MBA [EXECUTIVE] WEEK-END PROGRAMME
SESSION 2012-13**

First Year:- 1st Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Work-shop	Total Marks
MBAE-101	Management Process and Organisational Behaviour	80	20	-	100
MBAE-102	Managerial Economics	80	20	-	100
MBAE-103	Quantitative Methods	80	20	-	100
MBAE-104	Finance and Management Accounting	80	20	-	100
MBAE-105	Business Environment	80	20	-	100
MBAE-106	Workshop on Information Technology	-	-	50	50
MBAE-107	Workshop on Soft Skills	-	-	50	50
	TOTAL				600

NOTES:

1. Evaluation of the performance of candidates in the paper of Workshop on Information Technology (MBAE-106) and in the paper of Workshop on Soft Skills (MBAE-107) will be conducted internally by the Board of Examiners to be constituted by the Dean, Faculty of Management Sciences.
2. The duration of the end term examination shall be 3 hours

First Year : 2nd Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Work-shop	Total Marks
MBAE-201	Human Resource Management	80	20	-	100
MBAE-202	Marketing Management	80	20	-	100
MBAE-203	Financial Management	80	20	-	100
MBAE-204	Operations Management	80	20	-	100
MBAE-205	Business Research	80	20	-	100
MBAE-206	Workshop On Business Etiquette	-	-	50	50
MBAE-207	Minor Project	-	-	50	50
	TOTAL				600

Note:

1. The students of second semester will be required to submit a minor project report (MBAE-207) on the topic to be allotted by the Faculty concerned. The minor project report will be submitted by the candidates three weeks before the commencement of semester examinations and the same will be evaluated internally by a Board of Examiners to be constituted by the Dean, Faculty of Management Sciences.
2. The performance of the candidates will be evaluated in the paper of Managerial Skills (MBAE-206) for 50 marks by way of presentations in the workshop arranged by the Faculty during the semester. At least five workshops will be conducted in the class by the Faculty.
3. The duration of the end term examination shall be 3 hours.

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR
TWO YEAR MBA [EXECUTIVE] WEEK-END PROGRAMME**

Second Year : 3rd Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Work-shop	Total Marks
MBAE-301	Management Information System	80	20	-	100
MBAE-302	Business Legislation	80	20	-	100
	Specialisation-I	80	20	-	100
	Specialisation-I	80	20	-	100
	Specialisation-II	80	20	-	100
	Specialisation-II	80	20	-	100
	TOTAL				600

Note:

1. The duration of the end term examination shall be 3 hours.
2. Students are required to choose FOUR optional papers, from ANY TWO specialisations (two papers from each specialisation).

Second Year : 4th Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-401	Strategic Management	80	20	-	100
MBAE-402	Crisis Management	80	20	-	100
MBAE-403	Project Report	100	-	-	100
MBAE-404	Comprehensive Viva-Voce	100	-	-	100
	Specialisation-I	80	20	-	100
	Specialisation-I	80	20	-	100
	Specialisation-Ii	80	20	-	100
	Specialisation-Ii	80	20	-	100
	TOTAL				800

Note:

- Students are required to choose FOUR optional papers, from ANY TWO specialisations (two papers from each specialisation).
- The Project Report shall carry 100 marks which will be evaluated by the external examiners on the basis of the following criteria/break-up of marks:-

1. Contents & Layout of the Report	20
2. Conceptual Framework	20
3. Objectives & Methodology	15
4. Data Presentation & Analysis	20
5. Implications & Conclusions	15
6. Bibliography	10
7. Total	100
- The duration of the end term examination shall be 3 hours.

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR
TWO YEAR MBA [EXECUTIVE] WEEK-END PROGRAMME**

SPECIALISATIONS OFFERED IN 3RD AND 4TH SEMESTERS

HUMAN RESOURCE MANAGEMENT

Third Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-304	Performance Management	80	20	-	100
MBAE-305	Training and Development	80	20	-	100
MBAE-306	Organisational Development	80	20	-	100
MBAE-307	Compensation Management	80	20	-	100

Fourth Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-404	Talent Management	80	20	-	100
MBAE-405	Industrial Relations and Labour Legislation	80	20	-	100
MBAE-406	Strategic Human Resource Management	80	20	-	100
MBAE-407	Cross Cultural Human Resource Management	80	20	-	100

1. The duration of the end term examination shall be 3 hours

FINANCE
Third Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-308	Management of Financial Services and Institutions	80	20	-	100
MBAE-309	Project Management and Infrastructure Finance	80	20	-	100
MBAE-310	Strategic Cost Management and Control	80	20	-	100
MBAE-311	Multinational Financial Management	80	20	-	100

Fourth Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-408	Taxation Laws and Planning	80	20	-	100
MBAE-409	Management of Banking and Insurance	80	20	-	100
MBAE-410	Security Analysis and Portfolio Management	80	20	-	100
MBAE-411	Financial Derivatives	80	20	-	100

1. The duration of the end term examination shall be 3 hours

DISASTER MANAGEMENT

Third Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-312	Fundamentals of Disaster Management	80	20	-	100
MBAE-313	Geoinformatics in Disaster Management	80	20	-	100
MBAE-314	Industrial Safety	80	20	-	100

Fourth Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-412	Disaster Management and Preparedness	80	20	-	100
MBAE-413	Business Continuity Management	80	20	-	100
MBAE-414	Agencies in Disaster Management	80	20	-	100

1. The duration of the end term examination shall be 3 hours.

MARKETING

Third Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Workshop	Total Marks
MBAE-315	Brand Management	80	20	-	100
MBAE-316	Integrated Marketing Communication	80	20	-	100
MBAE-317	Service Marketing	80	20	-	100
MBAE-318	Consumer Behaviour	80	20	-	100

Fourth Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-415	Customer Relationship Management	80	20	-	100
MBAE-416	Sales and Distribution Management	80	20	-	100
MBAE-417	Retail Management	80	20	-	100
MBAE-418	Business Marketing Management	80	20	-	100

1. The duration of the end term examination shall be 3 hours.

SPECIALISATIONS OFFERED IN 3RD AND 4TH SEMESTERS

INFORMATION TECHNOLOGY

Third Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-319	Object-Oriented Analysis & Design with Programming in C++	50	-	50	100
MBAE-320	Programming in Oracle	50	-	50	100
MBAE-321	Data Base Management System	50	-	50	100
MBAE-322	Multimedia and Web Development	50	-	50	100

Fourth Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-419	Software Engineering	80	20	-	100
MBAE-420	Systems Analysis and Design	80	20	-	100
MBAE-421	Artificial Intelligence	80	20	-	100
MBAE-422	Programming in Java	50	-	50	100

1. The duration of the end term examination shall be 3 hours.

INTERNATIONAL BUSINESS

Third Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-323	Foreign Exchange Management	80	20	-	100
MBAE-324	International Marketing	80	20	-	100
MBAE-325	Multinational Banking	80	20	-	100
MBAE-326	International Trade Theory and Policy	80	20	-	100

Fourth Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks / Work-shop	Total Marks
MBAE-423	Global Strategic Management	80	20	-	100
MBAE-424	International Financial Management	80	20	-	100
MBAE-425	International Logistics	80	20	-	100
MBAE-426	International Accounting	80	20	-	100

1. The duration of the end term examination shall be 3 hours.

Instructions for the conduct of Practical, Comprehensive Viva-Voce, Workshop etc for MBA/BBA Programme

Conduct of Computer practical, Comprehensive Viva-voce, Workshop etc. wherever applicable, shall be done by a Board of examiners as per provisions in the concerned Ordinances of all programmes of BBA/MBA on invitation of the concerned Director/ Principal of the affiliated Institutes of the University. The external examiner in the concerned subject only shall 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 a Institute/ College affiliated to University for the conduct of computer practical, comprehensive viva-voce, workshop etc.

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 kms. distance (one way), the permission of the University may be sought.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR Paper Code: MBAE-101

UNIT-I

Introduction to management and organizational behaviour, historical foundation of management and OB, managerial skills and roles, managers and organizations – 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. Managemnr and Organisational Behaviour, Pearson Education, New Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

MANAGERIAL ECONOMICS

Paper Code: MBAE-102

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 elasticities, 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. Datt Ruddar and Sundaram, Indian Economy
3. Govt. of India, Economic Survey (latest year), Govt. of India, New Delhi
4. Sengupta N.K., Government and Business, Vikas Publication, New Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

QUANTITATIVE METHODS

Paper code: MBAE-103

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 co-efficient 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 co-efficients. 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. Chandan, J.S. **An Introduction to Statistical Methods** , Vikas Publishing House, New Delhi.
6. Bhardwaj, R.S, **Business Statistics** , Excel Books, 2000
7. Gupta C.B. & Gupta, **Vijay-Business Statistics**, S.Chand & Co. Delhi.
8. Kothari C.R., **Quantitative Techniques**, Vikas Publishing House, New Delhi
9. Hooda.R.P., **Statistics for Business & Economics**, McMillan India Ltd.

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

FINANCE AND MANAGEMENT ACCOUNTING

Paper Code: MBAE-104

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

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

BUSINESS ENVIRONMENT

Paper Code: MBAE-105

UNIT-I

Business Environment – Nature, structure and components of business environment; country risk; political risk and corporate adjustment; international impact on business environment; nature of Indian economy

UNIT-II

Economic reforms; current monetary and fiscal policy environment; competitive environment and the Competition Act 2002; Consumer and Investor's protection; corporate governance

UNIT-III

Industrial policy of 1991; public sector reforms; public private partnership; SMEs – threats and challenges; industrial sickness; industrial relations; Industrial Financial Institutions – IDBI, IFCI and ICICI

UNIT-IV

Balance of Payments scenario; foreign trade pattern and policy; globalization trends; environment for international direct investment; Foreign Exchange Management Act

SUGGESTED READINGS:

1. Mishra S.K. and Puri V.K., Economic Environment of Business, Himalaya Publishing, New Delhi
2. Bedi, Suresh, Business Environment
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

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

WORKSHOP ON INFORMATION TECHNOLOGY

Paper Code: MBAE-106

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 XP – working with files and folders, windows explorer, system utilities in windows XP

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
5. Office 2000: No Experience Required, BPB Publications, New Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

WORKSHOP ON SOFT SKILLS

Paper Code: MBAE-107

UNIT-I

Communication Skills – Concept, characteristics and process of communication; 7C's of communication; listening skills, verbal communication, non-verbal communication, body language; art of meeting and greeting, making effective conversation

UNIT-II

Presentation Skills – Difference between speech and presentation; handling of presentation audience questions, holding meetings, group discussion and interviews; structuring a presentation, delivering the presentation; situational presentation

UNIT-III

Behavioural Skills – Positive attitude, self management, problem solving skills, time management skills, anger management, coping skills, assertiveness team building skills

UNIT-IV

Business Etiquette – Business dress and grooming, office courtesies, etiquette for special occasions, meeting etiquette, dining etiquette

SUGGESTED READINGS:

1. Kaul, Asha, The Effective Presentation, Response Books, New Delhi
2. Fox, She, Business Etiquette for Dummies, Wiley Publishing inc.
3. Chaney, Lillian and Janette Martin, The Essential Guide to Business Etiquette, Praeger, London
4. Sanghi, Seema, Towards Personal Excellence, Response Books, New Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

HUMAN RESOURCE MANAGEMENT

Paper Code: MBAE-201

UNIT-I

Strategic importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning – objectives and process; human resource information system

UNIT-II

Talent acquisition: recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T & D programme

UNIT-III

Appraising performance: developing and instituting performance appraisal system, assessment and development centres, potential appraisal; rewarding performance: linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services

UNIT-IV

HR in knowledge era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM

SUGGESTED READING:

1. Cascio, Wayne, **Managing Human Resource**, Tata McGraw Hill, New Delhi
2. Ivancevich, John M., **Human Resource Management**, Tata McGraw Hill, New Delhi
3. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, **Managing Human Resources**, Pearson Education
4. Dessler, Gary, **Human Resource Management**, Pearson Education
5. Mathis, Robert, and John Jackson, **Human Resource Management**, Thomson Learning Inc.
6. Shell, Scott and George Bohlander, **Human Resource Management**, Thomson Learning Inc.

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

MARKETING MANAGEMENT

Paper Code: MBAE-202

UNIT I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Analysing Marketing environment, Indian Marketing Environment, Marketing Research, Marketing Information System, Strategic marketing planning and organization.

UNIT II

Analysing Consumer Market and Buyer Behaviour, Analysing Business Market and Business Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging.

UNIT III

Pricing objectives and strategies, Price adapting policies, Initiating and responding to price changes, Marketing channel system - Functions and flows; Channel design, Channel management and Channel dynamics; Market logistics decisions.

UNIT IV

Integrated marketing communication process and Mix; Advertising, Sales promotion, Personal selling and Public relation decisions. Direct marketing and Telemarketing; Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

SUGGESTED READINGS:

1. Stanton, William J, Michael J Etzel, Marketing Concepts and Cases, TMH
2. Panda, Tapan K, Marketing Management, Text and Cases, Excel Books,
3. Kumar, Arun, Marketing Management, Vikas Publishing House
4. Kotler, Philip, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha: Marketing Management, Pearson Education Inc., New Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

FINANCIAL MANAGEMENT

Paper Code: MBAE-203

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.

Note: The topic of capital budgeting, management of cash, inventory management, and receivable management will cover theoretical concepts and simple numerical questions.

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

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

OPERATIONS MANAGEMENT

Paper Code: MBAE-204

UNIT – I

Strategic Operations Management - Decision-making in production; factors determining production planning; production planning systems; benefits of production control; elements of production control; factors determining production control; nature of strategic management; process; importance and role of operations management in strategic management; Production Processes - Selection of a process; service operations; process design; facilities planning; affecting process design; types of process design; process technology

UNIT – II

Plant Location - Nature; location theories; location factors; Plant Layout - Objectives of a good layout; factors influencing layout; principles of layout; types of layout; service facility layout; importance of layout; revision of layout; layout-tools and techniques; layout or building; Work Study - Method Study and Work Measurement Importance of work study; objectives of work study; relationship of time and motion study to work study; basic work study procedure; methods analysis; motion study; work measurement; techniques of work measurement; work sampling procedure

UNIT – III

Aggregate Planning and Master Production Scheduling - Nature and objectives of aggregate planning; operations planning and scheduling systems; aggregate production planning; need and steps in aggregate capacity planning; approaches to aggregate planning ; capacity planning and capacity requirement planning(CRP); capacity measurement and decisions; Resource Requirements Planning - Nature; resource requirements planning system; MRP-I; MRP-II; operation of the MRP system; terms used in MRP; MRP computational procedure; issues in MRP; potential benefits from MRP; implementation of MRP; evaluation of MRP; Enterprise Resource Planning (ERP)

UNIT – IV

Quality Control - Statistical Quality Control(SQC); SQC for process control; Acceptance Sampling; construction of control charts for variables and attributes; Plant Maintenance - Economics of maintenance; models for maintenance management; Materials Handling - Principles; materials handling costs; factors affecting the selection of equipment; selection and design of handling system; types of handling equipment; Purchasing - Objectives; make or buy; speculative buying; vendor rating; ethics in purchasing; reciprocity; value analysis

Note:

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2. **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.
3. All questions will carry equal marks.

BUSINESS RESEARCH

Paper Code: MBAE-205

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, X^2 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 Pamela 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**

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

WORKSHOP ON BUSINESS ETIQUETTE

Paper Code: MBAE-206

UNIT-I

Business Etiquette – Office protocol and etiquette, professional conduct, use of courteous phrases in the workplace, proper way to make introduction, business dress, grooming

UNIT-II

Communication Etiquette – Written communication manners, listening skills, body language, voice tone and eye contact, telephone etiquette, e-mail, voice mail etiquette, ways to deal with difficult people, extending, accepting and declining invitations

UNIT-III

Business Meetings and Dining Etiquette – Attending business functions, etiquette in meetings, business socialization, organizing social events for business, dining manners, banquet etiquette

UNIT-IV

Global Manners – Importance of awareness of international customs, cultural taboos and practices, traveling etiquette, business etiquette in USA, Europe, Africa, Middle East, Latin America

SUGGESTED READINGS:

1. Chaney, Lillian Hunt & Jeanethe Martin, The Essential Guide to Business Etiquette, Praeger, London
2. Fox, Sue, Business Etiquette for Dummies, Wiley Publishing Inc.
3. Dresser, Norine, Multicultural Manners, John Wiley & Sons Inc.
4. Langford, Beverly Y., The Etiquette Edge, AMACOM

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

MANAGEMENT INFORMATION SYSTEM

Paper code: MBAE-301

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; Re-engineering 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.

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

BUSINESS LEGISLATION

Paper Code: MBAE-302

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

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., **Business Law**, TMH, New Delhi

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1. **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.
2. **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.
3. All questions will carry equal marks.

STRATEGIC MANAGEMENT

Paper Code: MBAE-401

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

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

CRISIS MANAGEMENT

Paper Code: MBAE-402

UNIT-I

Introduction – Nature and types of crisis, physical damage crisis, non-physical damage crisis; stages of crisis – pre crisis stage, acute crisis stage, past crisis stage; consequences of crisis

UNIT-II

Crisis Communication Plan – Crisis notification, staff awareness, public relations team, rationale, policy and process of crisis communication plan, crisis team command centre, organizing media interfaces, action plan, mechanism of passing information

UNIT-III

Business Continuity Planning – Prevention element, testing state of readiness, emergency response plan, business redemption plan, steps in managing crisis, crisis support staff, documentation, crisis log

UNIT-IV

Crisis Management Strategy – Crisis trigger point, developing crisis management infrastructure; formation of crisis management team, role of crisis management team during pre crisis stage, acute crisis and post crisis stage, exercising crisis management plan

SUGGESTED READINGS:

1. Devlin, Edwards, Crisis Management Planning and Execution, Auerbach Publications
2. Batchelor, Paul, Surviving Corporate Crisis, Thorogood
3. Lewis, Gerald, Organizational Crisis Management, Auerbach Publications

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

PERFORMANCE MANAGEMENT

Paper Code: MBAE-304

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. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page
2. Cokins, Gary, Performance Management, Finding the Missing Pieces, John Wiley and Sons
3. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA
4. Aguinis, Herman, Performance Management, Pearson Education Inc.
5. Kohli, A S, T Deb, Performance Management, Oxford University Press

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

TRAINING AND DEVELOPMENT

Paper Code: MBAE-305

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

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

ORGANISATION DEVELOPMENT

Paper Code: MBAE-306

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 peace making, 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 Sullivan, 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. French, Wendell L and Cecil H Bell, Organisation Development, PHI, New Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

COMPENSATION MANAGEMENT

Paper Code: MBAE-307

UNIT-I

Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy

UNIT-II

Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans

UNIT-III

Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation

UNIT-IV

Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning

SUGGESTED READINGS:

1. Milkovich, George T and Newman J.M., **Compensation**, Tata McGraw Hill
2. Henderson, R.O., **Compensation Management**, Pearson Education
3. Martocchio, J.J., **Strategic Compensation**, Pearson Education
4. Armstrong, M and Murlis H, **Reward Management**, Kogan Page, UK
5. Singh, B.D., **Compensation and Reward Management**, Excel Books, New Delhi

Note:

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3. All questions will carry equal marks.

TALENT MANAGEMENT

Paper Code: MBAE-404

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, Jossey-Bass, 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.

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

Paper Code: MBAE-405

UNIT-I

Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and techno-economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations.

UNIT-II

ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change; Role and objectives of ILO. Prevention and settlement of disputes.

UNIT-III

Labor Legislations: Objectives, forms and significance; Grievance handling legislations: Social security legislations, Regulatory legislations and protective and employment legislations; Harmony and discipline

UNIT-IV

Co-ownership management; Concept and significance; Involvement of workers with management processes; Strategic implementation of Workers' Participation in Management; Collective bargaining and empowerment: role, methods and significance to quality management. Quality of work life

SUGGESTED READINGS:

1. Ramaswamy, E. **Managing Human Resources**, Oxford University Press, New Delhi
2. Venkataratnam, C.S. and Sinha, Pravin, **Trade Union Challenges at the Designing of 21st Century**, IIRA-Excel Books, New Delhi
3. Monappa, A. **Industrial Relations**, Tata McGraw Hill, New Delhi
4. Monappa, A. **Managing Human Resources**, Tata McGraw Hill, New Delhi
5. Sinha, Sinha, Sakher, **Industrial Relations, Trade Unions and Labour Legislations**, Pearson Education, New delhi
6. Venkataratnam, C.S., **Industrial Relations**, Oxford University Press, New Delhi
7. Dutta, S.K. **Guide to Disciplinary Action**, Tata McGraw Hill, New Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

STRATEGIC HUMAN RESOURCE MANAGEMENT

Paper Code: MBAE-406

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.

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

Paper Code: MBAE-407

UNIT-I

Introduction – Nature and dimensions of culture, international management and culture, Hofstede's cultural dimensions, Trompenaar's cultural dimensions shift in culture, factors causing shift in culture

UNIT-II

Cultural Impact on Internal Arrangements – Organizational culture and diversity, interaction between national culture and organizational culture, building multicultural teams, cross cultural communication, communication barriers, culture and structure, cultural differences affecting negotiations

UNIT-III

Managing across Cultures – Cross cultural differences and similarities, planning change across cultures, implementing strategy across contexts, international joint ventures, headquarters and subsidiary

UNIT-IV

HR Issues – Motivation across cultures, leadership across cultures, talent acquisition and deployment culture shock, training for expatriate assignment, compensating the expatriates

SUGGESTED READINGS:

1. Mead, Richard, International Management – Cross Cultural Dimensions, Blackwell Business, Oxford, UK
2. Hodgetts, Richard, Fred Luthans and Jonathan Doh, International Management – Culture, Strategy and Behaviour, Tata Mc Graw Hill, New Delhi
3. Jacob, Nina, Intercultural Management, Kogan Page India Pvt. Ltd., New Delhi
4. Trompenaars, Fons and Charles Hampden – Turner, Riding the Waves of Culture, Nicholas Brealey Publishing, London

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1. **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.
2. **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.
3. All questions will carry equal marks.

MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS

Paper Code: MBAE-308

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, scrip less 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

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE

Paper Code: MBAE-309

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

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

STRATEGIC COST MANAGEMENT AND CONTROL

Paper Code: BAE-310

UNIT-I

Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning; cost management tools - life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking

UNIT-II

Nature of activity-based costing (ABC); benefits and limitations of ABC; limitation of volume –based costing system, indicators of ABC; activity hierarchies; cost drivers; designing an ABC system

Activity-based management; operational and strategic application of ABC; customer profitability analysis, process value analysis, financial measures of activity efficiency; Nature of value-chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition

UNIT-III

Functional-based planning and control; budgeting –nature, administration and effectiveness; budgeting cycle; activity-based budgeting; Kaizen approach; ZBB; performance budgeting; human aspects of budgeting; responsibility centers and financial control – nature and role of responsibility centres; accounting and evaluation of responsibility centers, measuring the performance of investment centre – ROI, RI, EVA; transfer pricing and its applications

UNIT-IV

Strategic-based performance measurement system: balanced score card – prospective and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system

SUGGESTED READINGS:

1. Drury, Colin, **Management Accounting and Control**, Thomson Learning
2. Horngren, Datar Foster, **Cost Accounting**, Pearson Education
3. Hansen and Mowen, **Cost Management**, Thomson Learning
4. Kaplan, Atkinson and Young, **Management Accounting**, Pearson Education
5. Kaplan, Atkinson, **Advanced Management Accounting**, Pearson Learning
6. Anthony, Robert N., and Govindrajana, Vijay, **Management Control System**, McGraw Hill

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

MULTINATIONAL FINANCIAL MANAGEMENT

PAPER CODE: MBAE-311

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,
7. **Multinational Business Finance**, Pearson Education

Note:

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2. **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.
3. All questions will carry equal marks.

TAXATION LAWS AND PLANNING

Paper Code: MBAE-408

UNIT-I

Basic concepts of Income Tax, brief overview of computation and income under different heads of income; general deductions from gross total income

UNIT-II

Corporate tax: Company – definitions, residential status and tax incidence, assessment of company and computation of tax liability

UNIT-III

Business Tax Procedure and Management: Deduction and collection of tax at source, refund of excess payments, return/assessment of income, income tax authorities and their powers, appeals, revisions and references

UNIT-IV

Tax Planning/Avoidance/Evasion: Concept, tax planning with reference to financial management decisions – capital structure decision, dividend policy decision; tax planning with reference to managerial decisions – purchase vs. lease, make or buy, close or continue, repairs, replace, renewal or renovation

SUGGESTED READINGS:

1. Lal, B B, Direct Taxes, Pearson Education
2. Mehrotra and Goyal, Income Tax Law and Practice, Sahitya Bhawan Publications, Agra
3. Sighania, V K and Singhanian, Student Guide to Income Tax, Taxman Publications
4. Singhanian, V K and Singhanian, Kapil, Direct Taxes Law and Practice, Taxman Publications
5. Singhanian, V K, Singhanian, Kapil and others, Direct Tax Planning and Management, Taxman Publications
6. Study Material of Institute of Company Secretaries of India

Note:

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3. All questions will carry equal marks.

MANAGEMENT OF BANKING AND INSURANCE

Paper Code: MBAE-409

UNIT-I

An overview of the banking sector- growth and structure; function and operations – RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD; regulatory issues for governance of banking sector– role of RBI and Ministry of Finance; marketing in banking industry- component of bank marketing strategy; role of technology in banking

UNIT-II

Component of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; managing capital adequacy and profit planning; managing NPAs.

UNIT-III

Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans; investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India

UNIT-IV

Organizational forms, structure and administration of life and non life insurance companies; life and nonlife insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life (health and motor vehicle) insurance underwriting; financial management of life insurance companies

SUGGESTED READINGS:

1. Black, Kenneth jr. & Skipper, Harold D. jr., **Life and Health Insurance**, Pearson Education, Delhi
2. Rejda, George E, **Principles of Risk Management and Insurance**, Pearson Education, Delhi
3. Shekhar, K.C. and Shekhar, Lekshmy , **Banking Theories and practices**, Vikas Publication
4. Besis Joel **Risk Management in Banking**, John Mily & Sons
5. **Risk Management**, Indian Institute of Banking and Finance, McMillan Publisher
6. **The New Basel Record**, ICFAI Publication
7. **Financial Intermediation**, Indian Institute of Banking and Finance
8. Trieschmann, **Risk Management & Insurance**, Thomson Learning

Note:

1. **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.
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3. All questions will carry equal marks.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Paper Code: MBAE-410

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.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, **Investments**, TMH, New Delhi, 2006.
6. Elton, Edwin J. & Gruber, Martin J., **Modern Portfolio Theory & Investment Analysis**, John Wiley & Sons.
7. Haugen, Robert A., **Modern Investment Theory**, Pearson Education, New Delhi.

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2. **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.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs

FINANCIAL DERIVATIVES

Paper Code: MBAE-411

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., **Financial Derivatives**, PHI
6. Kumar, S.S.S., **Financial Derivatives**, PHI

Note:

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3. All questions will carry equal marks.

BRAND MANAGEMENT

Paper Code: MBAE-315

UNIT-I

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding

UNIT-II

Choosing brand elements to build brand equity; designing marketing programs to build brand equity: integrating marketing communication to build brand equity: information processing model of communication, marketing communication options, leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events

UNIT-III

Developing a brand equity measurement and management system: establishing brand equity management system; measuring sources of brand equity – capturing customer mindset: qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity; capturing market performance

UNIT-IV

Designing and implementing branding strategies: brand-product matrix, brand hierarchy, introducing and meaning new products and brand extensions; managing brands over time: managing brands over geographic boundaries and market segments

SUGGESTED READINGS:

1. Keller, Kevin Lane; **Strategic Brand Management**; Pearson Education; New Delhi
2. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
3. Kumar, S. Ramesh; **Marketing and Branding – The Indian Scenario**; Pearson Education; New Delhi
4. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi
5. Sengupta subroto; **Brand Positioning: Strategies for competitive advantage**; Tata McGraw Hill; New Delhi
6. Clifton, Rita & Simmons, John; **Brands and Branding**; The Economist; Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

INTEGRATED MARKETING COMMUNICATION

Paper Code: MBAE-316

UNIT-I

Introduction – Concept of marketing communication, marketing communication mix, factor affecting marketing communication mix, drivers of integrated marketing mix; models of marketing communication – Blade Box Model, AIDAS model, Steiner model, DAGMAR model, PCB model; marketing communication planning process

UNIT-II

Managing the Marketing Communication Process – Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, 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 planning – traditional and contemporary media; media objectives – reach, frequency, cost etc.; 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, marketing communication budgeting, 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 Moriarty, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi
4. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

SERVICE MARKETING

Paper Code: MBAE-317

UNIT-I

Foundation of Service Marketing – Definition and concept of service marketing, distinctive characteristics and classification of services, growth in service, service marketing mix, emergence of service economy

UNIT-II

Customer Focus – Understanding customer needs and expectations, process of market segmentation, selecting customer portfolio, creating valued relations with customer, customer loyalty, service encounters, measuring customer satisfaction, SERVQUAL and GAP Model, handling complaints, service failure and recovery

UNIT-III

Designing and Delivery services – Positioning a service in the market, value addition to service product, planning and branding service product, new service development, pricing the service product, advertising, personnel selling and other communication in services industry, challenges in distribution of services, role of employees, customers and intermediaries in service industry

UNIT-IV

Special Issues in Service Marketing – e-services, online consumer behaviour, self service technologies, understanding specific service industries – financial, hospitality, health, telecom, retail, public utilities, NGOs, travel and tourism, professional services

SUGGESTED READINGS:

1. Zeithaml, Valarie A, Bitner, Mary Jo, Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi
3. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education
4. Apte, Govind, Services Marketing – OUP, New Delhi
5. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi

Note:

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3. All questions will carry equal marks.

CONSUMER BEHAVIOUR

Paper Code: MBAE-318

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

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

CUSTOMER RELATIONSHIP MANAGEMENT

Paper Code: MBAE-415

UNIT-I

Introduction – Origin, evolution and concept of CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture

UNIT-II

Operational CRM – Sales force automation: lead management, contact management, field force automation; enterprise marketing automation: market segmentation, campaign management, customer service and support, contact and call centre operations

UNIT-III

Analytical CRM – Managing and sharing customer data: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence collaborative CRM

UNIT-IV

CRM Implementation – Establishing CRM performance monitoring, CRM readiness assessment, system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment

SUGGESTED READINGS:

1. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
2. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK
3. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
4. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK
5. Green, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi
6. Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata Mc Graw Hill

Note:

1. **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.
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3. All questions will carry equal marks.

SALES & DISTRIBUTION MANAGEMENT

Paper Code: MBAE-416

UNIT-I

Objective of sales management; Personal selling objectives; theories of selling; personal selling process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force

UNIT-II

Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs and profitability

UNIT-III

Distribution management and marketing mix; marketing channels; channel institutions – wholesaling and retailing; designing channel system

UNIT-IV

Channel management; channel information system; market logistics and supply chain management; international sales management

SUGGESTED READINGS:

1. Havaladar, Krishna K.& Cavale, Vasant M.; **Sales and Distribution Management**; Tata McGraw Hill, New Delhi
2. Khan, Mateen; **Sales and Distribution Management**; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; **Sales Management – Decision, Strategies and Cases**; Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; **Sales Management**; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; **Sales Management – Team work, Leadership and Technology**; Thomson Learning.; New Delhi
6. Rosenbloom, Bert; **Marketing Channels: A Management View**; Thomson Learning; New Delhi
7. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; **Marketing Channels**; Prentice Hall of India/Pearson Education; New Delhi
8. Kapoor, Ramnik; **Fundamentals of Sales Management**; McMillan India Ltd; New Delhi

Note:

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3. All questions will carry equal marks.

RETAIL MANAGEMENT

Paper Code: MBAE-417

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
4. Levy, Michael & Weitz, Barton A.; **Retailing Management**; Tata McGraw Hill; New Delhi
5. Newman, Andrew J. & Cullen, Peter; **Retailing – Environment and Operations**; Thomson Asia Pvt. Ltd.; New Delhi
6. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; **Retailing**; Thomson Asia Pvt. Ltd; New Delhi
7. Lamba, A.J.; **The Art of Retailing**; Tata McGraw Hill; New Delhi

Note:

1. **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.
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BUSINESS MARKETING MANAGEMENT

Paper Code: MBAE-418

Unit-I

Business marketing; business marketing management; business markets vs. consumer goods market; characteristics of business markets; classifying goods for the business market; business marketing strategy; unique characteristics of commercial enterprises, government and institutional markets; e-procurement; the organizational buying process; forces affecting organizational buying behaviour; major elements of organizational buying process; relationship marketing; managing buyer-seller relationship; measuring customer profitability; customer relationship management; gaining customer relationship advantage

Unit-II

Business market segmentation requirements and benefits; bases for segmenting business markets; model for segmenting organizational market; organizational demand analysis; determining market and sales potentials; essential dimensions of sales forecasting; forecasting methods; marketing's strategic role; marketing's cross functional relationship; components of a business model; the balanced score card; capturing global advantage; mapping sources of global advantage; international market entry options; international strategy and the value chain; general framework for global strategy

Unit-III

Identifying and sustaining core competencies; product quality; product policy; planning industrial product policy; building a strong brand; technology adoption life cycle; management of innovation; managing technology; new product development process; determinants of new product performance and timelines; challenges of business service marketing; service quality; marketing mix for business service firms; developing new services; business marketing channel and its participants; channel design; channel administration; e-commerce and its key elements; strategic role of e-commerce; crafting an e-commerce strategy; internet strategy implementation; concept of supply chain management; competitive advantage of supply chain management; logistics and its strategic role; calculating logistics costs; business to-business logistical service and its management

Unit-IV

Meaning of value in business markets; the pricing process in business markets; pricing across the product life cycle; responding to price attacks by competitors; competitive bidding; role of advertising; managing business-to-business advertising; measuring advertising effectiveness; foundations of personal selling; managing the sales force; account management process; sales administration; process of developing business marketing strategies; allocating resources; control at various levels; implementation of business marketing strategy

Suggested Readings:

1. Hutt, Michael D. & Speh, Thomas W.; **Business Marketing Management: B2B**; Thomson Learning; New Delhi
2. Reeder Robert R., Brierity, Edward G. & Reeder, Betty H.; **Industrial Marketing: Analysis Planning and Control**; Prentice Hall of India; New Delhi
3. Havaldar, Krishna K; **Industrial Marketing**; Tata McGraw Hill; New Delhi
4. Vitale, Robert P. & Giglierano, Joseph J.; **Business to Business Marketing**; Thomson Learning; New Delhi
5. Gross, Andrew C. & Banting, Peter et al; **Business Marketing**; A.I.T.B.S. Publishers & Distributors; Delhi

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3. All questions will carry equal marks.

FUNDAMENTALS OF DISASTER MANAGEMENT

Paper Code: MBAE-312

UNIT-I

Natural Disasters – Flood, Earthquakes and landslides, Cyclones, Tsunami, Drought, Heat waves and sandstorms, Cold waves

UNIT-II

Manmade Disasters – War, terrorism, stampedes, riots, industrial fires, nuclear power accidents, hazardous materials and toxic emission, utility failure

UNIT-III

Relief Operations – Saving victims, conducting medical relief operations, managing relief operations, psychological issues, rehabilitation work

UNIT-IV

Proactive Measures – Planning for disaster management, local disaster management cell, business recovery plan, safety management, government response to disaster

SUGGESTED READINGS:

1. Modh, Satish, Citizen's Guide to Disaster Management, Macmillan India Ltd., New Delhi
2. Deshmukh, L M, Industrial Safety Management, Tata McGraw Hill, New Delhi
3. Parsuraman, S, India Disaster Report; Towards Policy Initiatives, Oxford University Press, 2004

Note:

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2. **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.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

GEOINFORMATICS IN DISASTER MANAGEMENT

Paper Code: MBAE-313

UNIT-I

Overview of environmental and natural disasters: causative factors, manifestations, analyses; study of various environmental disasters – recognition, mapping, zonation; landslides, earthquakes, cyclones, floods, mining hazards, soil and forest disaster; role of science and technology in disaster management

UNIT-II

GIS – Introduction, definition of GIS, GIS and other information system, maps and spatial information, concept of space and spatial data, domains of spatial information system, elements of GIS (hardware, software, data and liveware), components of GIS (end use/management, data acquisition, data input, data storage and retrieval, data processing and analysis/modeling), information presentation, internet based GIS

UNIT-III

GPS – Introduction, description of GPS system (space segment, control segment, user segment), observation principle and signal structure; GPS receivers, realities and limitations; GPS application

UNIT-IV

Remote Sensing and GIS for Disaster Management – Geological and human made disasters; flooding, earthquakes, tsunamis, cyclones, volcanic, thermal, landslides, wildfires (urban and forest), coal fires, droughts, land degradation, deforestation, coastal hazards, air and water pollution, oil spills in water

SUGGESTED READINGS:

1. Floyd F, Sabins Jr. , Remote Sensing, Principles and Interpretation, W.H. Freeman and Co., New York, 2nd Edition, 1987
2. Lillesand T M & Kieffer R W, Remote Sensing and Image Interpretation, John Wiley and Sons, New York, 1994
3. Stan Marany, GIS Solutions in Natural Resource Management, Onward Press, USA, 1999

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2. **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.
3. All questions will carry equal marks.

INDUSTRIAL SAFETY

Paper Code: MBAE-314

UNIT-I

Safety Management – Concept and importance of industrial safety, objectives of industrial safety; Responsibility of safety – Society, Govt, management, union and employees; Safety officer – Appointment, qualification, duties of safety officer; Safety committee – Membership, functions & scope of safety committee

UNIT-II

Industrial Accidents – Causes and effects of industrial accidents, accident prevention, accident investigation records, minimizing effects of accidents, cost of accidents, impact of accidents on employees, union, management and society, their role and responsibility in the prevention of accidents

UNIT-III

Accident and claim losses – High potential accidents, accident prevention, modern concepts of accident prevention, accident investigation records minimizing affects of accidents, motivating safety programme; Training – Role of supervisor, management safety programme

UNIT-IV

Legal Provisions regarding safety, accident prevention and compensation to affected employees as under Factories Act, 1948, Factories Act (Amendment), 1987, Mines Act, 1952, Maharashtra Safety Officers Rule -1982, Workmen Compensation Act-1923, ESI Act, Public Liabilities Insurance Act-1991, Fatal Accident Act

SUGGESTED READINGS:

1. R.K. Jain and Sunil S Rao, Industrial Safety, Health and Environment Management Systems, Khanna Publishers, New Delhi
2. Deshmukh, L, Industrial Safety, Tata McGraw Hill, New Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

DISASTER MANAGEMENT AND PREPAREDNESS

Paper Code: MBAE-412

UNIT-I

Disaster Management – Conceptual framework, preparedness and mitigation; Concept and nature of disaster preparedness, activities involved in disaster preparedness, Principles of disaster prevention,

UNIT-II

Disaster Preparedness Plan, community based disaster preparedness plan, disaster preparedness for vulnerable groups; Relevance of disaster preparedness to housing, infrastructure and livestock

UNIT-III

Agencies in disaster preparedness – Role and responsibilities of central, state, district and local and ministration, role and responsibilities of Armed forces, Police, Para-military forces, role of international agencies, NGOs, community and media in disaster preparedness

UNIT-IV

Disaster Mitigation – Concept, importance and guiding principles, disaster mitigation approaches and strategies, emerging trends in disaster mitigation, sustainable development, social cost-benefit analysis, environment impact assessment, mitigation management

SUGGESTED READINGS:

1. Goel, S.L. and Rain Kumar (Eds.), 2001, Disaster Management, Deep & Deep, New Delhi
2. Asian Development Bank, 1991, Disaster Mitigation in Asia and the Pacific, Manila
3. Goel, S L, Encyclopedia of Disaster Management Vol. I, 2006, Deep & Deep, New Delhi
4. Fernando, N B J, 2001, “Disaster Mitigation” in Pardeep Sahni, Alka Dhameja and Uma Medury (eds.), Disaster Mitigation: Experiences and Reflections, Prentice-Hall of India, New Delhi

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

BUSINESS CONTINUITY MANAGEMENT

Paper Code: MBAE-413

UNIT-I

Introduction to Business Continuity Management: Need for business continuity management; Context of business continuity management in the business; Review of risk management fundamentals; business continuity lifecycle

UNIT-II

Business Continuity Programme Management: Governance, implementation, reporting, involvement of third parties, documentation; Understanding the organization – identification of mission-critical impact areas, business impact analysis, horizon scanning, continuity requirements, risk assessment, evaluation of options, business cases and programme sign-off

UNIT-III

Determining the Business Continuity Strategy: Strategic options, people, premises, processes and procedures, technology, information, supply chain, stakeholders, civil emergencies

UNIT-IV

Business Continuity Response: Overall business continuity response structure, types of plan, incident management plans, business continuity plans, disaster recovery plans, business resumption plans; exercising; Maintenance and review – exercising and testing of plans, maintenance of plans, review of plans

SUGGESTED READINGS:

1. Blyth, Michael, Business Continuity Management: Building an Effective Incident Management Plan, Wiley
2. Hiles, Andrew, The Definitive Handbook of Business Continuity Management, Wiley
3. Swartz, Ethne, Business Continuity Management, Routledge

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

AGENCIES IN DISASTER MANAGEMENT Paper
Code: MBAE-414

UNIT-I

International Agencies – United Nations and its specialized agencies like UNDP, FAO, WHO, AEC (Atomic Energy Commission), United Nations Disaster Management Cell, New Delhi, International Federation of Red Cross and Red Crescent Societies (IFRC) and National Red Cross/Red Crescent Societies

UNIT-II

National Agencies – Disaster Management Cell (Ministry of Home Affairs, Govt. of India), National Institute of Disaster Management, Indian Red Cross Society, Planning Commission, National Civil Defense Organization, Bharat Scouts and Guides, Military and Para-Military Forces; Corporate Bodies etc.

UNIT-III

State and District Level Agencies – Disaster Management cells at state level and district level, District Magistrate Office, Role and Responsibilities of DM in prevention, preparedness, mitigation, relief and rehabilitation; local bodies and role of different functionaries

UNIT-IV

Civil Society Agencies – NGOs, Religious and Cultural Organizations, Community based organizations, political parties and their affiliates, philanthropic organizations, recent case studies on the role played by various civil society organizations during disasters

SUGGESTED READINGS:

Disaster Management in India – A Status Report; National Disaster Management Division, Ministry of Home Affairs, Govt. of India, 2004

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 50
Practical Marks: 50
Time : 3hrs.

OBJECT-ORIENTED ANALYSIS & DESIGN WITH PROGRAMMING IN C++ PAPER
CODE: MBAE-319

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.

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 50
Practical Marks: 50
Time : 3hrs.

PROGRAMMING IN ORACLE
PAPER CODE: MBAE-320

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, **Enhanced Guide to Oracle 8i**, Thomson Learning, Bombay.

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 50
Practical Marks: 50
Time : 3hrs.

DATA BASE MANAGEMENT SYSTEM
PAPER CODE: MBAE-321

Unit-I

Data models: Hierarchical and network, functions of data base management system, object oriented data base management system

Unit-II

Data Independence: Logical and physical, data base administration, relational data model, normalization, concurrency, deadlock, Codd rules, backup & recovery.

Unit-III

Distributed data base system: Introduction, options for distributing a database, objectives, problems of distributed system. Distributed data base system and internet

Unit-IV

Emerging Data base Technologies : Internet Databases, Digital Libraries, Multimedia Databases, Mobile Databases

Lab: Programming in any RDBMS package on above defined syllabus.

Suggested Readings:

1. Kroenke, **Database Processing** , Pearson Education
2. Garcia, Ullman, **Data Base Implementation**, Pearson Education
3. Garcia, Ullman, **Data Base The Complete Book** , Pearson Education
4. Kahate, **Introduction to Database Management System**, Garcia, Ullman, **Data Base Implementation**, Pearson Education
5. Rob, **Database System**, Thomson Learning.
6. Singh S. K., **Database Systems** , Pearson Education
7. Abraham, Korth , **Data Base System concepts**, McGraw Hill.
8. Pratt, **Concept of Data Base Management**, Thomson Learning, Vikas Publishing House, New Delhi
9. Elmsari Navathe , **Fundamental of Database system**, Pearson Education
10. Date , C.J., **Introduction to Database System 8e**, Pearson Education.
11. Fred R. McFadden, Jeffrey A. Hoffer & Marry B. Prescott, **Modern Data Base Management**, Pearson Education, New Delhi.

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 50
Practical Marks: 50
Time : 3hrs.

MULTIMEDIA AND WEB DEVELOPMENT
PAPER CODE: MBAE-322

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, non-lossy and lossy 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
5. Senclair, **Multimedia on the PC**, BPB Publications.
6. Rosch, **Multimedia Bible**, Sams Publishing
7. Powell, **Web Design The Complete Reference**, Tata McGraw Hill, New Delhi.

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time : 3hrs.

SOFTWARE ENGINEERING **PAPER CODE: MBAE-419**

Unit-I

Concept of software engineering, software characteristics, software metrics : categories, areas of applications, token count, function point analysis, data structure metrics

Software Development : Phases,; Models : Waterfall model, Prototyping model, Spiral model, Rapid Application Development model

Unit-II

Software quality factors, cost estimations, COCOMO, project scheduling, quality assurance plans, project monitoring plans; Software risk management

Unit-III

System design, design objectives, effective modular design (coupling, cohesion), design tools and techniques, prototyping, structured programming.

Unit-IV

Coding, verification, monitoring and control, testing. testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

Suggested Readings :

1. Pressman , **Software Engineering: A Practitioner's Approach 6e**, Mc Graw Hill
2. Ghezzi, **Fundamentals of Software Engineering**, Prentice Hall of India, New Delhi.
3. Jalote, **An Integrated Approach to Software Engineering 3e**, Narosa
4. Leon & Leon, **Software Engineering**, Vikas Publishing House, New Delhi
5. Sommerville, **Software Engineering**, Pearson Education.
6. Fenton & Pfleeger, **Software Metrics** , Thomson Learning

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

SYSTEMS ANALYSIS AND DESIGN
PAPER CODE: MBAE-420

Unit-I

Concept of system, Business Information System, types of business information systems, overview of system development methodologies, role of systems analyst, CASE tools for systems analyst; feasibility study - economic, organizational and cultural, technological, schedule and resource.

Unit-II

System Development Life Cycle : Preliminary investigation - Information System Projects, evaluation of system requests, major steps in preliminary investigation; Systems Analysis - fact finding techniques, documentation, data flow diagrams, data dictionary; cost benefit analysis.

Unit-III

Systems Design : User interface design, input and output design, data design; Systems Implementation : Application development, quality assurance, structured application development - structure charts, cohesion, coupling, testing, program, system, operations, user documentation; Installation - Training, system changeover.

Unit-IV

Designing Distributed and Internet Systems : designing distributed systems - designing systems for LANs, for client / server architecture; designing internet systems - internet design fundamentals, design issues related to site management, managing online data.

Suggested Readings:

1. Hoffer et. al. , **Modern System Analysis and Design**, Thomson Learning
2. Shelly, Cashman, Rosenblatt, **System Analysis and Design 4e**, Thomson Learning
3. Satzinger, **System Analysis and Design**, Thomson Learning, Bombay.
4. Hawryszkiewycz, **I T. Introduction to Systems Analysis and Design. 2nd ed.**, New Delhi, Prentice Hall of India.
5. Whitten, J.L. **System Analysis and Design Methods** . New Delhi, Galgotia.
6. Awad, Elias M. **Systems Analysis and Design**, Prentice Hall of India, New Delhi.

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time : 3hrs.

ARTIFICIAL INTELLIGENCE
PAPER CODE: MBAE-421

Unit-I

Application-areas of artificial intelligence in business, solving problems, state space search, breadth first search, depth first search, expert systems: overview, components, steps in constructing expert system.

Unit-II

Heuristic search techniques: generate and test, hill climbing, best first search, problem reduction, constraint satisfaction, means-ends analysis.

Unit-III

Knowledge representation: predicate logic, resolution in predicate logic, semantic nets, frames, conceptual dependency.

Unit-IV

Symbolic reasoning under uncertainty, learning, introduction to Natural Language Processing and neural networks.

Suggested Readings:

1. Luger, **Artificial Intelligence**, Pearson Education
2. Rich. & Knight, **Artificial Intelligence**, TMH, New Delhi,
3. Patterson, **Introduction to AI & Expert Systems** , PHI, New Delhi
4. Winston, **Artificial Intelligence**, Pearson Education
5. Girantano, **Expert Systems** , Thomson Learning, Bombay.

Note:

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2. **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.
3. All questions will carry equal marks.

External Marks: 50
Practical Marks: 50
Time : 3hrs.

PROGRAMMING IN JAVA **PAPER CODE: MBAE-422**

Unit-I

Programming through JAVA: JAVA history, JAVA features, JAVA and internet, JAVA and WWW, hardware and software requirements, JAVA environment, program structure, JAVA tokens, JAVA virtual machine, constants, variables and data types, operators and expressions, decision making and branching, decision making and looping.

Unit-II

Classes, objects and methods, interfaces, packages, managing errors and exceptions, multithreading

Unit-III

Applet programming: local and remote applets, applets and applications, applet life cycle, creating an executable applet, applet tag, passing parameters to applets, i/o basics.

Unit-IV

String handling, event handling, AWT: Working with windows, graphics and text, controls, layout managers.

Lab: Java Programming and Internet Surfing.

Suggested Readings:

1. Wigglesworth, **Advanced Programming in Java**, Thomson Learning, Bombay.
2. Slack, **Problem Solving in Java**, Thomson Learning, Bombay.
3. Deitel and Deitel, **JAVA How to Program**, Pearson Education,
4. Decker, **Programming Java**, Vikas Publishing House, New Delhi
5. E.Balagursamy, **Programming in JAVA**, TMH, New Delhi.
6. Patrick Naughton, **JAVA Complete Reference**, TMH, New Delhi.
7. Herbert Schildt, **JAVA Complete Reference**, TMH, New Delhi.

Note:

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2. **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.
3. All questions will carry equal marks.

FOREIGN EXCHANGE MANAGEMENT
PAPER CODE: MBAE-323

Unit-I

Nature of foreign exchange: sources of demand for and supply of foreign exchange-the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange, monetary portfolio balance, purchasing power parity approaches; overvalued and under valued currencies; exchange rate systems.

Unit-II

General factors of exchange rate fluctuations; the Dornbusch Sticky -price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.

Unit-III

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid -ask spreads; 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; Fisher Black's Optional-Pricing model; currency and interest rate swaps; credit risk of swaps, Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.

Suggested Readings:

1. Giddy I.A.N., **Global Financial Markets**, AITBS, New Delhi
2. D. Levi Maurice, **International Finance, Prentice Hall of India**, New Delhi
3. Buckley, **Multinational Finance, Prentice Hall of India**, New Delhi
4. Roth Paul, **Mastering Foreign Exchange and Money Markets**, Pitman, London
5. Apte P.G., **International Financial Management**, Tata McGraw Hill, New Delhi

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2. **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.
3. All questions will carry equal marks.

INTERNATIONAL MARKETING
PAPER CODE: MBAE-324

Unit-I

Nature of international marketing; domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing; WTO framework and the international marketer; international marketing environment; screening international marketing opportunities; techniques of foreign market selection; broad structure of an international marketing plan.

Unit-II

International marketing research and information system; foreign market entry modes; global marketing operations and strategies; product and banking decisions; international product life cycle; counterfeiting and IPR issues; pricing strategies; environmental factors affecting international prices; international dumping; financing international marketing transactions.

Unit-III

The structure of international distribution systems; channel selection decisions; managing channel conflicts; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.

Unit-IV

International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy; organizational structure for international marketing planning; operations and control; managing risk in international marketing.

Suggested Readings:

1. Onkvisit Sak and John J. Shaw, **International Marketing – Analysis and Strategy**, PHI, New Delhi
2. Doole Isobel and Robin Lawe, **International Marketing Strategy**, Thomson Learning,
3. Keegan Warren J., **Global Marketing Management**, Pearson Education, Delhi
4. Joshi, Rakesh Mohan, **International Marketing**, Oxford University Press, New Delhi
5. Rajgopal, **International Marketing**, Vikas, New Delhi

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2. **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.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

MULTINATIONAL BANKING **PAPER CODE: MBAE-325**

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 multinationalization 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

Note:

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2. **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.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

INTERNATIONAL TRADE THEORY AND POLICY
PAPER CODE: MBAE-326

Unit-I

Growing importance of trade in world economy; trade as an agent of globalization; alternative bases and explanations of trade; gains from trade; term of trade – alternative concepts; trade equilibrium and determination of terms of trade; significance of conceptual understanding of trade theory for IB manager

Unit-II

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota; international economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers

Unit-III

Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets; logic of state trading and canalized trade; trade fairs and exhibition; commercial intelligence

Unit-IV

Major quantitative and qualitative; trends in India's foreign trade since 1991; major schemes and incentives for exporters; import control regime; impact of WTO provisions on trade policy; overall assessment of India's trade policy

Suggested Readings:

1. Krugman, Paul R. and Maurice Obstfeld, **International Economics: Theory and Policy**, Pearson Education, Delhi
2. Bo Sodersten, **International Economics**, Macmillan, London
3. D. Salvatore, **Theory and Problems of International Economics**, McGraw Hill, New York
4. H. Robert Heller, **International Trade**, Prentice Hall of India, New Delhi
5. Govt. of India, Economic Survey (Latest Issue)

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

GLOBAL STRATEGIC MANAGEMENT
PAPER CODE: MBAE-423

Unit-I

The phenomenon of globalization; drivers and obstacles to globalization; motives and determinants of internationalization of firms; components and challenges of international strategic management; developing a strategic planning model for an MNC; approaches to multinational corporate strategy; impact of personal values and corporate and culture on international strategy.

Unit-II

Motives for strategic global alliances; strategic value of an alliance; partner analysis; criteria for successful alliances; cross -border mergers and acquisitions; managing integration, transition and consolidation phases; strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy; global knowledge management.

Unit-III

Strategic considerations in expatriate personnel management; HR strategies in cross-cultural environment; international control system; aspects of headquarter control over subsidiaries; challenges of multinational recruitment, selection and performance appraisal; integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy.

Unit-IV

Risk strategies in multinational management; global capital structure decisions; international investment strategy; minimizing taxation burden; transfer pricing techniques; managing international intra-company accounts; management of blocked funds; managing project, working capital and trade finance; strategies for global competitive advantage.

Suggested Readings:

1. Cullen John B., **Multinational Management – A Strategic Approach**, South-Western, Ohio.
2. Sindhwani Trilok N., **The Global Business Game – A Strategic Perspective**, MacMillan, New Delhi
3. Daniels John D. et.al., **International Business – Environment and Operations**, Pearson Education, New Delhi
4. Lasserre Philippe, **Global Strategic Management**, Palgrave MacMillan, Hampshire

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

INTERNATIONAL FINANCIAL MANAGEMENT
PAPER CODE: MBAE-424

Unit-I

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments.

Unit-II

Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; optimizing cash flows; cash management and value of the firm.

Unit-III

International portfolio versus direct investment; international CAPM and Roll's critique; Arbitrage Pricing Theory; capital budgeting for foreign investment; strategic adjustment to international taxation; assessing and managing country risk in capital budgeting decisions.

Unit-IV

Multinational capital structure and cost of capital; strategic considerations in euro -equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; international portfolio diversification-techniques and barriers; asset allocation policy; costs and risks of financing; strategies for managing currency risk.

Suggested Readings:

1. Levi Maurice D., **International Finance**, McGraw-Hill, New York
2. Buckley A., **Multinational Finance**, Prentice-Hall of India, New Delhi
3. Shapro A.C., **Multinational Financial Management**, Prentice-Hall, New Delhi
4. Apte P.G., **International Financial Management**, TATA McGraw-Hills, New Delhi
5. Butler, K.C., **Multinational Finance**, Thomson Learning, Bombay

Note:

1. **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.
2. **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.
3. All questions will carry equal marks.

INTERNATIONAL LOGISTICS
PAPER CODE: MBAE-425

Unit-I

Trends in world trade growth; nature, significance and components of international logistics; creating an export organization; registration and licensing; selecting export products and markets and channels; export costing and pricing procedures incoterms; deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure.

Unit-II

Arranging pre -shipment finance; export procurement; quality control and pre -shipment inspection; packing and labeling of export consignments; basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents.

Unit-III

Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.

Unit-IV

Major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports; marketing development assistance; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.

Suggested Readings:

1. Paras Ram, **Export: What, When, How**, Anupam Publications, New Delhi
2. Khurana, P.K., **Export Management**, Galgotia Publishing, New Delhi
3. Shavaramu, **Export Marketing – A Practical Guide for Exporters**, Wheeler Publishing, New Delhi
4. Govt of India, **An Overview of Customs**, Commissionate of Customs and ICDs, New Delhi
5. Govt. of India, **Ministry of Commerce and Industry – Handbook of Procedure**, Govt. of India, New Delhi

Note:

1. **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.
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3. All questions will carry equal marks.