

**SCHEME OF EXAMINATION
&
SYLLABI
OF
2-YEAR
MASTER OF BUSINESS ADMINISTRATION
(EXECUTIVE)
EVENING PROGRAMME
(Based on National Education Policy (NEP) - 2020)
WITH EFFECT FROM THE ACADEMIC SESSION
2026-27**



**MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)**

**SCHEME OF EXAMINATION OF
2-YEAR
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Program Objectives (POs)

The MBA (Executive) Evening Program is designed to facilitate working professionals in upgrading their managerial capabilities, leadership acumen, and strategic decision-making skills while continuing their professional commitments. The program aspires to:

1. Equip learners with advanced conceptual and practical knowledge in management disciplines to analyze, evaluate, and address contemporary business challenges effectively.
2. Develop leadership qualities, critical thinking, and strategic decision-making skills to enable participants to assume higher managerial and entrepreneurial roles in dynamic organizational environments.
3. Facilitate continuous professional development, encouraging participants to integrate academic learning into their workplace practices to achieve organizational and personal growth.
4. Instill professional ethics, social sensitivity, and a commitment to sustainable business practices aligned with national development and global responsibility.
5. Develop analytical and problem-solving abilities, enabling learners to conduct applied research, generate insights, and provide innovative solutions to real-world business problems.

Program Outcomes (POs)

Upon successful completion of the MBA (Executive) Evening Program, learners will be able to:

1. Exhibit a strong grasp of management concepts and their application in diverse business contexts, both domestic and global.
2. Evaluate complex business problems, apply analytical tools, and formulate effective strategies to drive organizational success.
3. Lead teams with confidence, emotional intelligence, and the ability to motivate, influence, and collaborate across functional areas.
4. Display professional integrity, ethical conduct, and a commitment to sustainable and socially responsible business practices.
5. Apply acquired knowledge and skills to improve workplace performance, enhance organizational efficiency, and drive innovation.

6. Demonstrate the capacity for lifelong learning and adaptability to thrive in evolving business environments.

Structure for 2-Year MBA (Executive) Evening Programme

First Year (NHEQF-Level 6): First Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC 1)						
26IMEI201DS01	Management Concepts and Organizational Behaviour	70	30	-	100	3-1-0
26IMEI201DS02	Accounting for Managers	70	30	-	100	3-1-0
26IMEI201DS03	Managerial Economics	70	30	-	100	3-1-0
26IMEI201DS04	Operations Management	70	30	-	100	3-1-0
26IMEI201DS05	Business Statistics and Analytics	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 1)						
26IMEI201SE01	Workshop on Business Communication and Etiquettes	-	100	-	100	2-0-2
Vocational Course (VOC 1)						
26IMEI201MV01	Workshop on Information Technology	50	-	50	100	2-0-2
Total Credits						24

Note:

- The duration of all the end-term theory examinations shall be 3 hours.
- The Criteria for awarding the formative assessment of 30 marks throughout the Programme shall be as under:
 - Sessional Examination : 20 marks.
 - Assignments/Presentations/Seminars and Class Participation : 5 marks
 - Attendance : 5 marks
(Less than 65%- 0 marks; Upto 70%- 2 marks; Upto 75%- 3 marks; Upto 80%- 4 marks; Above 80%- 5 marks)
- The Criteria for awarding the formative assessment of 15 marks for a practicum examination of (15+35=50) fifty marks throughout the Programme shall be as under:
 - Practicum Assignments/Practicum File : 10 marks
 - Attendance (Criteria as mentioned above in 2(c)) : 5 marks
- The panel of examiners for end-semester theory examinations shall be prepared and approved by the PG BOS of IMSAR of the internal/external examiners based on their expertise/specialization/area of interest.
- The panel of examiners based on the examiners' expertise/specialization/area of interest for practicum/viva-voce examination shall be recommended by the PG BOS of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the internal examiners.
- The students are required to choose either SEC 1 or VOC 1.
- In the 1st and 2nd Semester, students shall be offered two optional papers (Skill-Enhancement Course/ Vocational Course) in each semester. Each student must choose one subject in each semester. The subject opted in the 2nd semester shall be the continuation of the subject opted in the 1st semester.
- The formative assessment criteria for *Skill-Enhancement Courses* will be as follows:
 - Written Test (2X10) = 20 Marks
 - Lab Work (Practical File)/ Field Work (Report)/ Portfolio = 30 Marks
 - Case Study/ Mini Project (1X15) = 15 Marks
 - Assignment/ Seminar/ Presentation (3X10) = 30 Marks
 - Attendance (Criteria as mentioned above in 2(c)) = 05 Marks

First Year (NHEQF-Level 6): Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC 2)						
26IMEI202DS01	Financial Management	70	30	-	100	3-1-0
26IMEI202DS02	Marketing Management	70	30	-	100	3-1-0
26IMEI202DS03	Human Resource Management	70	30	-	100	3-1-0
26IMEI202DS04	Business Research Methods	70	30	-	100	3-1-0
26IMEI202DS05	Operations Research	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 2)						
26IMEI202SE01	Entrepreneurship	-	100	-	100	2-0-2
Vocational Course (VOC 2)						
26IMEI202MV02	E-Commerce and Applications	50	-	50	100	2-0-2
Total Credits						24
Note:						
1. Students exiting the programme after the second semester i.e. after the first year on completion of 48 credits will be awarded PG Diploma in Business Administration (Executive).						
2. The students are required to choose either SEC 2 or VOC 2. In the 1 st and 2 nd Semester, students shall be offered two optional papers (Skill-Enhancement Course/ Vocational Course) in each semester. Each student must choose one subject in each semester. The subject opted in the 2 nd semester shall be the continuation of the subject opted in the 1 st semester.						
Total Credits (24+24=48) for PG Diploma in Business Administration (Executive)						48

Second Year (NHEQF Level 6.5)

(Student should select any one option for the Second Year of 2 Year PG Program)

Option 1: (Only Course Work)

Second Year: Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
27IMEI203DS01	Strategic Management	70	30	-	100	3-1-0
Marketing Management						
27IMEI203DS02	Service Marketing	70	30	-	100	3-1-0
27IMEI203DS03	Customer Relationship Management	70	30	-	100	3-1-0
27IMEI203DS04	Consumer Behaviour	70	30	-	100	3-1-0
Finance						
27IMEI203DS05	Indian Financial System and Financial Markets	70	30	-	100	3-1-0
27IMEI203DS06	Project Management	70	30	-	100	3-1-0
27IMEI203DS07	Investment Management	70	30	-	100	3-1-0
Human Resource Management						
27IMEI203DS08	Compensation and Benefits Management	70	30	-	100	3-1-0
27IMEI203DS09	Strategic Human Resource Management	70	30	-	100	3-1-0
27IMEI203DS10	Human Resource Metrics and Analytics	70	30	-	100	3-1-0
Information Technology Management						
27IMEI203DS11	E- Governance and Framework of ICT	70	30	-	100	3-1-0
27IMEI203DS12	Data Ware Housing and Data Mining	70	30	-	100	3-1-0
27IMEI203DS13	Enterprise Resource Planning	70	30	-	100	3-1-0
Operations Management						
27IMEI203DS14	Project Management	70	30	-	100	3-1-0
27IMEI203DS15	Total Quality Management	70	30	-	100	3-1-0
27IMEI203DS16	Supply Chain and Logistics Management	70	30	-	100	3-1-0
Business Analytics						
27IMEI203DS17	Business Analytics	70	30	-	100	3-1-0
27IMEI203DS18	Fundamental of Econometrics	70	30	-	100	3-1-0
27IMEI203DS19	Predictive Business Analytics	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC3)						
27IMEI203SE01	Digital Marketing	-	100	-	100	2-0-2
Project Work 1						
27IMEI203PD01	Project Report	-	-	100	100	4
Note:						
1. Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of TWENTY students are required to offer any specialization area from any two groups. The specialization area opted for in the 3 rd Semester would remain the same in the 4 th semester also.						
GROUP A		GROUP B		Group C		
Human Resource Management		Marketing Management		Finance		
Operations Management		Business Analytics		Information Technology Management		
2. The students are required to choose either SEC3 or Project Work 1.						
3. In case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by						

the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.

4. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.

Total Credits

24

Second Year (NHEQF Level 6.5): Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
27IMEI204DS01	Indian Ethos in Management	70	30	-	100	3-1-0
Marketing						
27IMEI204DS02	Integrated Marketing Communications	70	30	-	100	3-1-0
27IMEI204DS03	Product and Brand Management	70	30	-	100	3-1-0
27IMEI204DS04	Sales and Distribution Management	70	30	-	100	3-1-0
Finance						
27IMEI204DS05	Management of Financial Services	70	30	-	100	3-1-0
27IMEI204DS06	Financial and Commodity Derivatives	70	30	-	100	3-1-0
27IMEI204DS07	Financial Decision Analysis	70	30	-	100	3-1-0
Human Resource Management						
27IMEI204DS08	Managing Interpersonal and Group Processes	70	30	-	100	3-1-0
27IMEI204DS09	Training and Development	70	30	-	100	3-1-0
27IMEI204DS10	International Human Resource Management	70	30	-	100	3-1-0
Information Technology						
27IMEI204DS11	Information Security and Cyber Laws	70	30	-	100	3-1-0
27IMEI204DS12	E-Business Information Systems Management	70	30	-	100	3-1-0
27IMEI204DS13	Systems Analysis and Design	70	30	-	100	3-1-0
Operations Management						
27IMEI204DS14	Warehouse Management and Inventory Control	70	30	-	100	3-1-0
27IMEI204DS15	Supply Chain Analytics	70	30	-	100	3-1-0
27IMEI204DS16	Technology Management	70	30	-	100	3-1-0
Business Analytics						
27IMEI204DS17	Applied Multivariate Analysis	70	30	-	100	3-1-0
27IMEI204DS18	Market Microstructure	70	30	-	100	3-1-0
27IMEI204DS19	Economics for Business Strategy	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC4)						
27IMEI204SE01	Data Analysis using Excel	-	100	-	100	2-0-2
Project Work 2						
27IMEI204PD01	Project Report	-	-	100	100	4

Note:

- The students are required to choose either SEC 4 or Project Work 2.
- Students are required to choose any two courses from two specializations which they have opted in Third Semester.
- In the case of Project Work 2, the topic of the Research Project to be submitted for evaluation in the fourth Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.
- In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the

rank of Associate Professor) recommended by PG BOS of IMSAR.	
Total Credits	24
Total Credits (24+24+24+24) for 2-Year MBA (Executive)	96

Option 2: (Coursework and Research)

Second Year: Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
27IMEI203DS01	Strategic Management	70	30	-	100	3-1-0
Marketing Management						
27IMEI203DS02	Service Marketing	70	30	-	100	3-1-0
27IMEI203DS03	Customer Relationship Management	70	30	-	100	3-1-0
27IMEI203DS04	Consumer Behaviour	70	30	-	100	3-1-0
Finance						
27IMEI203DS05	Indian Financial System and Financial Markets	70	30	-	100	3-1-0
27IMEI203DS06	Project Management	70	30	-	100	3-1-0
27IMEI203DS07	Investment Management	70	30	-	100	3-1-0
Human Resource Management						
27IMEI203DS08	Compensation and Benefits Management	70	30	-	100	3-1-0
27IMEI203DS09	Strategic Human Resource Management	70	30	-	100	3-1-0
27IMEI203DS10	Human Resource Metrics and Analytics	70	30	-	100	3-1-0
Information Technology Management						
27IMEI203DS11	E- Governance and Framework of ICT	70	30	-	100	3-1-0
27IMEI203DS12	Data Ware Housing and Data Mining	70	30	-	100	3-1-0
27IMEI203DS13	Enterprise Resource Planning	70	30	-	100	3-1-0
Operations Management						
27IMEI203DS14	Project Management	70	30	-	100	3-1-0
27IMEI203DS15	Total Quality Management	70	30	-	100	3-1-0
27IMEI203DS16	Supply Chain and Logistics Management	70	30	-	100	3-1-0
Business Analytics						
27IMEI203DS17	Business Analytics	70	30	-	100	3-1-0
27IMEI203DS18	Fundamental of Econometrics	70	30	-	100	3-1-0
27IMEI203DS19	Predictive Business Analytics	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC3)						
27IMEI203SE01	Digital Marketing	-	100	-	100	2-0-2
Project Work 1						
27IMEI203PD01	Project Report	-	-	100	100	4
Note:						
1. Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of TWENTY students are required to offer any specialization area from any two groups. The specialization area opted for in the 3 rd Semester would remain the same in the 4 th semester also.						
GROUP A		GROUP B		Group C		
Human Resource Management		Marketing Management		Finance		
Operations Management		Business Analytics		Information Technology Management		
2. The students are required to choose either SEC3 or Project Work 1.						

3. In case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.	
4. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.	
Total Credits	24

Second Year: Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 4)						
27IMEI204SE01	Data Analysis using Excel	-	100	-	100	2-0-2
Research Thesis/Project						
27IMEI204PD01	Research Thesis/Project	--	--	500	500	20
Note: In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits (24+24+24+24) for 2-Year MBA (Executive)						96

Option 3: (Only Research Work-only the students who have completed 3 years Bachelor's Programme)

Second Year: Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 3)						
27IMEI203SE01	Digital Marketing	-	100	-	100	2-0-2
Research Thesis/ Project						
27IMEI203PD01	Research Thesis/ Project	--	--	500	500	20
Note: 1. Students who opted for option 3 should submit a project report/synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners. 2. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits						24

Second Year: Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 4)						
27IMEI204SE01	Data Analysis using Excel	-	100	-	100	2-0-2
Research Thesis/Project						
27IMEI204PD01	Research Thesis/Project	--	--	500	500	20
Note: 1. Students who opted for option 3 should submit a project report/synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners. 2. The student should continue the research work in the fourth semester based on the project work/synopsis submitted at the end of the third semester. The final thesis/project report will be evaluated by the internal and external examiners.						

3. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.

Total Credits (24+24+24+24) for 2-Year MBA (Executive)

96

First Year of 2-Year MBA (Executive) Program (NHEQF-Level 6): First Semester

MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

Paper code: 26IMEI201DS01

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

1. To aid students in understanding human behavior in organizations,
2. To provide students with a comprehensive exposure to organizational behavior theories, research and workplace issues.
3. The course also provides an overview of the theories and practices of management in organizational contexts.

Course Outcomes

After completing the course, students would be able to:

1. Analyze the behavior of individuals and groups in organizations in terms of the key factors that influence organizational behavior.
2. Identify the core competencies, managerial roles and significance of emotional intelligence at work.
3. Assess the potential effects of organizational factors on organizational behavior.
4. Explain the organizational culture and describe its dimensions and to examine various organizational designs

UNIT- I

Nature, Scope and Evolution of Management, Functions, Skills, Roles of Management; Managerial Competencies, Core competencies, Emotional intelligence at work place, Dynamics in social Milieu.

UNIT- II

Motivation: Nature and Theories; Content and Process Theories Leadership: Nature and Theories: Trait, Behavioral and Contingency approach, Leadership development for learning organizations.

UNIT- III

Foundations and Background of Organizational behavior, Interpersonal: Group behavior, Dynamics Formation and stages, Team building and Intrapersonal process: Attitude, Personality, Perception

UNIT- IV

Organizational process and structure: Work Innovation and Job design, Organization climate and culture, Organization change and development and control.

Recommended Readings:

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education

2. Hellreigel, Management, Thomson Learning, Bombay
3. Koontz, H and Wechrich, H; Management, Tata McGraw Hill
4. Stoner, J et. al, Management, Pearson Education
5. Robbins and Coulter, Management, Pearson Education
6. Pravin Durai, Principles of Management, Pearson Education.
7. Satya Raju, Management – Text and Cases, PHI, New Delhi
8. Richard L. Daft, Management, Thomson South-Western
9. Nelson, Debra L and James C Quick, Organizational Behavior, Thomson Learning
10. Hellgiegel, D and J.W. Slocum, Organizational Behavior, Thomson Learning
11. Luthans, Fred, Organizational Behavior, McGraw Hill, New York
12. New Storm and Keith Davis, Organization Behavior, TMH, New Delhi

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

ACCOUNTING FOR MANAGERS

Course Code: 26IMEI201DS02

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

1. To understand the role of a financial manager in business.
2. To develop knowledge of various sources of finance.
3. To know the significance of the time value of money in decision-making.
4. To develop an ability to make certain important decisions relating to capital budgeting, cost of capital and capital structure

Course Outcomes

After completing the course students would be able to:

1. Describe about various financial management concepts.
2. Apply the concept of time value of money.
3. Categorize and analyze different capital budgeting techniques.
4. Appraise different project proposals for decision-making.
5. Estimate cost of capital for long term source of finance.

UNIT-1

Meaning, advantages, and limitations of accounting, Recording of business transaction, Ledger, Trial balance, Preparation of Financial accounts with adjustments

UNIT-2

Analysis of Financial Statements: Comparative Statements, Common Size Statements; Ratio analysis, Funds flow statement and Cash flow statement.

UNIT-3

Classification of costs and cost sheet; CVP analysis; marginal costing and its application in Managerial decision making; budgetary control.

UNIT-4

Investment Decisions: Methods of capital budgeting, ARR, PI, PBP, NPV and IRR; cost of capital.

Recommended Readings:

1. Anthony, R. N., Hawkins, D., & Merchant, K. A. (2019) 'Accounting: Text and Cases' McGraw- Hill Education India.
2. Narayanaswamy, R. (2020) Financial Accounting: A Managerial Perspective, 7th ed. PHI learning
3. Goyal, B. K., & Tiwari, H. N. (2021). Financial Accounting. Taxmann Publication, New Delhi.
4. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). Financial Accounting. Vikas Publishing House Pvt. Ltd., New Delhi.
5. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
6. Khan and Jain, Financial Management, Tata McGraw Hill, New Delhi
7. Thukaram Rao, M.E., Cost and Management Accounting, NewAge Publishers

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

MANAGERIAL ECONOMICS

Course Code: 26IMEI201DS03

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

1. Apply economic principles to management decisions.
2. Understand the Nature, Scope and Significance of Managerial Economics, and its Relationship with other Disciplines.
3. Understand the Role of Managerial Economics in Decision Making.
4. Understand the cardinal and ordinal approaches of consumer behavior.

Course Outcomes

After completing the course students would be able to:

1. Define the basic elements of managerial economic aspects of firm.
2. Forecast demand for a product.
3. Know what to produce, where to, when to, how to, for whom to produce.
4. Frame policy for production to minimize the cost and maximum the profit.
5. Construct the cost function.

UNIT-I

Nature and scope of managerial economics; nature of marginal analysis; alternative objectives of business firms; cardinal utility theory; indifference curve technique and the theory of consumer choice; consumer surplus; price, income and substitution effects; demand elasticity; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

UNIT-II

Law of variable proportions; laws of return; optimal input combination; output-cost relations; engineering cost curves; technological change and production decisions; revenue curves of a firm; price-output decisions under alternative market structures; shut-down points; Baumol's sales maximization model; advertising and price output decisions.

UNIT-III

Product differentiation; price-output decision in multi-plant and multi-product firms; general pricing strategies; special pricing techniques – limit pricing, peak load pricing and transfer pricing; dumping analysis; pricing of public utilities.

UNIT-IV

Risk analysis; investment and capital replacement decisions; locational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies; inflation analysis; tariff analysis.

Recommended Readings:

1. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore
2. V. Agarwal, Managerial Economics, Pearson Education.
3. Monroe, Kent B., Pricing-Making Profitable Decisions, McGraw-Hill, New York
4. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today’s Decision Makers, Pearson Education

5. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad

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

OPERATIONS MANAGEMENT

Course Code: 26IMEI201DS04

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Understand the role of Operations in overall Business Strategy of the firm.
2. Understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
3. Identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
4. Understand the trends and challenges of Operations Management in the current business environment.
5. Apply the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

UNIT-I

Introduction to operations Management: Objectives, Functions and Scope, types of production systems, operations strategy; Facility Planning, Factors Affecting Plant location and plant layout; Tools and Techniques used for Plant Layout Planning.

UNIT-II

Production Planning and Control Process Planning, Aggregate Production Planning, Capacity Planning: Introduction, Capacity Planning; Product Design, and Development; Project Scheduling, Network Diagrams, Critical Path Method (CPM), Critical Path Method: Problems, Critical Path Method: Problems. Program Evaluation and Review Technique (PERT), Sales forecasting, Forecasting syst Qualitative and Quantitative methods.

UNIT-III

Materials Management- Concepts, Objectives, Functions, Materials Requirement Planning (MRP)-I, Materials Requirement Planning (MRP)-II Purchasing Management- Objectives; Functions; Methods; Procedure Management- Types of Stores; Functions; Coding Methods. Value Analysis- Concepts Inventory Management

- Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance Management- Concepts; Objectives; Functions; Types of Maintenance

UNIT-IV

Quality management: Introduction; Meaning, Concept of Quality, Total Quality Management (TQM), Total Productive Maintenance (TPM), Statistical Quality Control (SQC), concept of Six Sigma and its application; Advanced Manufacturing Technologies: Just in Time (JIT), KANBAN System, Enterprise Resource Planning (ERP), TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts.

Recommended Readings:

1. R. Paneerselvam, Production and Operations Management; PHI; New Delhi
2. Mahadevan, B.; Operations Management- Theory and Practice; Pearson Education
3. Bedi, Production and Operations Management, 2/e, Oxford University Press.
4. K. N. Dervitsiotis, Operation Management, McGraw-Hill International Company.
5. Jay Heizer and B. Render, Operation Management, Pearson Education
6. Gaither, Norman and Frazier, Greg; Operations Management; Thomson Learning; New Delhi
7. Krajewski, Lee J. and Ritzman, Larry P.; Operations Management- Processes and Value Chains; Pearson Education

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

BUSINESS STATISTICS AND ANALYTICS

Course Code: 26IMEI201DS05

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Gain knowledge of basic concept / fundamentals of business statistic.
2. Develop practical understanding of various statistical concepts.
3. Compute various measures of central tendency, measures of Dispersion, Time Series Analysis, Index
4. Number, Correlation and Regression analysis and their implication on Business performance.
5. Understand basic concepts of probability and judge probability theoretical distributions CO6. Take managerial decision and applying the Concept of Business Analytics.

UNIT- I

Definition, role and application. Measures of central tendencies and their application. Measures of dispersion: range, quartile deviation, standard deviation, coefficient of variance and mean deviation. Skewness and kurtosis.

UNIT- II

Correlation: meaning and type of correlation- positive correlation, negative correlation, linear and non-linear correlation. Scatter diagram, Karl Pearson's coefficient of correlation, properties of correlation coefficient, probable error of correlation coefficient. Multiple and partial correlation coefficient.

Regression: Meaning and types- simple and multiple regression, linear and non-linear regression, regression lines, and properties of regression.

UNIT- III

Time Series: introduction, objectives and identification of trends – variation in time series, secular variation, cyclical variation, seasonal variation and irregular variation. Methods of estimation of trends- moving average and least square method.

Index number: definition, uses, types, simple aggregate method and weighted aggregate method- Laspeyre's, Paasche's, Fisher's and CPI. Construction of index numbers and their uses.

UNIT- IV

Sampling: meaning and basic sampling concept, sampling and non-sampling errors Hypothesis testing: formulation and procedure for testing a hypothesis. Large and small sample test- z, t, F test and ANOVA (one way). Non-parametric test: chi-square test, sign test, Kruskal–Wallis test. Concept of Business Analytics-Meaning, types and application of Business Analytics.

Recommended Readings:

1. Levin, R.I. and Rubin D.S., Statistics for Management, Pearson Education.
2. Gupta, S.P. and Gupta, M.P., Business Statistics, Sultan Chand and Sons.
3. Sharma, J.K., Business Statistics, Vikas Publication House Pvt. Ltd.
4. Bajpai, Naval, Business Statistics, Pearson Education.
5. Davis and Pecar: Business Statistics using Excel, Oxford University Press.

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

WORKSHOP ON BUSINESS COMMUNICATION AND ETIQUETTES

Course Code: 26IMSI201SE01

Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	30 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (3X10)	30 Marks
Attendance	05 Marks
TOTAL	100 Marks

L-T-P

2-0-2

Course Outcomes

After completing the course students would be able to:

1. Describe the basics of communication and its process, elements, importance and different etiquettes.
2. Understand the importance and usage of presentation skills.
3. Learn about different behavioral skills.
4. Hold business meetings and will also learn about dining etiquettes of different countries.

UNIT-I

Communication Skills – Concept, characteristics and process of communication; 7C's of communication; listening skills, verbal communication, body language, art of meeting and greeting, making effective conversation voice tone and eye contact, telephone etiquette, e-mail, voice mail etiquette, ways to deal with difficult people, extending, accepting and declining invitations

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 Meetings and Dining Etiquette – Attending business functions, etiquette in meetings, business socialization, organizing social events for business, dining manners, banquet etiquette 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. 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
5. Dresser, Norine, Multicultural Manners, John Wiley & Sons Inc.
6. Langford, Beverly Y., The Etiquette Edge, AMACOM

WORKSHOP ON INFORMATION TECHNOLOGY

Course Code: 26IMEI201MV01

L-T-P

External Marks: 50

2-0-2

Practicum Marks: 50

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Understand computer hardware, software and computer applications, computer network, internet and office automation tools in business.
2. Learn applications of MS Office and Internet in businesses.
3. Demonstrate the ease to work with MS Word and explain the fundamentals of MS Excel and manipulate various functions and commands;
4. Elucidate the need of MS PowerPoint, design & templates and manipulate records, creating records and web designing using PPT.
5. Creating the databases and handling operations on the data using MS Access.

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 Pages & Browsing, Security, Internet Applications, Analog and Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, E-mail.

UNIT-III

Documentation using MS-Word – Creating and Editing Document, Formatting Document, Auto-text, Autocorrect, Spelling and Grammar Tool, Document Dictionary, Page Formatting, Bookmark, Advance Features of MS-Word- Mail Merge, Printing Electronic Spread Sheet using MS-Excel- Introduction to MS- Excel, Creating and Editing Worksheet, Formatting and Essential Operations, Formulas and Functions, Charts

UNIT-IV

Presentation using MS-PowerPoint: Presentations, Creating Manipulating and Enhancing Slides, Organizational Charts, Excel Charts, Word Art, Layering Art Objects, Animations and Sounds Introduction to database: Concept, Characteristics, Objectives, Advantages and limitations, entity, attribute, schema, subschema; Database management using MS-Access.

Recommended Readings:

1. Microsoft Office Complete Reference. BPB Publication.
2. Rajaraman V. (Feb. 2010). Fundamentals of Computers. PHI.
3. Sinha P.K. (2004). Computer Fundamentals. BPBP ublication
4. Stultz, Russell A. Learn Microsoft Office. BPB Publication.
5. Taxali, Ravi Kant. (2014). Computer Course windows 7 and Office 2010. India: McGraw Hill Education.
6. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
7. B. Ram, Computer Fundamentals, New Age Publications, New Delhi

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

First Year of 2-Year MBA (Executive) Program (NHEQF-Level 6): Second Semester

FINANCIAL MANAGEMENT

Course Code: 26IMEI202DS01

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Describe about various financial management concepts.
2. Apply the concept of time value of money.
3. Categorize and analyze different capital budgeting techniques.
4. Appraise different project proposals for decision-making.
5. Estimate cost of capital for long term source of finance.

UNIT-I

Financial management-scope finance functions and its organization, 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 MM theories; determinants of dividend policy and dividend models-Walter, Gordon and MM 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.

Recommended 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. Berk, De Marzo, Harford, Fundamental of Corporate Finance, Pearson Education.
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Pearson Education
6. Brigham and Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

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

MARKETING MANAGEMENT

Course Code: 26IMEI202DS02

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Understand the marketing concepts and its evolution
2. Analyze the market based on segmentation, targeting and positioning
3. Know the consumer Behaviour and their decision making process
4. Make decisions on product, price, promotion mix and distribution
5. Understand the rural markets and the contemporary issues in marketing

UNIT-I

Introduction to marketing: Nature, scope, core concepts, tasks of marketing management, and corporate orientation towards marketplace; marketing environment; marketing research and information system; developing marketing strategy and plan; ethical issues in marketing.

UNIT-II

Understanding consumer and business markets: Consumer buying decision process in consumer and business markets; building customer value, satisfaction and loyalty; managing customer relations; Market segmentation, targeting and positioning approaches to deal with market competition; tools of product differentiation.

UNIT-III

Product and pricing decisions: Product life cycle, product mix and product line decisions, new product development process; branding, packaging and labelling decisions; pricing objectives, determinants of price, pricing methods and strategies.

UNIT-IV

Promotion and distribution decisions: Promotion mix- Advertising and sales promotion; public relations; personal selling; Channels of distribution: functions of intermediaries, channel design decisions, selecting channel members, channel management; wholesaling and retailing. Contemporary marketing trends and issues: Globalization, consumerism, green marketing, digital marketing; evaluation and control of marketing effort; reasons for and benefits of going international; entry strategies in international marketing.

Recommended Readings:

1. Kotler Philip and Keller; Marketing Management, Pearson Education, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi
6. Capon, Noel and Singh Siddharth; Managing Marketing-An Applied Approach, Wiley Publications, New Delhi

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

HUMAN RESOURCE MANAGEMENT

Course Code: 26IMEI202DS03

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Discuss the history and evolution of HRM.
2. Explain the importance of HRM in the organizations through their roles & responsibilities, challenges etc.
3. Assess the major HRM functions and processes of HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal
4. Identify strategic HR planning and the HRM process to the organization's strategic management and decision making process.
5. Explain how training helps to improve the employee performance.

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, contemporary issues in human resource management

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 centers, 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

Recommended Readings:

1. Dessler, Gary, Human Resource Management, Pearson Education
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. Mathis, Robert, and John Jackson, Human Resource Management, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, Human Resource Management, Thomson Learning Inc.
6. Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi
7. Jyothi P. and D.N.Venkatesh, Human Resource Management, Oxford University Press, New Delhi

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

BUSINESS RESEARCH METHODS

Course Code: 26IMEI202DS04

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Acquire knowledge on various kinds of research questions and research designs.
2. Distinguish between qualitative, quantitative and mixed methods of research
3. Relate ethical and philosophical considerations
4. Design a good quantitative purpose statement and good quantitative research
5. Understand good practices in conducting a qualitative interview and observation.

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 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

Recommended Readings:

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

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

OPERATIONS RESEARCH

Course Code: 26IMEI202DS05

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To equip students with operations research techniques like linear programming, transportation problems, PERT/CPM, game theory, and simulation for effective decision-making.

Course Outcomes

After completing the course students would be able to:

1. Apply research techniques in quantitative and qualitative aspects.
2. Schedule the projects and find the early ways of finishing it.
3. Develop simulation models.
4. Minimize the resource allocation for project.
5. Maximize the productivity with help of least cost techniques.

UNIT-I

Operations Research: Meaning, origin, scope and role in managerial decision making. Linear programming: Meaning, scope and limitations. Formulation of industrial and business problem as linear programming problems. Solution of linear programming problems by graphical and simplex methods. Degeneracy and duality in linear programming problems.

UNIT-II

Transportation Problems: Balanced and unbalanced cases, Initial basic feasible solution of transportation problems by N/W method, least cost entry method and Vogel's approximation method. Optimal solution of transportation problem by MODI and STEPIING STONE method. Degeneracy in transportation problem. Assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

UNIT-III

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

UNIT-IV

Game theory: meaning and types of games, types of strategies. Solution of games with saddle point and graphical method. Principle of dominance. Queuing theory: concept, assumptions and applications. Steady state solution of MM1 and MMK models. Poisson distributed arrivals and exponentially distributed service time models. Simulation: meaning, process, advantages, limitations and applications.

Recommended Readings:

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

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

ENTREPRENEURSHIP

Course Code: 26IMEI202SE01

Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	30 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (3X10)	30 Marks
Attendance	05 Marks
TOTAL	100 Marks

L-T-P

2-0-2

Course Objectives

To develop entrepreneurial mindset and skills for opportunity identification, business planning, venture creation, financial sourcing, and managing intellectual property effectively.

Course Outcomes

After completing the course students would be able to:

1. Develop entrepreneurship as a field of study and as a profession.
2. Understand the creative process of opportunity identification and screening.
3. Understand the importance of innovation in the creation of sustainable competitive advantage.
4. Understand techniques to test a business model to ensure its viability.

UNIT-I

Entrepreneurship: Concept, theories, process, factors impacting emergence of entrepreneurship, Growth of entrepreneurship environment in India, Role of entrepreneurship in economic development, Traits of successful entrepreneurs; Managerial vs. entrepreneurial approach, Entrepreneurial promotion in India.

UNIT-II

Starting the venture: Creative thinking, Business idea generation (Business cases on entrepreneurship), Environmental scanning pertaining to business idea: Feasibility study: Market feasibility, Technical/ Feasibility operations, financial feasibility, Project Report.

UNIT-III

Functional Plans: Drawing a business plan, selecting organization type for business, Organization structure and Job designs, Designing financial plan: Investment, Incomes and Expenditure, Banking and Accounts, understanding profitability.

UNIT-IV

Sources of Finance: understanding Financial Framework: Debt Equity Financing, Commercial banks, Venture Capital, Financial institutions supporting entrepreneurs, Angel investors.

Understanding IPR: Patents, Trademarks, Copy rights, Trade secrets, Licensing, Franchising.

Recommended Readings:

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

E-COMMERCE AND APPLICATIONS

Course Code: 26IMEI202MV02

L-T-P

External Marks: 50

2-0-2

Practicum Marks: 50

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Understand the concept of E-Commerce & describe the opportunities & challenges offered by E-Commerce
2. Able to handle electronic payment technology and requirements for internet based payments
3. Understand the categories of E-Commerce and understand the different applications of E-commerce
4. Understand and identify security issues of E-Commerce
5. Understand the concept of WEB Based Business understand the M-Commerce applications

UNIT- I

Technology and Infrastructure for E-Commerce: Framework of E-commerce; Network Infrastructure for E-Commerce – Market Forces Influencing I-way, Network Access Equipment, Public Policy Issues Shaping the I-Way; EDI- Applications in Business, Legal, Security and Privacy Issues of EDI; Components of EDI Standards, ASC X12 and EDIFACT.

UNIT-II

E-Commerce and Retailing: Changing Retail Industry Dynamics, Mercantile Models from the Consumers' Perspective, Management Challenges in Online Retailing. Intranets and Customer Asset Management: Basics of Customer Asset Management, Online Sales Force, Online Customer Service and Support, Technology and Marketing Strategy.

UNIT-III

Intranets and Manufacturing: Integrated Logistics, Agile Manufacturing, Emerging Business Requirements, Manufacturing Information Systems, Intranet-based Manufacturing, and Logistics Management. E-Commerce and Online Publishing: Why Online Publishing, Online Publishing approaches, Advertising and Online Publishing. E-Commerce and Banking: Changing Dynamics in the Banking Industry, Home Banking Implementation Approaches, and Management Issues in Online Banking.

UNIT-IV

Intranets and Corporate Finance: An Introduction, Financial Systems, Financial Intranets, Software Modules in Financial Information Systems, Human Resource Management Systems, Size/Structure of Financial Software Market.

Lab: Each student is required to develop at least one application of e-commerce.

Recommended Readings:

1. Kalakota and Whinston, Electronic Commerce: A Manager's Guide, Pearson Education.
2. Greenstien and Vasarhelyi, Electronic Commerce: Security, Risk Management and Control, Tata McGraw Hill.
3. Dave Chaffey, E-Business and E- Commerce Management, Strategy, Implementation and Practice, Pearson Education.

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

Second Year of 2-Year MBA (Executive) Program (NHEQF Level 6.5): Third Semester

STRATEGIC MANAGEMENT

Course Code: 27IMEI203DS01

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To develop understanding of strategic management concepts, tools, formulation, implementation, and evaluation for effective business decision-making and sustainable competitive advantage.

Course Outcomes

After completing the course students would be able to:

1. Understand the overview of strategic management
2. Analyze the internal and external environment, formulate strategic intent and understand the different levels of strategy.

UNIT-I

Introduction to Business Policy and Strategic Management: Definition, Concept, Objective and Significance, the levels at which strategy operates, Characteristic of Strategic Management, An Overview: Strategic Management Process, Concept of Strategic Decision Making. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

UNIT-II

Environment Appraisal: Concept and Environmental Sector; PEST Analysis, Organizational Appraisal: Concepts and Capability Factors; Porter's Value Chain Model, Framework for developing Strategic Advantage, SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities, Type of Strategies:

Corporate Level (Concept of Grand Strategies), Business Level and Functional Level., Guidelines for Crafting Successful Business Strategies. Strategy Analysis and Choice: Corporate Level Strategy Analysis: BCG Matrix and GE 9 cell Matrix, Business Level Strategy Analysis: Life Cycle Analysis, Porter's Five Forces of Industry Analysis, Concept of Strategic Decision Making, Subjective Factors in Strategic Choice and Process of Strategic Choice

UNIT-III

Strategy Implementation: Interrelation Between Strategy Formulation and Implementation, Aspects of Strategy Implementation, An overview of Project, Procedural Implementation, Resource Allocation, Structural Implementation: An overview of: Structural Consideration, Structure for Strategies, Behavioural Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics, Functional /Operational Implementation: An overview of: Functional Strategies.

UNIT-IV

Strategy Evaluation and Control: An Overview of Strategic Evaluation and Control, Strategic Control and Operational Control, Techniques for Strategic Evaluation and Control, Role of Organizational Systems in Evaluation, McKinsey's 7s Framework.

Recommended Readings:

1. Kazmi, Azhar, 'Business Policy and Strategic Management', TMH, New Delhi.
2. Wheelen and Hunger, Strategic Management and Business Policy, Pearson Education.
3. Chandrasekharan: Strategic Management, Oxford University Press.
4. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting and Executing Strategy- The Quest for Competitive Advantage, Tata McGraw Hill.
5. David, Fred R. 'Strategic Management-Concept and Cases', Pearson Education
6. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., 'Strategic Management Competitiveness and Globalization' Thomson Asia Pvt. Ltd.
7. Srivastava R.M. 'Management Policy and Strategic Management (Concepts, Skills and Practices)', Himalayan Publishing House.
8. Peter F. Drucker, 'Managing in a Time of Great Change', Truman Talley Books / Plume Penguin Group

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

SERVICE MARKETING

Course Code: 27IMEI203DS02

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Understand the unique challenges inherent in managing and delivering quality services.
2. Analyse the various components of the 'services marketing mix' (the 7 P's).
3. To identify the role of employees and customers in service delivery, customer satisfaction, and service recovery;
4. Develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyse, make decisions and plan the implementation of these decisions

UNIT I

Introduction to Services: Service and Technology, Goods versus Services, Service Marketing Mix, Gap model of Services, Important Service Industries- Hospitality and Tourism, Transportation, Telecom, Banking and Insurance, Education and Entertainment, Healthcare. Service classification and challenges in Service Business.

UNIT II

Focus on the Customer: Consumer Behaviour in Services, Customer Expectation of Services, and Customer perception of services. Elements in an effective services marketing research programme, Building customer relationship, Relationship development strategies, Reasons of Service failure, Service recovery and strategies.

UNIT III

Aligning Service design and standards: Challenges of Services Innovation and design, new service development process Service Blueprinting, Customer-defined service standards and its types, Physical evidence and types of servicescape, Strategic roles of servicescape

UNIT IV

Delivering and performing services: Employees role in service delivery, Customers role in service delivery, Delivering services through intermediaries and electronic channels, Strategies for matching capacity and demand, Key service communication challenges, Approaches to pricing services, Financial and Economic impact of services.

Recommended Readings:

1. Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing. Pearson Education.
2. Zeithaml, V., Bitner, M.J., Gremler, D.D. and Pandit, A., Service Marketing. McGraw Hill.
3. Gopal Das, Essentials of Services Marketing, Pearson Education.
4. Srinivasan, Service marketing: Indian Context, PHI
5. Swartz, T., Iqobucci, D., Handbook of Service Marketing and Management, Sage Publication

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

CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: 27IMEI203DS03

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.
2. Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.

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 center 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

Recommended 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. Greenlers, 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 McGraw Hill

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

CONSUMER BEHAVIOR

Course Code: 27IMEI203DS04

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To understand consumer behavior dynamics and decision-making processes for designing effective marketing strategies that enhance satisfaction, loyalty, and brand value.

Course Outcomes

After completing the course students would be able to:

1. Understand and apply persuasive strategies to influence consumer attitudes and behavior.
2. Analyze consumers managerially to craft responsive marketing strategies.
3. Anticipate and meet consumer needs using behavior insights effectively.
4. Evaluate and apply research tools for consumer-driven strategy development.

UNIT-I

Consumer Behavior and consumer research; importance of consumer Behavior; evolution of consumer Behavior; methods of studying consumer Behavior; customer centric organizations; market analysis; market segmentation, marketing mix strategies; value of brands in marketing strategy; customer loyalty and retention strategy; global marketing strategy; global advertising effectiveness; consumer decision process model; variables affecting the decision process; types of decision process; factors influencing the extent of problem solving; pre-purchase processes; need recognition; internal and external search; pre-purchase evaluation

UNIT-II

Different types of purchase situations; retailing and the purchase process; determinants of retail success or failure; point-of-purchase materials; consumer logistics; location based retailing; direct marketing consumption Behaviors; consumption experiences; importance of customer satisfaction; factors affecting satisfaction level; demographics and consumer Behavior; economic resources and consumer Behavior; personality and consumer Behavior; personal values; lifestyle motivational conflict and need priorities; motivational intensity; motivating consumer

UNIT-III

Importance of consumer knowledge; types of consumer knowledge; sources of consumer knowledge; benefits of understanding consumer knowledge; consumer beliefs; consumer feelings; consumer attitudes; consumer intentions; culture and its effect on consumer Behavior; changing values and its effect on consumer Behavior; changing values and its effect on marketing; determinants of social class; social class and consumer Behavior; importance of families and households on consumer Behavior; role Behavior and its influence on the decision process; family life cycles; changing roles of women; children and household consumer Behavior

UNIT-IV

Group and personal influences on individuals; reference group and its influence on individuals; transmission of influence through dyadic exchanges; word of mouth and opinion leaders in advertising and marketing strategy; diffusion of innovations; diffusion process; reaching the consumer; gaining consumer's attention; shaping consumers' opinion; opinions change; product's and advertising's role in shaping consumer opinion; cognitive learning; retrieval of information; company's role in helping consumers to remember

Recommended Readings:

1. Schiffman, Leon G. and S. Ramesh Kumar, Consumer Behavior; Pearson Education
2. Jagdish Sheth, Consumer Behavior: A Digital Native, Pearson Education.
3. Blackwell, Roger, Miniard, Paul and Engel, James; Consumer Behavior; Thomson Learning; New Delhi
4. Loudon, David J. and Dellabitta, Albert; Consumer Behavior; Tata McGraw Hill; New Delhi.
5. Solomon, Michael R.; Consumer Behavior – Buying, Having and Being; Pearson Education
6. Nair, Suja R.; Consumer Behavior in Indian Perspective; Himalaya Publishing House; New Delhi

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

INDIAN FINANCIAL SYSTEM AND FINANCIAL MARKETS

Course Code: 27IMEI203DS05

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

The objective of this course is to discuss the Indian financial system and financial markets in India.

Course Outcomes

After completing the course students would be able to:

1. Understand the working of financial institutions and markets both individually and as an interlinked system.
2. Understand the factors affecting interest rates and yield curve and the importance of change in interest rates for all constituents of the financial system
3. Understand the organization, role, functioning and need for regulation of different types of financial markets and the implications of the same on society.
4. Critically analyze the pivotal role of banking in a financial system and the reasons for it being among the most tightly regulated industries in the world.
5. Understand the impediments to financial inclusion and critically evaluate different ways of developing sustainable financial inclusion. Also critically analyze the working of the micro finance industry.

UNIT-I

Financial System- Meanings, components and functions; reforms in Indian Financial System; Money Market and its segments.

UNIT-II

Capital Market- New issue market; Stock Exchange and its functions; trading in stock exchange; NSE; OTCEI; depositories and custodians; Role and Functions of SEBI; New Financial Instruments.

UNIT-III

Commercial Banks; RRBs; Development Banks; NBFCS; EXIM Bank, RBI.

UNIT-IV

LICI; UTI; SIDBI; NABARD; Micro Finance; Financial Inclusion;

Recommended Readings:

1. Suresh, P. and Paul. J., Management of Banking and Financial Services, Pearson Education
2. Khan, M.Y. Indian Financial System, Tata McGraw Hill
3. Clifford, G, Financial Markets, Institutions and Financial Services, PHI.
4. Khan, M.Y. Management of Financial Services, McGraw-Hill.
5. Gordan, E and K. Natrajan, Emerging Scenario of Financial Services. Himalaya Publishing House.
6. Khan, M.Y., Financial Institutions and Market, McGrawHill.
7. Bhole, L.M., Financial Institutions and Market, McGrawHill.

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

PROJECT MANAGEMENT

Course Code: 27IMEI203DS06

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning, finance, appraisal, and management in the review of the projects undertaken.

Course Outcomes

After completing the course students would be able to:

1. Identify the various investment opportunities and their evaluation.
2. Understand the feasibility study of investment decisions.
3. Demonstrate the sources, measures, techniques of managing risk.
4. Control and review the various aspects of the project.

UNIT-I

Phases and objectives of capital budgeting, Strategy and Resource Allocation, Generation and Screening of Project Ideas, Market and Demand Analysis, Technical Analysis

UNIT-II

Financial Estimates and Projections, Investment Appraisal Criteria- Assessment of various methods. Social Cost Benefit Analysis (SCBA): Rationale for SCBA, UNIDO Approach

UNIT-III

Risk Analysis- Types of Risk, Measures and Techniques of Project Risk Analysis, Project Selection under Risk. Project financing in India, Project Appraisal by Financial institutions. Environmental Appraisal of Projects.

UNIT-IV

Project Implementation: Forms of organization, planning, control, human aspects and pre- requisites. Project Review: Post Audit, Abandonment Analysis. Evaluating the capital budgeting system of an organization

Recommended Readings:

1. Chandra, Prasanna. 'Project Planning: Analysis, Selection, Implementation and Review' TMH.
2. Pradeep Pai, Project Management, Pearson Education.

3. Khatua: Project Management and Appraisal, Oxford University Press.
4. Nicholas, 'Project Management for Business and Technology: Principles and Practice', Pearson
5. Ghattas, R.G. and McKee, S.L., 'Practical Project Management', Pearson Education Asia
6. Pinto, P.K., 'Project Management', Pearson Education.
7. K Nagarajan, 'Project Management', New Age International Publishers.

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

INVESTMENT MANAGEMENT

Course Code: 27IMEI203DS07

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Understand the environment of investment and risk return framework.
2. Analyse bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio.
3. Analyse equity shares using different approaches and models.
4. Construct, analyse, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models.
5. Understand and analyse futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

UNIT-I

Investment- Concept, objectives and process of investment management, financial and non-financial forms of investment, various investment avenues, sources of investment information, financial market and Investment Instruments, services of intermediaries in investment management, regulatory framework in financial market.

UNIT-II

Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Valuation of debt instruments- methods of valuation, risk management in debt market. Valuation of equity- methods of valuation including CAPM and their relevance.

UNIT-III

Fundamental analysis: concept & significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, Company analysis- nature and style of management, key role of financial analysis, ratio analysis. Technical Analysis: line chart, bar chart, points and figures chart, candlestick chart, reversal patterns, continuation patterns, Dow Theory, Elliott wave theory.

UNIT-IV

Portfolio theory- Efficient Market hypothesis (EMH), Random walk theory, Markowitz diversification model, Sharpe single index model, Arbitrage pricing theory. Portfolio building process, tools used by value investors, Portfolio performance evaluation- Sharpe's and Treynor's portfolio performance evaluation, Portfolio revision- Active and passive strategies & formula plans in portfolio revision.

Recommended Readings:

1. Chandra, Prasanna. 'Investment Analysis and Portfolio Management', MH
2. Alexander, Sharpe, & Bailey, 'Fundamentals of Investment', PHI, New Delhi
3. Bhalla, V K, 'Investment Management: Security Analysis and Portfolio Management', Sultan Chand, New Delhi.
4. Reilly & Brown, 'Investment Analysis & Portfolio Management', Thomson Learning
5. Fuller, Russell J & Farrell, James L. 'Modern Investment & Security Analysis'. McGraw Hill, New York.
6. Alexander, Jordan J & Bailey, Jeffrey V. 'Investment Analysis & Portfolio Management', Dryden Press, Thomson Learning, Bombay.

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

COMPENSATION AND BENEFITS MANAGEMENT

Course Code: 27IMEI203DS08

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To develop understanding of compensation systems, wage administration, benefits, and strategic, legal, and tax aspects of employee compensation in organizational settings.

Course Outcomes

After completing the course students would be able to:

1. Learn basic compensation concepts and the context of compensation practice.
2. Understand skills in designing, analyzing and restructuring reward management systems, policies and strategies.
3. Understand issues related to the compensation of human resources in organizations
4. Learn implications for strategic compensation and possible employer approaches to managing legally require benefits

UNIT-I

Compensation: concept, objectives, financial and non-financial compensation system. Economic and Behavioural theories of compensation. Compensation structure, job evaluation, approach to compensation management, significance of employee compensation, new trends in compensation management.

UNIT-II

Wage and salary administration: theories of wage determination, types of wages, salary progression, wage boards and pay commissions. Pay for performance plans, incentive scheme: merits, demerits, types of incentive schemes, group incentive plans. Team based compensation: introduction, design of team based compensation.

UNIT-III

Benefits and services: concept, classification of employee benefits, factors influencing benefits, competency based compensation, Executive compensation: introduction, components and executive compensation design. Compensation of special groups, Employee reward system in India.

UNIT-IV

Strategic compensation management: strategic compensation design and policies, Legal framework of compensation, retirement plans, employee welfare and working conditions-statutory and voluntary measures.

Taxation issues and employee compensation: tax implications of compensation, compensation and the Income Tax Act.

Recommended Readings:

1. Singh, B.D., 'Compensation Reward Management', Excel Books, New Delhi.
2. Bhattacharya, Deepak: Compensation Management, Oxford University Press.
3. Milkovich, George T and Newman J.M., 'Compensation', Tata McGraw Hill, New Delhi
4. Henderson, R.I., 'Compensation Management', Pearson Education.
5. Martocchio, J.J., 'Strategic Compensation', Pearson Education.
6. Armstrong, M and Murlis H, 'Reward Management', Kogan Page, UK.

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

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: 27IMEI203DS09

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

1. The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations.
2. The course is designed to provide linkages of Business Strategy to HR Strategies – Policies & Systems.
3. Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations
4. Focuses on the best practices, tools, and models to implement an effective HRM system

Course Outcomes

After completing the course students would be able to:

1. Understand strategic role performed by HR in business organization
2. Understand the tools and techniques essential as a strategic contribution of HRM to organization growth.
3. Explore the relationship between management of people and pursuit of an organization's strategic goals and objectives
4. Understand the alignment of among different HR system and practices and organization outcomes

UNIT-I

Strategic HRM: introduction, components, objectives and evolution of SHRM, difference between traditional HRM and SHRM, Investment perspective of human resource management, challenges in SHRM, barriers to Strategic HR, SHRM approaches: The Indian Context.

UNIT-II

Human Resource Evaluation: concept, approaches, rationale for HR evaluation, linkage between HRM and firm performance, best practices and bundles approach, distinctive HR practices, HR outsourcing and off shoring, human resource planning: an overview, significance, perspectives and objectives of HRP, business strategy and HRP, process of HRP.

UNIT-III

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

UNIT-IV

Strategic options: downsizing and restructuring, outsourcing and off shoring, other HR practices/decisions

Recommended Readings:

1. Ekta Sharma, 'Strategic Human Resource Management and Development, Pearson Education
2. Jeffrey A. Mello, 'Strategic Human Resources Management', Cengage Learning
3. Tanuja Agarwala . 'Strategic Human Resources Management', Oxford University Press.
4. Freed R.David, 'Strategic Management', Pearson Education.
5. Robert L. Mathis and John H. Jackson. 'Human Resource Management', Thomson South Western.
6. K. Prasad, 'Strategic Human Resource Management- Text and Cases', MacMillan India Ltd.
7. Charles R.Greer, 'Strategic Human Resource Management', Pearson Education
8. Srinivas R.Kandula, 'Strategic Human Resource Development', PHI
9. Sharma, Anuradha. 'Strategic Human Resource Management: An Indian perspective', Sage Response Books.

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

HUMAN RESOURCE METRICS AND ANALYTICS

Course Code: 27IMEI203DS10

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Relate the importance of using data base reasoning to support the HR decisions
2. Conduct detailed problem analysis assessment and generate decisions based on evidence rather than opinion.
3. Understand the usefulness of HRM matrix and analytic at the work place.
4. Align the people strategy with the business strategy in today's workforce Organization.

UNIT-I

HR Analytics: Evolution of HRIS and HR Analytics. Types and Measures- HR Productivity Metrics and Human Capital Metrics. HR Analytics Maturity Model, CEO/ Managers- HR expectations on Analytics, understanding HR indicators, metrics and data, Data collection, tracking, entry. Relational databases and HR systems.

UNIT-II

RM, Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel).

UNIT- III

Benchmarking and best practices, Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification-return on investment, Communicating recommendations.

UNIT-IV

Perspective of analytics in HR, Translator role, resistance to workforce analytics, emerging data sources, workforce analytics function, modelling in HR: descriptive and indicative models for employee retention and turnover.

Recommended Readings:

1. Becker B.E., Huafelid M.A. and Ulrich D. 'The HR Scorecard: Linking people, strategy, and performance', Harvard Business Review Press.
2. Nigel Guenole, Jonathan Ferrar, Sheri Feinzig, 'The Power of People', Pearson Education

4. Sesil, 'Applying Advanced Analytics to HR Management Decisions', 1e, Pearson Education.
5. Soundararajan, 'Winning on HR Analytics', Sage Publication.
6. Bhattacharya, 'HR Analytics: understanding Theory and Applications', Sage Publication.

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

E- GOVERNANCE AND FRAMEWORK OF ICT

Course Code: 27IMEI203DS11

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After doing this course, students should be able to:

1. Understand the basic functioning of e-government
2. Apply the technical and management skills in implementing e-governance projects.
3. Analyse and evaluate assessment framework of e-government projects

UNIT-I

Overview of E-Government and E-Governance: Stages of E-Governance, National E-Governance Plan (NeGP), Mission Mode Projects and their implementation status, E-Governance Introduction to E-governance, Role of ICT in e-governance, Need, importance of E-governance, Categories of E-governance, Key Issues of E-Governance, Technology, Policies, Infrastructure, Training, Copyrights Consulting Funds, E-governance Models, Model of Digital Governance, Wider Dissemination Model.

UNIT-II

E governance Models: Critical Flow Model, Interactive-service model/ Government to- Citizen to- Government Model (G2C2G), Major areas of E-governance Services, Public Grievances: Telephone, Ration card, transportation, Rural services Land Records, Police: FIR registration, Lost and found, Social services: Death, domicile, school certificates, Public information: employment, hospitals, railway, Agricultural sector: Fertilizers, Seeds, Utility payments Electricity, water, telephone, Commercial: income tax, custom duty, excise duty- Governance Infrastructure.

UNIT-III

Phases of e-government: 'Brochure ware', Interactive, and Transaction, Five Stages of Electronic Government Development, Statutes affecting e-government development, Human Infrastructural preparedness, Challenges for E-governance.

UNIT-IV

Policies: National Telecom Reforms, National Telecom Policies NTPs, Regulations: Digital Divide and Digital Dividends, Development and rationale of regulation and, deregulation, Role of Telecom Regulatory Agencies- Telecom Regulatory Authority of India (TRAI) and ITU, Information Technology Act (2000), Internet and E-commerce issues: privacy, security, domain names, etc, Wireless: frequency auctions, standards, competition.

Recommended Readings:

1. Vikram Raghavan, (2007). Communication Law in India-Legal Aspects of Telecom, Broadcasting, and Cable Services, 1st Edition, Lexis Nexis Butterworths.
2. D N Gupta, (2008). E Governance A Comprehensive Framework, 1st Edition, Jain Publications
3. Heather E Hudson, (2006). Global Connections- International Telecommunications Infrastructure and Policy, 1st Edition, Wiley Publication.
4. E. Bohlin and S.L. Levin, (2000). Telecommunications Transformation- Technology, Strategy and Policy, 1st Edition, IOS Press.
5. McElroy, (2003).KMCI (Knowledge Management Consortium International) and Butterworth Hienemann, 1st Edition.
6. R. K. Mitra, (2006). E-government: Macro Issues, 1st Edition, GIFT Publishing.

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

DATA WARE HOUSING AND DATA MINING

Course Code: 27IMEI203DS12

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After doing this course, students should be able to:

1. Identify the scope and necessity of Data Mining and Warehousing for the society.
2. Describe the designing of Data Warehouse so that it can be able to solve the root problems.
3. Understand various tools of Data Mining and their techniques to solve the real time problems.
4. Develop further interest in research and design of new Data Mining techniques.

UNIT-I

Introduction: The Evolution of Data Warehousing the Data Warehouse A Brief History, Today's Development environment; Principles of Data; Warehousing (Architecture and Design Techniques): Types of Data and their uses conceptual Data, Architecture, Design Techniques, Introduction to the Logical Architecture; Creating the Data Asset: Business Data Warehouse Design, Populating the Data Warehouse, Unlocking the Data Asset for End Users (The Use of Business Information).

UNIT-II

Designing Business Information Warehouse; Populating Business Information Warehouse, User Access to Information, Information, Data in Context. Data Mining Introduction: Motivation, Importance, data mining, kind of data, Functionalities, Interesting Patterns, Classification of data mining systems, Major issues; Data Warehouse and OLAP Technology for Data Mining: Data warehouse, operational database systems and data warehouses, Architecture, Implementation, development of data cube technology, data warehousing to data mining, Data warehouse usage.

UNIT-III

Data Preparation: Pre-process, Data cleaning, Data integration and transformation, Data reduction, Discrete and concept hierarchy generation; Data Mining Primitives: Languages, and System Architecture, graphical user interfaces; Concept Description: Characterization and Comparison, Data generalization and summarization based characterization, Analytical characterization: analysis of attribute relevance, mining class comparisons, Mining descriptive statistical measures in large database.

UNIT-IV

Mining Association Rules in Large Database: Mining single dimensional Boolean association rules from transaction database, Mining multidimensional association rules from database and data warehouses, from associating mining to correlation analysis, Constraint based association mining; Classification and Prediction: Issues, classification by

decision tree induction, Bayesian classification, Classification by back propagation; Classification based on concepts from association rule mining; Other classification methods.

Lab: Each student is required to develop at least one data-house.

Recommended Readings:

1. Sam Anahory, Data Warehousing in the Real World, Pearson Education
2. Margaret H. Dunham, Data Mining: Introductory and Advance Topics, Pearson Education.
3. Alex Berson, Stephen Smith, Kurt Threaring; Building Data Mining Applications for CRM TMH
4. Alex Berson, Stephen Smith; Data Warehousing, Data Mining and OLAP, TMH
5. Michael J.A. Berry, Data Mining Techniques: for marketing sales and Customer Support, Gordon Linoff.
6. Han, Jiawei; Data mining: Concepts and techniques, Harcourt.
7. Pujari, Arun K, Data, Mining Techniques, Hyderabad University Press.

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

ENTERPRISE RESOURCE PLANNING

Course Code: 27IMEI203DS13

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing this course, student will be able to:

1. Make basic use of Enterprise software, and its role in integrating business functions
2. Analyse the strategic options for ERP identification and adoption.
3. Design the ERP implementation strategies.
4. Create reengineered business processes for successful ERP implementation.

UNIT-I

Introduction: Basic issues, evolution of ERP, advantages, pitfalls, overview of an enterprise; ERP and related technologies: Business process reengineering, management information system, decision support system, executive information system, data warehousing, data mining, supply chain management.

UNIT-II

Manufacturing perspective: CAD/CAM, material requirement planning (MRP-I), bill of material, manufacturing resource planning (MRP-II), distribution requirement planning, JIT approach.

UNIT-III

ERP Modules: Introduction to ERP modules in Finance, Plant maintenance, quality management, materials management.

UNIT-IV

ERP Implementation: ERP lifecycle, vendors, consultants and users, ERP market, future directions in ERP.

Recommended Readings:

1. Leon A., Enterprise Resource Planning, Tata McGraw Hill.
2. Veena Bansal, Enterprise Resource Planning, Pearson Education
3. Ellen Monk, Bret Wagner, Concepts in Enterprise Resource Planning, Cengage Learning.

4. Motiwalla, Thompson, Enterprise Systems for Management, Pearson Education.
5. Wallace and Kremzar, ERP: Making it Happen – The Implementers' Guide to Success
6. with Enterprise Resource Planning, John Wiley and Sons, Inc.
7. Sadagopan, S., ERP: A Managerial perspective. Tata McGraw Hill.
8. Garg, V. K. and Venket Krishna N. K., ERP Concepts and Practice, PHI Publication.

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

PROJECT MANAGEMENT

Course Code: 27IMEI203DS14

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Explain the importance, scope and functions of project management in successful project and understand the life cycle of any given project
2. Prepare estimation of guidelines for time, costs and resources required for project management by applying different methods
3. Demonstrate the scheduling resources and reducing project duration
4. Define role and responsibilities of the project manager, planning, organizing, controlling, skills of the project manager

UNIT-I

Project Analysis: Meaning, Overview, Capital Budgeting and Strategic Issues, Generation and Screening of Project Ideas.

UNIT-II

Feasibility Reports: Market and Demand Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Risk specific to individual firm and Market Risk; Decision under risk and Risk Analysis in Practice.

UNIT-III

Social Cost and Benefit Analysis: UNIDO approach and L-M Approach; Multiple Projects and Constraints, Financing of Projects, Sources of Risk capital, Recent development in India.

UNIT-IV

Project Management: Project Planning and Control, Human aspects of Project Management; Project Review and Administrative Aspects; Problem of Time and Cost Overrun.

Recommended Readings:

1. Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, Tata McGraw Hill.
2. Pradeep Pai, Project Management, Pearson Education.
3. Dhankar, Raj S., Financial Management of Public Sector Undertakings, Westville.

4. Little I.M.D. and J.A. Mirrlees, Project Appraisal and Planning for Developing Countries, Heinemann Educational Book.
5. OCED Manual of Industrial Project Analysis in Developing Countries- Methodology and Case Studies, OCED, Paris.
6. Planning Commission, Guidelines for Preparation of Feasibility reports of Industrial Projects, Controller of Publication.
7. UNIDO Guide to Practical Project Appraisal, United Nations.

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

TOTAL QUALITY MANAGEMENT

Course Code: 27IMEI203DS15

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

1. To understand the basic concepts and theories of Total Quality Management.
2. To appreciate the importance of cost of quality.
3. To be aware of the statistical process control.
4. To develop a basic understanding of the requirements of TQM.

Course Outcomes

After completing the course students would be able to:

1. Conceptualize Total Quality.
2. Closely link management of quality with that of reliability and maintainability for total product assurance.
3. Describe the Concept of Total Quality and its evolution.

UNIT-I

Basics Concepts of Quality: Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs- Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership- Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

UNIT-II

TQM Principles: Customer satisfaction- Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement- Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement- Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership- Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship

Development, Performance Measures- Basic Concepts, Strategy, Performance Measure.

UNIT-III

Statistical Process Control: The seven tools of quality, Statistical Fundamentals- Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.

UNIT-IV

TQM Tools: Benchmarking- Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD)- House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM)-

Concept, Improvement Needs. Quality System: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System- Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000- Concept, Requirements and Benefits.

Recommended Readings:

1. Besterfield Dale H, Quality Control, Pearson Education.
2. Charantimath, P., Total Quality Management, Pearson Education.
3. Bedi, Quality Management, Oxford University Press.
4. Juran J. M. and Gryna, Jr. F.M., Quality Planning and Analysis, TMH, New Delhi
5. Ronald G Day, Quality Function Deployment, TMH, New Delhi.
6. Evan J.R., Total Quality Management, Excel Book, New Delhi.
7. Hansan B.L. and Ghare, P.M. Quality Control and Application, PHI.
8. Hagan, Management of Quality, Oxford University Press.
9. Juran J M and Frank M Gryna, Quality Planning and Analysing, TMH, New Delhi.

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

SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Course Code: 27IMEI203DS16

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To explore supply chain management concepts, network design, inventory management, decision support systems, and recent trends like IT integration and demand chain management.

Course Outcomes

After completing the course students would be able to:

1. Explain concept and definitions of Supply Chain.
2. Identify role of Supply Chain as a value driver- Integrative Management, Responsiveness, Financial Sophistication
3. Appreciate the impact of globalization and technological revolution in Supply Chain management.
4. Explain Customer Value, Customer satisfaction and CRM

UNIT-I

Understanding the Supply Chain: Define Supply Chain, Objective of a Supply Chain, Importance of Supply Chain Decisions, Decision Phases in a Supply Chain, Process View of a Supply Chain, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope, logistics as integral part of SCM, components of logistics

UNIT-II

Designing the supply chain network: role of distribution, factors influencing distribution, design options, e- business and its impact, distribution networks in practice, network design in the supply chain, role of network, factors affecting the network design decisions, modelling for supply chain, designing and planning transportation networks: Role of transportation, modes and their performance, transportation infrastructure and policies design options and their trade-offs, tailored transportation.

UNIT-III

Purchasing and Vendor management: Centralized and decentralized purchasing, functions of purchase department and purchase policies, single vendor concept, management of stores, accounting for materials. Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade-off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises, ABC, SDE / VED Analysis, Just-In-Time and Kanban System of Inventory management.

UNIT-IV

Decision-support systems for supply chain management: Introduction, the challenges of modelling structure of decision support systems, input data, analytical tools, presentation tools, supply chain decision: support systems. Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM vs. SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Recommended Readings:

1. Chopra, S. Peter Meindl, Kalra, D.V. 'Supply Chain Management Strategy, Planning and Operation', Pearson Ed.
2. Shah, J. 'Supply Chain Management', Pearson Education
3. Sharma: Supply Chain Management, Oxford University Press
4. Donald J Bowersox, Dand J Closs, M Bixby Coluper, 'Supply Chain Logistics Management', TMH
5. Sahay B.S. 'Supply Chain Management', Macmillan, New Delhi.
6. Agarwal D.K. 'A Text Book of Logistics and Supply chain management', Macmillan, New Delhi.
7. Raghuram G 'Logistics and Supply Chain Management', Macmillan, New Delhi

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

BUSINESS ANALYTICS

Course Code: 27IMEI203DS17

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Think critically in making decisions based on data and deep analytics.
2. Use technical skills in predicative and prescriptive modelling to support business decision-making.
3. Translate data into clear and actionable insights.

UNIT-I

Business analytics: introduction, types of analytics, characteristics of analytics, business analytics, and business intelligence; business analytics process and its relationship with decision making process; Advantage of business analytics: informed decisions, developing distinct capability, creating competitive advantage, key attributes of analytical competitors.

UNIT-II

Analytical methods and models: Descriptive analytics-overview of its tools and techniques, role in business analytics process and its importance in business decision making; Predictive analytics-nature and type of modelling, basics of data mining and machine learning environment, role in business analytics process and its importance in strategic decision making; Prescriptive analytics: basics of its tools and modelling, role in business analytics process.

UNIT-III

Business analytics in action: applicability and importance of business analytics in different areas- financial analytics, human resource analytics, marketing analytics, health care analytics, supply chain analytics, sport analytics and analytics for Government and non-profit organization.

UNIT-IV

Developing analytics: statistician, data scientist and data engineer and their key features, skills required for analytics, big data and its analyst, important analytics software, major companies providing analytical solutions, job opportunities in business analytics.

Recommended Readings:

1. James R. Evans, Business Analytics, Pearson Education.
2. Davenport, H., Harris J.G. (2007), Competing on Analytics: The New Science of Winning, Harvard Business Review Press.
3. Davenport H., Harris J.G and Morison R. (2010). Analytics at Work: Smarter Decisions, Better Results, Harvard Business Review Press.
4. Schniederjans M.J., Schniederjans D.G and Starkey C.M. (2014). Business Analytics Principles, Concepts, and Applications with SAS: What, Why, and How, FT Press Analytics.
5. Provost F., Fawcett T. (2013). Data Science for Business: What you need to know about data mining and data-analytic thinking, O'Reilly Media.
6. Siegel E. (2013). Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley.
7. Fitz-enz J. and Mattox J. (2014). Predictive Analytics for Human Resources, Wiley and SAS Business Series.
8. Maisel L. and Gokins G. (2014). Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance, Wiley.

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

FUNDAMENTAL OF ECONOMETRICS

Course Code: 27IMEI203DS18

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

On successful complete of this course, the students should be able to:

1. Provide knowledge about the scope of econometrics
2. Prove economic theories mathematically
3. Analyses how to maximise profit of the firms and industries
4. Understand about the interrelationship between different sectors in an economy
5. Understand the cost benefit analysis
6. Understand the decision making process in industries

UNIT-I

Nature, scope and methodology of econometrics; Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Co-efficient of determination, Tests of significance, Maximum Likelihood Method

UNIT-II

Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression co-efficient, R^2 and adjusted R^2 ; Econometric Problems: Multicollinearity, Autocorrelation and Heteroscedasticity.

UNIT-III

Dummy variables-Nature and uses, Regression on dummy variables, Regression on Dummy Dependent Variable-The basic idea of the Linear Probability Model (LPM), Probit and Logit Models. Dynamic Econometric Models: Koyck distributed lag model, the adaptive expectation model, and the partial adjustment model.

UNIT-IV

Simultaneous Equation Models: Structural, Reduced and final forms, Identification-Order and rank conditions, Methods for estimating the simultaneous models-Basic idea of Indirect Least Square (ILS) and Two Stage Least Square (2SLS) methods. Seemingly Unrelated Regressions (SUR), SUR versus OLS.

Recommended Readings:

1. Greene, William H., Econometric Analysis, Pearson Education.
2. A.H Studenmund, Using Econometrics, Pearson Education.

3. Johnston, J., Econometric Methods, McGraw-Hill.
4. Gujarati, Damodar N., Basic Econometrics, McGraw-Hill.
5. Stock J. H. and Watson M.W. Introduction to Econometrics, Pearson Education.
6. Koutsoyiannis, A., Theory of Econometrics, Harper and Row.
7. Kmenta, J., Theory of Econometrics, Macmillan.
8. Maddala, G.S., Introduction to Econometrics, Macmillan.

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

PREDICTIVE BUSINESS ANALYTICS

Course Code: 27IMEI203DS19

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

The objectives of this course are:

1. To teach individuals how to use data analysis, machine learning, and statistical models to predict future outcomes and trends in business.
2. To forecast, analyze, and make data-driven decisions to improve business strategies and outcomes.
3. To demonstrate case-based practical problems using predictive analytics techniques to interpret model outputs.

Course Outcomes

On successful complete of this course, the students will be able to:

1. Analyse current and historical facts to make predictions about future, or otherwise unknown, events.
2. Understand and exploit patterns in historical and transactional data.
3. Identify risks and opportunities in the market.
4. Apply predictive analytics tools to examine real-life business problems.
5. Examine regression, logistic regression, and forecasting using software tools such as MS Excel, SPSS, and E Views.

Unit-I

Introduction to Predictive Analytics: overview, business intelligence, predictive analytics in relation to business intelligence, statistics, data mining; Big data, importance in decision making; Setting up problem-CRISP-DM, business understanding, Defining data, target variable and measures of success for predictive modelling; Methodology of predictive modelling.

Unit-II

Prediction Methods: Linear Regression- best subset selection, forward selection, backward selection, step-wise regression, Cp mallows and adjusted R-square criteria; k-Nearest Neighbours (k-NN); Regression Trees- CART, CHAID; Neural Nets- architecture of neural nets, neurons, input layer, hidden layers, output layer.

Unit-III

Classification Methods: the naïve rule, Naïve-Bayes classifier, K-Nearest neighbours, Classification Trees, Neural Nets, Logistic Regression

Unit-IV

Non-supervised Learning: Association Rules- support and confidence, the apriori algorithm, the selection of strong rules; Cluster Analysis- hierarchical methods, optimization and the k-means algorithm, similarity measures, other distance measures. Ensemble Methods: Nelson and Granger-Ramanathan methods for continuous targets, Majority voting for categorical targets, Bagging, Boosting.

Recommended Readings:

1. Miller, T. W. (2015). Modeling Techniques in Predictive Analytics: Business Problems and Solutions with R. Pearson Education.
2. Maisel, L., & Cokins, G. (2013). Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance. John Wiley & Sons.
3. Miller, T. W. (2015). Marketing Data Science: Modeling Techniques in Predictive Analytics with R And Python. FT Press.
4. Siegel, E. (2013). Predictive Analytics: The Power to Predict Who will Click, Buy, Lie, Or Die. John Wiley & Sons.
5. Bartlett, R. (2013). A Practitioner's Guide to Business Analytics: Using Data Analysis Tools to Improve Your Organization's Decision Making and Strategy. McGraw-Hill Education.
6. Fitz-Enz, J., & John Mattox, I. I. (2014). Predictive Analytics for Human Resources. John Wiley & Sons.
7. Abbott, D. (2014). Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst. John Wiley & Sons.
8. Dean, J. (2014). Big Data, Data Mining, and Machine Learning: Value Creation for Business Leaders And Practitioners. John Wiley & Sons.
9. Miller, T. W. (2014). Modeling Techniques in Predictive Analytics with Python and R: A Guide to Data Science. FT Press.
10. Larose, D. T. (2015). Data Mining and Predictive Analytics. John Wiley & Sons.

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

DIGITAL MARKETING

Course Code: 27IMEI203SE01

Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	30 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (3X10)	30 Marks
Attendance	05 Marks
TOTAL	100 Marks

L-T-P

2-0-2

Course Objectives

To equip students with the skills and strategies for digital marketing, including advertising, SEO, social media, mobile marketing, and web analytics.

Course Outcomes

After completing the course students would be able to:

1. Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.
2. Understand the major digital marketing channels- online advertising: Digital display, video, mobile, search engine, and social media.
3. Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan.
4. Learn how to measure digital marketing efforts and calculate ROI. CO5 Explore the latest digital ad technologies.

UNIT-I

Introduction to Digital Marketing: Digital Marketing, Internet Users, Digital Marketing Strategy, Digital Advertising Market in India, Skills required in Digital Marketing, Digital Marketing Plan. Display Advertising: Concept of Display Advertising, Types of Display Ads, Buying Models, Display Plan, Targeting, What Makes a Good Ad?, Programmatic Digital Advertising, Analytical Tools, YouTube Advertising.

UNIT-II

Search Engine Advertising: benefits of paid Search Advertising, understanding Ad Placement, understanding Ad Ranks, Creating the First Ad Campaign, Enhance Your Ad Campaign, Performance Reports. Social Media Marketing: How to build a Successful Strategy. Facebook Marketing: Facebook for Business, Anatomy of an Ad Campaign, Adverts, Facebook Insights, Other Marketing Tools, Other Essentials.

UNIT-III

LinkedIn Marketing: Why it is Important to have LinkedIn Presence, LinkedIn Strategy, Sales Leads Generation Using LinkedIn, Content Strategy, LinkedIn Analytics, Targeting, Ad Campaign. Twitter Marketing: Getting Started with Twitter, How is Twitter Different?, Building a Content Strategy, Twitter Usage, Twitter Ads, Twitter Analytics, Twitter tools and tips for Marketers. Instagram and Snapchat: Instagram-Content Strategy, Sponsored Ads, Snapchat, Digital Public Relations.

UNIT-IV

Mobile Marketing: Mobile Usage, Mobile Advertising, Mobile Marketing Toolkit, Mobile Marketing Features, Addressing the diversity in India through Mobile, Campaign Development Process, Tracking of Mobile Campaigns. Search Engine Optimisation: Search Engine, Concept of SEO, SEO phases, On Page and Off Page Optimisation, Social Media Reach, Maintenance. Web Analytics: Data Collection, Key Metrics, Making Web Analytics Actionable, Multi-channel attribution, How to connect offline with online, Types of Tracking Codes, Mobile Analytics, Universal Analytics, Competitive Intelligence.

Lab: Practical on Social Media marketing

Recommended Readings:

1. Puneet Bhatia, Fundamental of Digital Marketing, Pearson Education
2. Seema Gupta, 'Digital Marketing', McGraw Hill Education, New Delhi.
3. Philip Kotler, 'Marketing 4.0: Moving from Traditional to Digital', Wiley
4. Ryan Deiss and Russ Henne berry. Digital Marketing for Dummies,
5. Jason, McDonald. Social Media Marketing Workbook: 2018 Edition- How to Use Social Media for Business
6. Miller, The Ultimate Web Marketing Guide, Pearson Education.

Second Year of 2-Year MBA (Executive) Program (NHEQF Level 6.5): Fourth Semester

INDIAN ETHOS IN MANAGEMENT

Course Code: 27IMEI204DS01

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completion of the course, student will be able to:

1. Analyze the impact of environmental issues on business.
2. Understand the social responsibilities of business.
3. Evaluate the effects on a firm's costs of meeting its ethical, social and environmental responsibilities.
4. Learn about various standards and codes related to business
5. Understand Basic concepts of Business Ethics understand Values, Norms and Beliefs
6. Analyze the Role of values for managers
7. Understand Ethical Codes understand Corporate Social Responsibility Analyze CSR initiatives
8. Understand Ethical issues in employer – employee relation

UNIT I

Indian Ethos: Meaning of Bharat, relevance of Indian ethos, role of Indian ethos in managerial practices; Sources of Indian Ethos in Management: Vedas, Ramayana, Bible, Quran, Kautilya's Arthashastra, Ethics vs. Ethos; Indian Management v/s Western Management

UNIT II

Modern Approach towards Indian Ethos: Introduction, Indian Management Thoughts, Holistic Approach to Management; Sadhana –In Management context, The Tatwas in Indian Ethos; Management Thoughts and Practice: Harmony with Environment, Dharma, Swadharma and Detachment, Holistic approach to Personality, Managerial Purusharth Karma yoga and enlightened leadership

UNIT III

Learning and Education System in India: Learning concept, Gurukul System of Learning, The beginning of modern education system, Achievements of the Indian education system; Law of Karma, Law of creation, law of humility, law of growth, law of responsibility

UNIT IV

Human Values: Meaning, significance, Vedic literature and values, formation of values, Aristotle's view on value inculcation, Objectives of value-based system, Interrelation of Values and Skills, Values and the workplace, Value-based Human response management, Need of value-based holistic management, Value-driven management, Indian culture and wisdom, The ethical and spiritual values and Methods of heart and mind purification

Recommended Readings:

1. Agarwal, T. and Chandorkar, N., Indian Ethos in Management, Himalaya Publishing House
2. Nandgopal, R. and Sankar, R.N.A., Indian Ethos and Values in Management, Tata McGraw Hill Education
3. A.C Fernando, Business Ethics, Pearson Education.
4. Ganjre, A.K., Pawar, P. and Laxman R., Indian Ethos- Modern Management Mantra, Himalaya Publishing House
5. Bansal, I., Management Concept in ancient India psycho-philosophic thought and their significance in present day organization, Jaipur, Narayan Publication
6. Sharma. S., Management in New Age: Western Windows Eastern Doors Management, New Age International

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

INTEGRATED MARKETING COMMUNICATION

Course Code: 27IMEI204DS02

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To develop understanding of integrated marketing communication strategies, tools, planning, media management, and evaluation for effective brand messaging in diverse marketing environments.

Course Outcomes

After completing the course students would be able to:

1. Understand various marketing cues
2. Create an communication campaign for marketing purpose
3. Understand various kind of media to be utilized in marketing communication
4. Find out solution of communication needs

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, Lavidge 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

Recommended 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. Moriarty, Sandra and Wells, William. Advertising and IMC, Pearson Education.
4. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi
5. Kenneth E. Clow, Integrated Advertising, Promotion and Marketing Communications, Pearson Education.

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

PRODUCT AND BRAND MANAGEMENT

Course Code: 27IMEI204DS03

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To equip learners with knowledge of strategic brand management, brand equity building, and implementation of branding strategies across markets, sectors, and global environments.

Course Outcomes

After completing the course students would be able to:

1. Understand applications of new product management, planning and policy techniques, essentials of branding and approaches to effective branding strategy.
2. Understand the important issues in planning and evaluating product and brand strategies.
3. Understand contemporary issues in product and branding development and sustainability.

UNIT-I

Branding terminology, basic branding concepts- brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity, major branding decisions: selecting a brand name, brand extension decision, family versus individual brand names, multiple branding, private versus national branding, importance of branding

UNIT II

Branding challenges and opportunities, concept of brand equity, sources and benefits of brand equity, customer based Brand equity, designing marketing programme to build brand equity, measurement of brand equity, Strategic brand management process, concept of Brand positioning and repositioning, Identifying and establishing brand positioning and values.

UNIT III

Planning and implementing brand marketing programmes, designing marketing programs, measuring and interpreting brand performance, Legal aspects of Branding, Copyright, Trademarks and IPR, designing and implementing branding strategies; Brand building and communication, E- Branding, handling brand name changes

UNIT IV

New products and brand extension, evaluating brand extension opportunities, reinforcing brands, revitalising brands, managing brands over geographic boundaries and market segments, rationale for going international, global marketing programs- advantage and disadvantage, standardisation versus customisation, global brand strategy. Branding in rural marketing, branding in specific sectors: retail, industrial, service brands

Recommended Readings:

1. Kevin lane Keller, Strategic Brand Management, Pearson Education.
2. David A Aaker, Managing Brand Equity, New York, Free Press.
3. Don Cowley, understanding brands, Kogan page
4. J.N. Kapferer, Strategic Brand Management, Free Press.

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

SALES AND DISTRIBUTION MANAGEMENT

Course Code: 27IMEI204DS04

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To develop understanding of sales and distribution strategies, sales force management, territory planning, and effective channel design for optimizing marketing outcomes.

Course Outcomes

After completing the course students would be able to:

1. Understand the concepts of sales and distribution management.
2. Appreciate various facets of job of sales manager.
3. Make and implement decisions for sales and distribution management.
4. Build knowledge, understanding, and skills in Sales and Distribution management.
5. Develop and implement Sales and Channel management strategies.
6. Analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Channel management.

UNIT-I

Sales Management: Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Modern Roles and Required Skills for Sales Managers. Theories of Selling. Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting. Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Field sales organization; determining size of sales force.

UNIT-II

Territory Management: Need, procedure for setting up sales territories; Time management; Routing. Sales Quotas: Purpose, types of quotas, administration of sales quotas. Managing the Sales-force: Recruitment, selection, training, compensation, motivating and leading the sales-force; Sales meetings and contests.

UNIT-III

Control Process: Analysis of sales, costs and profitability; Management of sales expenses; evaluating sales force performance; Ethical issues in sales management.

UNIT-IV

Distribution Channels: Role of Distribution Channels, Number of Channels, Factors Affecting Choice of Distribution Channel, Channel Behaviour and Organization, Channel Design Decision; Channel Management Decisions; Distribution Intensity; Partnering Channel Relationship.

Recommended Readings:

1. Still, Cundiff, Govoni and Sandeep Puri, Sales and Distribution Management, Pearson Education.
2. Anderson R, Professional Sales Management, Englewood Cliff, New Jersey, Prentice Hall, India.
3. Spiro, Rosann L., Gregory A. Rich, and William J. Stanton, Management of a Sales Force, McGraw-Hill Irwin, Boston.
4. Dalrymple, Douglas J., and William L., Sales Management: Concepts and Cases, New York, NY: Wiley
5. Panda, T. K., Sahadev, S., Sales And Distribution Management, Oxford Publishing, India
6. Hughes, G. David, Daryl McKee, Charles H. Singler, Sales Management: A Career Path Approach, Cincinnati, OH: South-Western College Publishing
7. Peppers, D. and Rogers, M., „The short way to long-term relationships’. Sales and Marketing Management

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

MANAGEMENT OF FINANCIAL SERVICES

Course Code: 27IMEI204DS05

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Describe operational, business, financial and traditional risk.
2. Distinguish among various financial intermediaries and markets.

UNIT-I

Financial Services – Silent features, scope and problems; regulatory and theoretical frame work of leasing; Merchant Banking and its services.

UNIT-II

Credit Rating Agencies – Objectives, functions, importance, rating methodologies and benchmarks, factoring and forfeiting- meaning, types and mechanism.

UNIT-III

Housing Finance – Evolution and Role, Housing Finance Institutions and types of loans, issues and future outlook, role of NHB in housing finance; Investor Protection Fund- objectives and grievances redressal mechanism under investor protection fund; Securitisation – concept, mode, mechanism and securitisation in India.

UNIT-IV

Venture capital- meaning and role, venture capital investment process, stages of venture capital financial and exit routes for venture capitalist; Private Equity– meaning, working and types; Mutual Funds- concepts, organization and types of mutual fund schemes.

Recommended Readings:

1. Suresh, P. and Paul. J., Management of Banking and Financial Services, Pearson.
2. Khan, M.Y. Management of Financial Services, McGraw-Hill.
3. Gordan, E and K. Natrajan, Emerging Scenario of Financial Services. Himalaya Publishing House.
4. B.V. Pathak, Indian Financial System, Pearson Education.

5. Bhole, L.M., 'Financial Institutions and Markets', Tata McGraw Hill, New Delhi.

6. Machiraju, H.R. 'Indian Financial System', Vikas Publishing House.

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

FINANCIAL AND COMMODITY DERIVATIVES

Course Code: 27IMEI204DS06

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objective

The objective of this course is to give an in-depth knowledge of the functioning of the derivative securities market.

Course Outcomes:

1. On successful completion of the course, the students will be able to:
2. Describe the concepts and terminologies of financial and commodity derivatives.
3. Explain the models used for pricing/valuation of derivatives.
4. Appraise investment opportunities in derivative market.
5. Formulate basic risk management and trading strategies using derivatives.

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

UNIT-IV

Introduction to Commodity Derivatives: Cereals, metals and energy products; History and Contemporary issues of Indian derivative markets; Future of Commodity Derivatives in India.

Recommended Readings

1. Hull, John C., Options, Futures, and Other Derivatives, Pearson Education.
2. Chance, Don M., An Introduction to Derivatives and Risk Management, Harcourt College Publishing

3. Robert A Strong, Derivatives: An Introduction, Thomson Learning, Bombay
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. Aman Chugh and Divik Maheshwari, Financial Derivatives, Pearson Education.

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

FINANCIAL DECISION ANALYSIS

Course Code: 27IMEI204DS07

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Describe the basic concepts in operational finance
2. Apply the decision analysis techniques and tools to various phases of financial processes.
3. Apply suitable models and methods to decision making situations
4. Solve financial decision problems through the use of quantitative and qualitative analysis techniques

UNIT-I

An overview of international financial management; international monetary and financial systems, IBRD and development banks; finance function in a multination 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

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

UNIT-IV

Decision with the help of activity based costing, theory of constants and target costing; An overview of Balance Score Card.

Recommended Readings:

1. T. Siddaiah, International Financial Management, Pearson Education.
2. Madura Jeft International Financial Management: Thomson Learning
3. Sharan, V., International Financial Management, PHI, New Delhi

4. Allen Shapiro, Multinational Financial Management, PHI, New Delhi
5. Apte, P.G., International Financial Management. Tata McGraw Hill
6. Drury, Colin, Management Accounting and Control, Thomson Learning
7. Horngren, Datar Foster, Cost Accounting, Pearson Education
8. Hansen and Mowen, Cost Management, Thomson Learning

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

MANAGING INTERPERSONAL AND GROUP PROCESSES

Course Code: 27IMEI204DS08

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Develop deeper understanding of the interpersonal and group processes in organizations.
2. Examine and develop process facilitation skills through experience-based methods of learning.
3. Grasp over the variety of skills that support work relationship in organizations.

UNIT-I

Group dynamics: types of groups, group properties, roles, norms, status and size, stages of group development and change; Group cohesiveness: factors contributing to group cohesiveness, Influence processes- power and politics in groups.

UNIT-II

Interpersonal communication: Uncertainty reduction theory, Social exchange theory, Cognitive dissonance theory; Interpersonal awareness and feedback process- Transactional Analysis; Interpersonal trust; Competition and cooperation.

UNIT-III

Group decision making: The Vroom Yetton Model, Techniques of group decision making, Advantages and disadvantages of group decision making; Group synergy; Team building.

UNIT-IV

Inter-group relation and conflict: nature and types of conflicts, causes of conflicts and remedial measures of group conflicts, Role of Negotiation in group conflicts; distributive and integrative negotiation, third party negotiation; Fundamental interpersonal relations orientation (FIRO-B).

Recommended Readings:

1. Robbins, S.P., Organizational Behaviour, Pearson Education.
2. Chandan, J S, Organizational Behaviour, Vikas Publication.

3. David A. Whetten, Development Management Skills, Pearson Education.
4. P.S James, Organizational Behaviour, Pearson Education.
5. Mainiero, L A and Tromley C L., Developing Managerial Skills in OB, Prentice Hall of India,
6. Moore, M D., Inside Organizations: understanding the Human Dimensions, Sage.

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

TRAINING AND DEVELOPMENT

Course Code: 27IMEI204DS09

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To equip students with knowledge of training systems, learning theories, training methods, and strategic employee development for effective organizational performance and leadership development.

Course Outcomes

After completing the course students would be able to:

1. Understand the role of training systems and processes in organization.
2. Describe the psychology of the learning process on which training is based.
3. Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.
4. Assess design, access and implement various methods, techniques and sources of training.

UNIT I

Training- concept and rationale, training system and processes, trends in training, KSA'S- Types; Aligning training with strategy; Role of stakeholders in training programme; Training needs assessment- organizational analysis, operational analysis, person analysis.

UNIT II

Learning Theories: Reinforcement theory, Social learning theory, Goal theory, Need theory, Expectancy theory, Adult learning theory and Information processing theory. Learning process, Factors influencing the learning process, Participants learning styles; Considerations in designing effective training programs- Selecting and preparing the training site, choosing trainers.

UNIT III

Training Methods: Presentation methods- Lecture and Audio visual techniques; Hands on methods- OJT, simulations, case studies, business games, role plays, Behaviour modelling; Group building methods: Adventure learning, team building, action learning; Evaluation of training- need for evaluation, criteria and approaches; return on investment in training.

UNIT IV

Special issues in training and employee development: Training issues resulting from the external environment- Legal issues, cross cultural preparation, managing work force diversity, school- to- work transition; Internal needs of the company- Life-long learning, Melting the Glass ceiling, joint union management programs, Succession

planning, Developing managers with dysfunctional Behaviours. Management development: Characteristics of managers, Management development implications, Sources of knowledge/ skill acquisition, Training for executive-level management.

Recommended Readings

1. Noe, A Raymond, and Kodwani, D Amitabh, Employee Training and Development, McGraw Hill Education
2. Blanchard, P Nick, and James W. Thacker, Effective Training- Systems, Strategies, and Practices, Pearson Education.
3. Agochia, Devendra, Every Trainer's Handbook, New Delhi; Sage Publications
4. Desimone, R. L., Werner, J. M. and Harris, D. M. 'Human Resource Development', Thomson Learning Press.
5. Sahu, R.K., Training for Development, Excel Books, New Delhi
6. Goldstein, Training in Organization, Thomson Learning, Bombay
7. McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi
8. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Rutledge

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

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: 27IMEI204DS10

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

The course aims to understand HRM concerns at the international stage. The course will provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues for MNCs and other organizations operating beyond their home markets.

Course Outcomes

1. Understand strategic perspective of HRM in an organization.
2. Understand the cultural and related Behavioural variables in HRM of International Organization. CO3: understand forecasting, acquisition and management of human resources in an effective manner.

UNIT-I

IHRM- Introduction, differences between domestic and international Human Resource approaches of International Human Resource Management, Challenges in international labour market, Linking HR strategies to International expansion strategies, multiculturalism: nature of culture, cultural dimensions, managing across cultures: strategies, cross cultural differences and similarities.

UNIT-II

International environment: political, legal and technological; Recruitment and Selection- Staffing policies, approaches, Selection criteria, recent trends in international staffing, Performance management of international employees, issues in managing performance in the international context.

UNIT-III

HRM in cross border mergers and acquisitions. Training in international management: training strategies, expatriate training, types of training programmes and emerging trends in training for competitive advantage. International Compensation: objectives, theories, components and compensation package.

UNIT-IV

International Industrial Relations- nature, approaches and strategic issues before employers, employees and government. Cross cultural communication and negotiation: communication process, barriers, effectiveness and managing cross cultural negotiation. Repatriation: challenges, benefits, process and managing repatriation.

Recommended Readings:

1. Tony Edwards, International Human Resource Management, Pearson Education.
2. Luthans and Doh, 'International Management: culture, strategy and Behaviour', Tata McGraw Hill, New Delhi.
3. Tayeb, International Human Resource Management, Oxford University Press.
4. Helen Deresky, 'International Management: managing across borders and cultures, Pearson Education.
5. Budhwar, Pawan. 'Managing Resources in Asia-Pacific'. Rutledge Taylor and Francis Publication
6. Paul Sparrow., Chris Brewster and Hillary Harris. 'Globalizing Human Resource Management', Rutledge Taylor and Francis Publication
7. Hofstede, G., Cultures Consequence: International Differences in Work Related Values, Sage.

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

INFORMATION SECURITY AND CYBER LAWS

Course Code: 27IMEI204DS11

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To provide foundational knowledge of information security concepts, cyber threats, legal frameworks, and technical controls essential for secure information and communication technology management.

Course Outcomes

On Completion of the course, the students will be able to

1. Describe the concepts of Cybercrime and Information security.
2. Analyse Cybercrime in Mobile and Wireless Devices.
3. Apply security techniques for a given scenario.
4. Analyse various Cyber Forensic algorithms.
5. Implement various modules for cyber security applications.

UNIT-I

Overview of basic concepts of security: Confidentiality, Integrity and Availability; Security threats, Information security principles, operational and human issues in information and network security; Security policies: types, development and management

UNIT-II

Authentication, Access control mechanism, Physical security control, Operations security, Cryptography: basic concepts, symmetric and asymmetric cryptography; Key management, Firewalls, Intrusion detection, malware detection

UNIT-III

Legal Issues in information and communication technology, cyber-crime and IT Act 2000, Legal resources against Hacking, Cyber fraud, defamation and abuse, pornography and other IT offences; Contracts in cyber world and Jurisdiction

UNIT-IV

Cybersquatting, legal and other innovative moves against cybersquatting, Copyright and protection of contents; Software piracy; E-Commerce Taxation, Protection of Cyber consumers in India

Recommended Readings:

1. Mark Merkow and James Breithaupt, Information Security: Principles and Practices, Pearson Education.
2. Vivek Sood, Cyber Law Simplified, Tata McGraw Hill, New Delhi
3. Matt Bishop, Introduction to Computer Security, 1/e, Pearson Education.

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

E-BUSINESS INFORMATION SYSTEMS MANAGEMENT

Course Code: 27IMEI204DS12

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Demonstrate advanced knowledge of technical and business issues related to E-Business and E- Commerce.
2. Work in a virtual team environment, developing high-level business requirements

UNIT-I

Basics of E-Business, E-Business Strategy: Planning to Action, E-Business Design, and E-Procurement. System Development Environment: Types of Information Systems; System Development Life Cycle; System Analyst – Role, Responsibility, Analytical Skills; Managing Information systems Project

UNIT-II

Information Systems Planning: Identifying and Selecting Systems Development Projects; Initiating and Planning Systems Development Projects.

UNIT-III

Information Systems Analysis: Determining System Requirements; Structuring System Process Requirements; Structuring System Logic Requirements; Structuring System Data Requirements.

UNIT-IV

Information Systems Implementation and Maintenance: System Implementation, Software Application Testing, Installation, Documenting the System, Training and Supporting Users, Organizational Issues in Systems Implementation; Maintaining Information Systems.

Recommended Readings:

1. Hoffer, Jeffrey A., et al., Modern Systems Analysis and Design, Pearson Education.
2. Laudon Kenneth and Laudon Jane, Management Information System, Pearson
3. O'Brien James A., Management Information Systems, Tata McGraw Hill.

4. Alter, Steven, Information Systems: The Foundation of E-Business, Pearson Education.
5. Kumar Muneesh, Business Information Systems, Vikas Publishing House.
6. Dewitz, Sandra D., System Analysis and Design and the Transition to Objects, McGraw- Hill.
7. Robertson James and Suzanne, Complete System Analysis, Volume I and II, Dorset House Publishing.
8. Sahil Raj, Management Information System, Pearson Education.

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

SYSTEMS ANALYSIS AND DESIGN

Course Code: 27IMEI204DS13

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To impart knowledge of business information systems, system development life cycle, analysis, design, and implementation techniques for effective system-based decision-making.

Course Outcomes

On completion of the course, student will be able to:

1. Understand the basic principles of systems analysis and design.
2. Understand the role systems analyst in system design.
3. Draw data dictionary, Pseudo code, Structured English, Data Flow Diagram

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.

Recommended Readings:

1. Kendall and Kendall, System Analysis and Design, Pearson Education.
2. Shelly, Cashman, Rosenblatt, System Analysis and Design, Cengage Learning.
3. Satzinger, System Analysis and Design, Cengage Learning.
4. Hawryskiewycz, I T. Introduction to Systems Analysis and Design, PHI.
5. Whitten, J L. System Analysis and Design Methods, Galgotia.
6. Awad, Elias M., Systems Analysis and Design, Prentice Hall of India.

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

WAREHOUSE MANAGEMENT AND INVENTORY CONTROL

Course Code: 27IMEI204DS14

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To develop understanding of warehouse and inventory management systems, including JIT, performance evaluation, computerization, and strategic decision-making in materials management.

Course Outcomes

After completing the course students would be able to:

1. Understand the basic concepts and various functions of Warehouse and Inventory control.
2. Understand various types of warehouses and Inventory and their advantages.
3. Identify material storage systems and material handling equipment.
4. Understand Inventory management and classification of various types of Inventories.
5. Understand the importance of IT in Warehousing.

UNIT I

Warehouse management: meaning and significance; warehouse organization: requisitions and replenishment of materials, receipt and inspection of materials, issue of materials, stocktaking, discrepancies and their resolution, control of tools, surplus, and scrap materials, storage and handling practices of materials

UNIT II

Computerization of warehouse activities, performance evaluation of stores activities, ISO standards and warehouse activities, warehouse location, layout, and facilities planning, warehouse security, safety, and maintenance

UNIT III

Inventory Management: inventory concepts, pressures for low inventory, pressures for high inventory, types of inventory – seasonal, decoupling, cyclic, pipeline, safety stock; inventory costs; inventory control systems: issues in the P and Q systems of inventory control; The Basic Economic Order Quantity Model, Production Quantity Model, Quantity Discounts, Reorder Point, Safety Stocks, Service Level, Order quantity for periodic inventory system, Order quantity with variable demand

UNIT IV

Just-In-Time: Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, and other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory; Make or Buy Decisions: Factors influencing

Make or Buy Decisions-cost, quality, capacity core v/s noncore, management strategy. Evaluation of performance of Materials function: cost, delivery, quality, inventory turnover ratio methodology of evaluation, Use of ratios and analysis like FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management in JIT Environment

Recommended Readings:

1. Saxena, J.P., Warehouse Management and Inventory Control, Vikas Publication
2. Bose, C., Inventory Management, PHI
3. Mahadevan, B., Operations Management: Theory and Practice, Pearson Education.

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

SUPPLY CHAIN ANALYTICS

Course Code: 27IMEI204DS15

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To equip students with quantitative models and techniques for effective decision-making in warehousing, inventory, transportation, and risk analysis in supply chain management.

Course Outcomes

After completing the course students would be able to:

1. Manage growing data in diverse formats across the entire supply chain.
2. Gain deeper insights into customers, environment, and internal operations.
3. Utilize data effectively for smarter decisions and resource optimization.
4. Enable fact-based management through data-driven supply chain analytics.

UNIT-I

Warehousing Decisions: Mathematical Programming Models, P-Median Methods, Guided LP Approach, Balmer-Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods

UNIT-II

Inventory Management: Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT

UNIT-III

Transportation Network Models, Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Trans-shipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit Function Approach and Linking Algorithms

UNIT-IV

Analytic Hierarchy Process, Data Envelopment Analysis, Risk Analysis in Supply Chain, measuring transit risks, supply risks, delivering risks, Risk pooling strategies, Fuzzy Logic and Techniques-Application in SCM

Recommended Readings:

1. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Pearson Education.
2. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
3. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi
4. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, Managing the supply chain: the definitive guide for the business professional. McGraw-Hill.
5. Sridhar Tayur, Ram Ganeshan, Michael Magazine (editors). Quantitative Models for Supply Chain Management. Kluwer Academic Publishers
6. James, G., Witten, D., Hastie, T., and Tibshirani, R., An introduction to statistical learning: with application in R, New York: Springer
7. Makridakis, S., Wheelwright, S. C., and Hyndman, R. J., Forecasting methods and applications. John Wiley and Sons.
8. Janat Shah, Supply Chain Management, Pearson Education.
9. Nahmias, S., Production and operations analysis, McGraw-Hill/Irwin, Sixth Edition.

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

TECHNOLOGY MANAGEMENT

Course Code: 27IMEI204DS16

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

To understand technology management concepts, innovation dynamics, R&D processes, forecasting techniques, and strategy formulation for competitive advantage in technology-driven organizations.

Course Outcomes

After completing the course students would be able to:

1. Appreciate the role of technology, innovation and new product management in both corporate and public sector.
2. Emphasize on strategic aspects of decision making involved in process and technology choices, investment options, level of technology.

UNIT I

Introduction: Definition and Characteristics of Technology, Market Based and Resource Based view, Concept and significance of management of technology, Dynamics of Technological Change: Forms of technological change, Process of Technological Change; Innovation: Components of Innovation, Innovation Dynamics at the Firm Level, recent developments in Technological environment- Globalization, Time Compression, Technology integration, Induced and Autonomous changes in the Technological environment, Competitive advantages through new technologies.

UNIT II

Technology supply and Research and Development Management: Sources of technology, Process of new product development; managing hi-tech products: Strategy to avoid product failure in market. Principles and Process of Product Development; Managing Rand D Organization –issues and recent trends, Linkage between technology, development and competition, management of Intellectual Property Rights in context of technology management, strategic issues in managing IPR

UNIT III

Technological Forecasting: Meaning, significance of Technology forecasting, techniques of Technology forecasting: Exploratory and normative technique; Process and application of techniques like Delphi, Growth Curves, S- curve, Pearl Curve, Gompertz curve: Relevance Tree, Morphological Analysis, Mission Flow Diagram

UNIT IV

Meaning and Importance of Technology Intelligence; Technology Strategy: Meaning and Key Principles Underlying Technology Strategy, framework for formulating technology strategy Technology Strategy Types; Linkage of technology strategy with business strategy, Issues in technology strategy

Recommended Readings:

1. Narayanan, V. K., Managing Technology and Innovation for Competitive Advantage, Pearson Education.
2. Trott, Innovation Management and New Product Development, Pearson Education.
3. Khalli, T., Management of Technology, McGraw-Hill
4. Betz. F., Strategic Technology Management, McGraw-Hill
5. Lowell W. S., Managing Technology – The Strategic View, McGraw Hill.
6. Schilling Strategic Management of Technological Innovation, McGraw-Hill

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

APPLIED MULTIVARIATE ANALYSIS

Course Code: 27IMEI204DS17

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

The objectives of this course are:

1. To understand the relationship among the variables with multivariate statistical models.
2. To provide step by step procedure for estimating parameters of a multivariate model.
3. To analyze the overall fitness of the model and interpreting model results in real-life problem-solving environment.
4. To understand the procedures for model reliability and validity that are crucial for ensuring the trustworthiness and accuracy of findings.

Course Outcomes

After completing the course students will be able to:

1. Understand multivariate data structure, multinomial and multivariate normal distribution.
2. Identify and discuss the role and importance of quantitative techniques in different functional areas of management.
3. Select an appropriate statistical technique for a complex business problem.
4. Use different statistical software like SPSS, EViews etc.
5. Analyze and interpret the results for any project/thesis/publications of a research article.

Unit-I

Introduction of Multivariate Analysis; Methodology of Model Building; Multivariate Descriptive Statistics; Analysis of Variance (ANOVA); Multivariate Analysis of Variance (MANOVA)

Unit-II

Multiple Linear Regression (MLR): Introduction, Test of Assumption, and Diagnostic Study; MLR Applications

Unit-III

Principal Component Analysis (PCA): Introduction, Estimation, Adequacy Checking, & Interpretation; Factor Analysis (FA): Introduction, Estimation, Adequacy Checking, Factor Rotation, & Factor Scores, Applications of PCA and FA

Unit-IV

Discriminant Analysis; Cluster Analysis; Structural Equation Modeling (SEM): Introduction, Measurement Model, & Structural Model

Recommended Readings:

1. Tabachnick, B. F., & Fidell, L. S. (2007). *Using Multivariate Statistics*. Pearson Education.
2. Mardia, K. V., Kent, J. T., & Taylor, C. C. (2024). *Multivariate Analysis*. John Wiley & Sons.
3. Overall, J., & Klett, C. (1972). *Applied Multivariate Analysis*. McGraw–Hill. New York.
4. Hair Jr, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1995). *Multivariate Data Analysis with Readings*. Prentice-Hall, Inc.
5. Johnson, R. A., & Wichern, D. W. (2002). *Applied Multivariate Statistical Analysis*.
6. Hair, J. F., Anderson, R. E., Tatham, R. L., & William, C. (1998). *Black (1998), Multivariate Data Analysis*.
7. Jolliffe, I. T. (2002). *Principal Component Analysis for special types of data*. Springer New York.
8. Chatfield, C. (2018). *Introduction to multivariate analysis*. Routledge.
9. Timm, N. H. (Ed.). (2002). *Applied Multivariate Analysis*. New York, NY: Springer New York.
10. Backhaus, K., Erichson, B., Gensler, S., Weiber, R., & Weiber, T. (2021). *Multivariate Analysis*. Springer.

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

MARKET MICROSTRUCTURE

Course Code: 27IMEI204DS18

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Outcomes

After completing the course students would be able to:

1. Understand problem of Economic Organization, Organizational Objectives, and Transaction cost analysis.
2. Understand the mechanism of price for coordination and motivation
3. Understand the employment and compensation problems

UNIT-I

Economic Organization and Efficiency: Concept and rationale of organization, Organization and Efficiency, The problem of Economic Organization, Organizational Objectives, and Transaction cost analysis.

UNIT-II

Use of Price for coordination and Motivation, Neoclassical Model and theories of Organization, Market failure and Organization; Coordination: Market and Management, Price and coordination, management, Decentralization and the means of coordination.

UNIT-III

Bounded Rationality and Private Information, Motivation: Contracts, Information, and Incentives, Moral Hazard and Performance Incentives, Moral hazard in Organization, Controlling Moral Hazard.

UNIT-IV

Employment Policy and Human Resource Management, Internal Labour Market, Critique of Classical Theories of Employment, Job Assignments and Promotions, Compensation and Motivation: Implicit Incentive Pay, Performance Evaluation, Job Design, Incentive Pay for Groups.

Recommended Readings:

1. Paul Milgrom and John Roberts, Economics, Organization and Management, Prentice Hall.
2. Luis M.B. Cabral, Industrial Organization, Jaico Publishing House.
3. Sengupta, D.N. and Anadiya Sen, Economics of Business Policy, Oxford University Press.

4. Luis M.B. Cabral, Introduction to Industrial Organization, Cambridge Mass: The MIT Press.
5. Carlton, D. W. and J.M. Perloff, Modern Industrial Organization, Warper Collins.
6. Caves, R.E., Multinational Enterprise and Economic Analysis, Cambridge University Press.

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

ECONOMICS FOR BUSINESS STRATEGY

Course Code: 27IMEI204DS19

L-T-P

External Marks: 70

3-1-0

Internal Marks: 30

Time: 3 Hours

Course Objectives

The objectives of this course are:

1. To familiarize with the students the importance of economic approaches in managerial decision making.
2. To expose the student to understanding of the environment scanning.
3. To aware the students about the formulation, implementation, and evaluation of strategies.
4. To understand the applications of economic theories in sustainable business strategies formulation.

Course Outcomes

After completing the course students will be able to:

1. To analyze the external environment of a particular firm.
2. To evaluate the ways a firm creates value and compare its value creating capabilities with those of its nearby competitors.
3. To describe a firm's strategic position with respect to its business, corporate, and global strategies.
4. To formulate business strategy for global business success.

Unit-I

Demand and Supply Analysis, Bridging the gaps in the demand and supply for circular economy, Efficiency of the Market Mechanism, Understanding Market Failure, Market Research and Competitive Analysis

Unit-II

Rationale behind Mergers and Acquisitions (M&A), Socio-economic and political consequences of M&A; Economics of advertising, differentiation, and integration; Product differentiation and advertising, Marketing Success through Differentiation; Business Excellence through Horizontal and Vertical Integration

Unit-III

Economic complexity of diversification and economic development, Economic Diversification in Developing Countries; Business Diversification: When, Why and How it's done, Diversification Strategy and Firm Performance; Rationale behind of privatization and disinvestment; Trade and Globalization; Global Expansion Strategies

Unit-IV

Cost and Price Analysis, Cost Leadership Strategy: Pros, Cons and Implementation, Understanding the Psychology of Consumption and Pricing, Formulating Optimal Pricing Strategy; Economics of Innovation and its association with business strategy for sustainability

Recommended Readings:

1. Campbell, D., Stonehouse, G., & Houston, B. (2002). Business Strategy: An Introduction. Routledge.
2. Spender, J. C. (2014). Business Strategy: Managing Uncertainty, Opportunity, and Enterprise. OUP Oxford.
3. Stonehouse, G., & Houston, B. (2003). Business Strategy. Routledge.
4. Aaker, D. A. (2001). Developing Business Strategies. John Wiley & Sons.
5. Culp, C. L. (2001). The Risk Management Process: Business Strategy and Tactics. John Wiley & Sons.

6. Salvatore, D. (1998). *Marginal Economics in a Global Economy*. McGraw Hill Publication Co. Ltd.
7. Petersen, H. C., & Lewis, W. C. (1994). *Managerial economics*. Macmillan Publishing Company.
8. Andrade, G., & Stafford, E. (2004). Investigating the Economic Role of Mergers. *Journal of Corporate Finance*, 10(1), 1-36.
9. Hall, B. H., & Rosenberg, N. (Eds.). (2010). *Handbook of the Economics of Innovation* (Vol. 1). Elsevier.
10. Corsini, F., Fontana, S., Gusmerotti, N. M., Iovino, R., Iraldo, F., Mecca, D., ... & Testa, F. (2024). Bridging Gaps in the Demand and Supply for Circular Economy: Empirical Insights into the Symbiotic Roles of Consumers and Manufacturing Companies. *Cleaner and Responsible Consumption*, 15, 100232.
11. Saad, M. B., Brahim, M., Schaffar, A., Guesmi, K., & Saad, R. B. (2023). Economic Complexity, Diversification and Economic Development: The Strategic Factors. *Research in International Business and Finance*, 64, 101840.
12. Wu, M., Ran, Y., & Zhu, S. X. (2022). Optimal pricing strategy: How to Sell to Strategic Consumers? *International Journal of Production Economics*, 244, 108367.
13. Hossain, M. S. (2021). Merger & Acquisitions (M&As) as an Important Strategic Vehicle in Business: Thematic Areas, Research Avenues & Possible Suggestions. *Journal of Economics and Business*, 116, 106004.
14. Teece, D. J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning*, 43(2-3), 172-194.
15. Ferlito, R., & Faraci, R. (2022). Business Model Innovation for Sustainability: A New Framework. *Innovation & Management Review*, 19(3), 222-236.

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

DATA ANALYSIS USING EXCEL

Course Code: 27IMEI204SE01

Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	30 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (3X10)	30 Marks
Attendance	05 Marks
TOTAL	100 Marks

L-T-P

2-0-2

Course Objectives:

1. To provide students with a comprehensive understanding of data analysis tools using Microsoft Excel.
2. To enable students to perform descriptive and inferential analysis using Excel for managerial decision-making.
3. To equip students with hands-on skills in using Excel for data visualization, pivot tables, trend forecasting, and reporting.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Apply Excel functions to clean, organize, and manipulate large datasets.
2. Use statistical and logical functions for effective business analysis.
3. Create charts, dashboards, and data visualizations for decision support.
4. Perform trend analysis, regression, and forecasting using Excel tools.
5. Use PivotTables, slicers, and data filters for multidimensional analysis.

UNIT-I

Introduction to Excel interface and workbook structure; Data types and cell referencing; Sorting, filtering, and conditional formatting; Data validation, removing duplicates, and flash fill; Named ranges, data import/export

UNIT-II

Logical functions (IF, AND, OR, NOT); Lookup functions (VLOOKUP, HLOOKUP, XLOOKUP, INDEX, MATCH); Text functions, Date & Time functions; Statistical functions (AVERAGE, MEDIAN, STDEV, VAR, CORREL)

UNIT-III

Pivot Tables and Pivot Charts; Data tables and What-If analysis; Goal Seek, Scenario Manager, Solver; Trendlines and forecasting; Regression analysis using Excel's Data Analysis ToolPak

UNIT-IV

Charts: Column, Line, Pie, Bar, Area, Combo; Sparklines and heat maps; Dashboards with interactive components (Slicers, Timelines); Dynamic reports using form controls; Best practices in Excel-based reporting

Suggested Readings:

1. Winston, W. L. – Microsoft Excel Data Analysis and Business Modeling, Microsoft Press
2. Walkenbach, J. – *Excel 2021 Bible*, Wiley
3. Uman, L. – *Basics of Excel Data Analysis*, Sage
4. Freund, J. E. – *Statistics Using Excel*, Pearson
5. Harvard Business Review – *Excel for Managers* (HBR Series)
