

SCHEME OF EXAMINATION
&
SYLLABI
of
MASTER OF BUSINESS ADMINISTRATION
(BUSINESS ECONOMICS)
(Choice Based Credit System)
FROM THE ACADEMIC SESSION 2021-22



MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)

**SCHEME OF EXAMINATIONS FOR
TWO YEAR MBA (BUSINESS ECONOMICS) PROGRAMME FROM THE SESSION 2021-22**

First Year: First Semester

Course Code	Title of the Course (s)	External Marks	Sessional Marks	External Evaluation/Practical	Total Marks	Credits (L-T-P)
Core Courses						
16IMB21C1	Principles and Applications of Business Economics	80	20	--	100	3-1-0
16IMB21C2	Management Process and Organizational Behaviour	80	20	--	100	3-1-0
16IMB21C3	Business Statistics	80	20	--	100	3-1-0
16IMB21C4	Macro Economic Management	80	20	--	100	3-1-0
16IMB21C5	Accounting for Managerial Decisions	80	20	--	100	3-1-0
16IMB21C6	Industrial Economics	80	20	--	100	3-1-0
16IMB21C7	Computer Applications in Business	50	--	50	100	3-0-1
Discipline Specific Elective Courses (Each student will opt one course)						
16IMB21D1	Business Communication Skills	80	20	--	100	3-1-0
16IMB21D2	Event Management	80	20	--	100	3-1-0
Total Credits						32

First Year: Second Semester

Course Code	Title of the Course (s)	External Marks	Sessional Marks	External Evaluation/Practical	Total Marks	Credits (L-T-P)
Core Courses						
16IMB22C1	International Economics	80	20	--	100	3-1-0
16IMB22C2	Operations Research	80	20	--	100	3-1-0
16IMB22C3	Business Environment Analysis	80	20	--	100	3-1-0
16IMB22C4	Marketing Management	80	20	--	100	3-1-0
16IMB22C5	Human Resource Management	80	20	--	100	3-1-0
16IMB22C6	Financial Management	80	20	--	100	3-1-0
Foundation Elective Course						
Each student will opt one course from the pool of Foundation Elective Courses provided by the University, excluding the Foundation Elective Course prepared by the Institute of Management Studies and Research.						2
Open Elective Course						
Each student will opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses prepared by the Institute of Management Studies and Research.						3
Discipline Specific Elective Courses (Each student will opt one course)						
16IMB22D1	Operations and Supply Chain Management	80	20	--	100	3-1-0
16IMB22D2	Cost Benefit Analysis	80	20	--	100	3-1-0
Total Credits						33

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

TWO YEAR MBA (BUSINESS ECONOMICS) PROGRAMME FROM THE SESSION 2022-23

Second Year: Third Semester

Course Code	Title of the Course (s)	External Marks	Sessional Marks	External Evaluation /Practical	Total Marks	Credits (L-T-P)
Core Courses						
17IMB23C1	Project Economics and Management	80	20	--	100	3-1-0
17IMB23C2	Business Entrepreneurship Development	80	20	--	100	3-1-0
17IMB23C3	Business Research Methods	80	20	--	100	3-1-0
17IMB23C4	Summer Vacation Training Report		--	100	100	4
Open Elective Course						
Each student will opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses prepared by the Institute of Management Studies and Research.						3

Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme). Specialization areas opted will remain same in III and IV semester.						
Human Resource Management						
21IMB23GH1	Training and Development Systems and Practices	80	20	--	100	3-1-0
21IMB23GH2	Industrial Relations and Labour Legislations	80	20	--	100	3-1-0
Finance						
21IMB23GF1	Security Analysis and Portfolio Management	80	20	--	100	3-1-0
21IMB23GF2	Financial Markets and Institutions	80	20	--	100	3-1-0
International Business						
21IMB23GI1	Foreign Exchange Management	80	20	--	100	3-1-0
21IMB23GI2	International Business Environment	80	20	--	100	3-1-0
Marketing						
21IMB23GM1	Integrated Marketing Communication	80	20	--	100	3-1-0
21IMB23GM2	Consumer Behaviour	80	20	--	100	3-1-0
Information Technology						
21IMB23GT1	Object Oriented Ana. and Design	50	--	50	100	3-0-1
21IMB23GT2	Multimedia & Web Engineering	50	--	50	100	3-0-1
Operations Management						
21IMB23GO1	Project Management	80	20	-	100	3-1-0
21IMB23GO2	Total Quality Management	80	20	-	100	3-1-0
Public Policy Management						
21IMB23GP1	Legal Institutional Dynamics	80	20	-	100	3-1-0
21IMB23GP2	Development Economics	80	20	-	100	3-1-0
Business Analytics						
21IMB23GB1	Business Analytics	80	20	-	100	3-1-0
21IMB23GB2	Fundamentals of Data Mining	80	20	-	100	3-1-0
Agri-Business Management						
21IMB23GA1	Agri-business Environment and Policy	80	20	-	100	3-1-0
21IMB23GA2	Food Technology and Process Management	80	20	-	100	3-1-0
Total Credits						35

Note: - Students have to opt for any two specialization areas from given three groups, selecting not more than one specialization from one Group. Minimum of ten students are required for offering any specialization area from any two groups.

GROUP A	GROUP B	Group C
HUMAN RESOURCE MANAGEMENT	MARKETING	FINANCE MANAGEMENT
BUSINESS ANALYTICS	PUBLIC POLICY MANAGEMENT	INTERNATIONAL BUSINESS MANAGEMENT
INFORMATION TECHNOLOGY MANAGEMENT	AGRI-BUSINESS MANAGEMENT	OPERATIONS MANAGEMENT

Second Year: Fourth Semester

Course Code	Title of the Course (s)	External Marks	Sessional/ Internal Marks	External Evaluation /Practical	Total Marks	Credits (L-T-P)
Core Courses						
17IMB24C1	Business Strategy	80	20	--	100	3-1-0
17IMB24C2	Project Report	100		100	200	8
17IMB24C3	Comprehensive Viva-voce		--	100	100	4
Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme)						
Human Resource Management						
21IMB24GH1	Strategic Human Resource Management	80	20	--	100	3-1-0
21IMB24GH2	Organizational Development	80	20	--	100	3-1-0
Finance						
21IMB24GF1	Financial Derivatives	80	20	--	100	3-1-0
21IMB24GF2	Banking and Insurance Operations	80	20	--	100	3-1-0
International Business						
21IMB24GI1	International Financial Management	80	20	--	100	3-1-0
21IMB24GI2	International Logistics	80	20	--	100	3-1-0
Marketing						
21IMB24GM1	Marketing of Services	80	20	--	100	3-1-0
21IMB24GM2	Retail Business Management	80	20	--	100	3-1-0
Information Technology						
21IMB24GT1	Programming in Oracle	50	--	50	100	3-0-1
21IMB24GT2	Programming in Visual Basic	50	--	50	100	3-0-1
Operations Management						
21IMB24GO1	Transportation Management	80	20	-	100	3-1-0
21IMB24GO2	Technology Management	80	20	-	100	3-1-0
Public Policy Management						
21IMB24GP1	Public Policy Evaluation	80	20	-	100	3-1-0
21IMB24GP2	Social Campaign Promotion	80	20	-	100	3-1-0
Business Analytics						
21IMB24GB1	Economics for Business Strategy	80	20	-	100	3-1-0
21IMB24GB2	Applied Multivariate Analysis	80	20	-	100	3-1-0
Agri-Business Management						
21IMH24GA1	Agricultural Input Marketing and Post-Harvest Management	80	20	-	100	3-1-0
21IMH24GA2	Livestock Business Management	80	20	-	100	3-1-0
Total Credits						32

Note:-Students have to opt for any two specialization areas from given three groups, selecting not more than one specialization from one Group. Minimum of ten students are required for offering any specialization area from any two groups.

GROUP A	GROUP B	Group C
HUMAN RESOURCE MANAGEMENT	MARKETING	FINANCE MANAGEMENT
BUSINESS ANALYTICS	PUBLIC POLICY MANAGEMENT	INTERNATIONAL BUSINESS MANAGEMENT
INFORMATION TECHNOLOGY MANAGEMENT	AGRI-BUSINESS MANAGEMENT	OPERATIONS MANAGEMENT

PROGRAM SPECIFIC OUTCOMES

The program specific outcomes of Two Year (Four Semester) MBA (Business Economics) program are given below:

Program Specific Outcomes

Upon successful completion of MBA (Business Economics) Program a student will be able to:

PSO1: Recognize the functioning of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities.

PSO2: Demonstrate a global outlook with the ability to identify aspects of the global business and cross cultural understanding.

PSO3: Apply knowledge and analytical skills to solve contemporary business and social issues. PSO4: Have the ability to deal with organizational changes and to have the ability to adapt with.

PSO5: Use economic problem solving skills to discuss the opportunities and challenges of the increasing globalization of the world economy.

PSO6: Understand the working of economy and behaviour of economic agents under different business conditions. PSO7:

Develop and implement business strategies and public policy and their evaluation and control.

PSO8: Comprehend industrial structure, efficiency, productivity and policy.

Note:

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

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

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

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

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

SYLLABI

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MASTER OF BUSINESS ADMINISTRATION (BUSINESS ECONOMICS)

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FROM THE ACADEMIC SESSION 2021-22



**MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)**

PRINCIPLES AND APPLICATIONS OF BUSINESS ECONOMICS
Paper Code: 16IMB21C1

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

CO1: Students would be able to analyze and provide solutions to business problems with a systematic theoretical framework.

CO2: Students would be able to properly use managerial strategies.

CO3: Students will learn to use economic models to isolate the relevant elements of a managerial problem

CO4: Students will know to make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

Unit-I

Nature and scope of Business Economics; business economics and managerial decision making; role of business economist; basic concepts- short and long run, firm and industry, types of goods and markets, opportunity cost, risk and uncertainty, demand, supply and equilibrium, productivity and efficiency, factors of production; objectives of a firm; nature of marginal analysis, law of demand; elasticity of demand; consumer's equilibrium – utility and indifference curves approaches.

Unit-II

Short and long run production functions; optimal inputs combination; costs classification; short and long run costs curves and their interrelationship, modern theory of costs; economies of scale and scope; minimum efficient scale and its competitive implications; learning curve and its usage.

Unit-III

Firm and industry equilibrium under perfect competition, monopoly, monopolistic competition and oligopoly; price discrimination; multi-plant equilibrium; advertising and firm's equilibrium; managerial theories of the firm; pricing policies, practices, strategies and tactics.

Unit-IV

Factor pricing theory-determination of rent, wage, interest and profit; risk and uncertainty in business; risk incorporated into business decisions.

Suggested Readings:

1. H. Craig Petersen and W. Cris Lewis, Managerial Economics, Prentice Hall of India, New Delhi.
2. Dominick Salvatore, Managerial Economics in Global Economy, Thomson Learning, Bombay.
3. Koutsoyiannis, Modern Micro Economics, Macmillan, New Delhi.
4. Manab Adhikary, Business Economics, Excel Books, New Delhi.

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

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Paper Code: 16IMB21C2

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

CO1: Analyse the behavior of individuals and groups in organizations in terms of the key factors that influence organisational behavior.

CO2: To identify the processes used in developing communication and resolving conflicts.

CO3: Assess the potential effects of organisational factors on organisational behavior.

Unit-I

The concept and process of management; management levels and skills; managerial challenges; approaches to management; nature of managerial decision making; globalisation and management; ethical and social responsibility aspects of management; tasks of a professional manager; information system for management.

Unit-II

Planning-concept, types and objective setting; strategic planning process; nature of organising; departmentation; delegation and decentralization of authority; line-staff relationships; span of management; organisational re-engineering; staffing decisions.

Unit-III

The leadership function; leadership theories, behaviour and styles; the basic control process; critical control points, standards and benchmarks; control as feedback system; techniques of managerial control; prerequisites for effective control.

Unit-IV

Organisational behaviour - concept, challenges and opportunities; types of organisational structures; organisational culture, values and motivation; group behaviour and work teams; organisational communication; organisational conflicts and negotiation; training, development and performance appraisal; organisational change.

Suggested Readings:

1. Harold Koontz and Heinz Weihrich, Essentials of Management – An International Perspective, Tata McGraw Hill, New Delhi.
2. James A.F. Stoner, R. Edward Freeman and Daniel R. Gilbert, Management, Pearson Education, Delhi.
3. Stephen P. Robbins, Organisational Behaviour, Prentice Hall of India, New Delhi.
4. F. Luthans, Organisational Behaviour, Prentice Hall of India, N. Delhi.

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

BUSINESS STATISTICS
Paper Code: 16IMB21C3

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Facilitate objective solutions in business decision making under subjective conditions.
- CO2: Enhance knowledge in probability theory
- CO3: Describe normality and its distribution concepts.
- CO4: Apply time series analysis in market prediction rates.

Unit-I

Significance of statistics in business decisions; basic concepts-descriptive and inferential statistics; population and sample, parameter and statistic; frequency distributions and ogives; types of data, stationary and non-stationary time series, methods of data collection and presentation; basic sampling concepts and methods.

Unit-II

Measures of central tendency and dispersion, moments, skewness and kurtosis; simple, multiple and partial correlation; regression analysis: meaning and estimation of simple linear regression model (by OLS method).

Unit-III

Probability-basic concepts, postulates and rules; Bayesian Theorem; Probability distributions– Binominal, Normal and Poisson; sampling distributions– large and small sampling; statistical estimation-point and interval estimation.

Unit-IV

Statistical quality control: meaning, types of control, control charts for variable and attributes; time series analysis: meaning and component of time series, methods of estimating trend; measures of seasonal variations; constructions of index numbers, Laspeyre's, Paasche's, Fisher's methods, tests of adequacy of index number.

Suggested Readings:

1. Murray R. Spiegel and Larry J. Stephens, Statistics, Tata McGraw Hill, New Delhi.
2. Ya-Lun Chou, Statistical Analysis, Rinehart & Winsten, New York.
3. Croxton and Cowden, Practical Business Statistics, Prentice-Hall, London.
4. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi.
5. Amir D. Aczel and Jayavel Sounderpandian, Complete Business Statistics, Tata McGraw Hill, New Delhi.
6. Andy Field, Discovering Statistics using SPSS, SAGE, London.

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

MACRO ECONOMIC MANAGEMENT
Paper Code: 16IMB21C4

L-T-P

External Marks: 80

Sessional Marks: 20

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Predict the values of economic indicators for the given future period.
- CO2: Correlate the inflation, Price stability and balance of payment
- CO3: Estimate the propensity of consumption and saving
- CO4: Frame corporate strategies at individual, industrial, macro and global level.
- CO5: Create ambience for outsourcing with given business situation

Unit-I

Nature of macro-economic system; circular flow of income; national income- concepts and measurement; determinants of economic growth; quantity theory relationship; investment multiplier and accelerator; Keynesian theory of income determination; inter-relationship between inflation rate, exchange rate and interest rate; trade-growth relationship.

Unit-II

Nature and components of fiscal policy; fiscal policy operations for macro-economic growth and stabilisation; fiscal deficit and its management; public debt operations and their impact, Central banking operations and aspects of monetary management; growth and stabilisation effects of monetary policy operations; liquidity and interest rate management; co-ordination of fiscal and monetary policies for effective macro-management; corporate adjustments to monetary and fiscal variations.

Unit-III

Aspects of balance of payment management; exchange rate management through macro-economic policies; approaches to manage trade and B. O. P. deficits; managing internal and external balance simultaneously; corporate responses to variations in exchange rates and policies.

Unit-IV

Approaches to macro-economic planning and objectives; resource mobilization and strategies of current five year plan in India; business opportunities in the current plan; appraisal of plan performance; effect of macro planning on corporate decisions.

Suggested Readings:

1. Rudiger Dornbusch, Stanley Fisher and Richard Startz, Macroeconomics, Tata McGraw Hill, New Delhi.
2. Edward Shapiro, Macroeconomic Analysis, Galgotia Publications, New Delhi.
3. Eric J. Pentecost, Macroeconomics – An Open Economy Approach, MacMillan, New Delhi.
4. Michael R. Baye and Dennis W. Jansen, Money, Banking and Financial Markets: An Economics approach, AITBS, New Delhi.
5. Dernburg, T.F. and J.D. Dernburg, Macroeconomic Analysis: An Introduction to Comparative Statistics and Dynamics, Addison-Wesley.

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

ACCOUNTING FOR MANAGERIAL DECISIONS
Paper Code: 16IMB21C5

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Assess the basic financial concepts.
- CO2: Analyze various costing concepts like marginal costing etc.
- CO3: Demonstrate professional financial management aspects relevant to industry.
- CO4: Evaluate the various cost concepts.
- CO5: Design the financial and operating methods.

Unit-I

Nature and scope of accounting concept; principles and standards; journal, ledger and ledger posting; preparation of trial balances; classification of capital and revenue expenditures; fixed assets and depreciation accounting-straight line and diminishing value method; preparation of financial statements along with adjustments.

Unit-II

Cost classification; preparation of cost-sheet; inventory accounting-inventory control and pricing methods. Labour cost accounting- remuneration and incentive techniques; conceptual knowledge of allocation of overheads.

Unit-III

Budgeting and budgetary control-types of budget; standard costing; variance analysis-material and labour; Fundamentals of strategic cost management; elementary knowledge of activity based cost and its application in budgeting.

Unit-IV

Marginal costing and cost-volume profit analysis; performance measurement- RI, ROI, EVA; responsibility accounting and human resource accounting.

Suggested Readings:

1. I.M. Pandey, Management Accounting, Vikas Publishing House, New Delhi.
2. Hansen and Mowen, Management Accounting, Thomson Learning, Bombay.
3. M.Y. Khan and P.K. Jain, Management Accounting, Tata McGraw Hill, New Delhi.
4. Hrongren and Sundem, Introduction to Management Accounting, Prentice Hall of India, New Delhi.

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

INDUSTRIAL ECONOMICS
Paper Code: 16IMB21C6

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

- CO1: Students would be able to describe and explain the determinants of the size and structure of firms and the implications of the separation of ownership and control
- CO2: Students will learn to describe and explain the pricing behaviour by firms with market power and its welfare implications
- CO3: Students will know to apply analytical models of firm behaviour and strategic interaction to evaluate various business practices, including tacit collusion, entry deterrence, product differentiation, price discrimination and vertical restraints
- CO4: Students would recognize and explain the basic determinants of market structure and the key issues in competition policy and regulation.

Unit - I

Meaning of industrial economics, Concepts and organization of a firm-ownership, control and objective of the firm; Market Structure; Sellers concentration; Product differentiation; Entry Conditions; Economic of scale; Market structure and profitability; Market structure and innovation.

Unit-II

Theories of industrial location - Weber and Sargent Florence, Factors affecting location; Market Conduct: Product pricing - Theories and evidence; Investment expenditure methods of evaluating investment expenditure.

Unit-III

Theories of Mergers and acquisitions (M & As) and diversification. Market Performance, Growth of the firm; constraints on growth; Productivity, efficiency and capacity utilization concepts and measurement.

Unit-IV

Industrial productivity- measurement, partial and total trends. Pattern of Indian industrialization - Public and private; large, medium and small scale industries.

Suggested Reading:

1. Barthwal, R.R. (1985), Industrial Economics, Wiley Eastern Ltd. New Delhi.
2. Desai, B. (1999) Industrial Economy in India (3rd Edition) Himalaya Publishing House Mumbai.
3. Divine, P.J. and R.M. Jones et Al (1976), An Introduction to Industrial Economics, George Allen and Unwin Ltd., London.
4. Government of India, Economic Survey (latest issue).
5. Hay, D. and D.J. Morris (1976) Industrial Economics: Theory and Evidence, University Press, New Delhi.
6. Kuchal S.C. (1980) Industrial Economy of India (5th Edition), Chaitanya Publishing House Allabad.
7. Singh, A. and A.N. Sadhu (1988), Industrial Economics, Himalaya, Publishing House, Bombay.

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

COMPUTER APPLICATIONS IN BUSINESS
Paper Code: 16IMB21C7

L-T-P
Practical Marks: 50

External Marks: 50

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Describe the fundamentals of Information Technology and how it helps Management to take better decision making.
- CO2: Categorizing the information need to solve the problems, recovering information and assist management operations.
- CO3: Competent to categorize the components of personal computer system, including both hardware and software.
- CO4: Identify the memory management and storage and retrieval process

Unit-I

Basic concepts- data, data processing, data base, data base system; structure of DBMS; database administrator, database user, data models, DBMS architecture; data independence, database languages, distributed data base.

Unit-II

Software types- system software, application software and utility software; forms of data transmission; communication channels; modes of data transmission; nature and types of communication packages.

Unit-III

Nature, types and criteria for classification of computer networks- LAN, MAN, WAN; network topologies; network architecture; applications of computer networks.

Unit-IV

Introduction to SPSS, running SPSS, variables, coding the variables, indicating the decimals places, variables and value labels, missing values, active file, listing data, cleaning data, data tabulations, descriptive statistics, business application of simple and general linear regression.

Lab: Working knowledge of MS-Word, MS-Excel, MS-PowerPoint and Internet Surfing.

Suggested Readings:

1. Rajaraman: Fundamentals of Computers; Prentice Halls of India, New Delhi
2. White, Data Communication and Networking, Thomson Learning Bombay
3. B. Ram, Computer Fundamentals, New Age, New Delhi.
4. Farouzan, Data Communication and Networking, TMH, New Delhi.
5. Andy Field, Discovering Statistics using SPSS, SAGE, London.

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.

BUSINESS COMMUNICATION SKILLS

Paper Code: 16IMB21D1

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Describe the basics of communication and its process, elements and importance.
- CO2: Familiar with the various barriers in the communication.
- CO3: Outline the listening skills and the characteristics of good and poor listeners
- CO4: Identify the various types of listening, its approaches, and barriers.
- CO5: Explain the effectiveness of oral communication and its application in-group presentation.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading:

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

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

EVENT MANAGEMENT
Paper Code: 16IMB21D2

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Impart details of event Concept, applications and theories.
- CO2: Develop the technical proficiency, growth and excel in the field of event management.
- CO3: Familiarity with event industry.
- CO4: Organize events successfully.
- CO5: Understand the effort and needs to be put in successfully conducting an event of any nature.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

INTERNATIONAL ECONOMICS
Paper Code: 16IMB22C1

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Familiar with the main economic theories and models of international business,
- CO2: Understand economic arguments concerning international business policy and its analysis,
- CO3: Apply economic reasoning to issues of the day surrounding globalization,
- CO4: Have an elementary understanding of open-economy macroeconomics and the determinants of exchange rates and the balance of payments.

Unit-I

Areas of international economics; alternative theories of international trade; dynamic factors affecting trade; terms of trade; intra industry trade and transfer pricing; trade-growth interrelationship and implications for macroeconomic policy; foreign trade multiplier; barriers to trade; economic effects of tariffs.

Unit-II

Forms of international economic cooperation and integration; trade creating and trade diverting effects of custom union; international capital movements; alternative approaches to FDI.

Unit-III

Analytical structure of balance of payment (bop); bop disequilibrium and approaches to adjustment; macroeconomic policy for internal and external balance; alternative exchange rate systems; foreign exchange market and exchange rate determination.

Unit-IV

Working of international institutions in trade and finance (WTO, IMF, UNCTAD and World Bank); problem of international liquidity and indebtedness; analysis of India's foreign trade and balance of payment in the post reform period.

Suggested Readings:

1. Soderston, Bo, International Economics, Macmillan Press, London.
2. Salvatore, D., International Economics, John Wiley, New York.
3. Porter, M.E., The Competitive Advantage of Nations, The Free Press, New York.
4. King, P., International Economics and International Economic Policy: A Reader, McGraw Hill, New York.
5. Govt. of India, Economic Survey (latest year), Ministry of Finance, Govt. of India, New Delhi.

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

OPERATIONS RESEARCH
Paper Code: 16IMB22C2

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Apply research techniques in quantitative and qualitative aspects.
- CO2: Schedule the projects and find the early ways of finishing it.
- CO3: Minimize the resource allocation for project.
- CO4: Maximize the productivity with help of least cost techniques.
- CO5: Minimize the waiting hours of simultaneous projects undertaken.

Unit-I

Significance of operation research in managerial decision making; formulation of linear programming problem and its solution by graphical and simplex methods; idea of infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II

Transportation problems; unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems.

Unit-III

Network Analysis: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off.

Unit-IV

Types of inventory, inventory costs, EOQ model, determination of optimal safety stock; Queuing theory: general structure of queuing system, operating characteristics of queuing system, Poisson- exponential single server infinite population model, determination of optimal service level.

Suggested Readings:

1. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Wanger, H.M., Principles of Operation Research with Applications to Managerial Decision, Prentice Hall of India, New Delhi.
3. Levin, R. I. and Kirkpatrick, C.A., Quantitative Approaches to Management, McGraw-Hill.
4. Hardy, A. Taha, Operations Research – An Introduction, Macmillan Publishing Co., New York.
5. Harper, W.M., Operations Research, ELBS, London.
6. Hilier, F.S. & Lieberman, G.J., Introduction to Operations Research, Holden Day Inc. San Francisco.
7. Hartley, R.V., Operation Research: A Managerial Emphasis, Good Year Publishing Company, California.

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

BUSINESS ENVIRONMENT ANALYSIS
Paper Code: 16IMB22C3

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

CO1: Familiarize with the nature of business environment and its components.

CO2: Demonstrate and develop conceptual framework of business environment and generate interest in international business.

CO3: Understand the importance of business ethics and role of ethical behavior in the business world today.

Unit-I

Business environment-nature, structure and determinants; country risk; political environment and corporate adjustment; corporate social responsibility; corporate governance; international impact on domestic business environment; Government influence on business environment.

Unit-II

Economic reforms and the current state of investment and growth environment; fiscal and monetary policy environment; corporate adjustment to interest rates; inflationary environment and corporate adjustment; competitive environment and the Competition Act, 2002; Intellectual property protection regime and R&D environment; consumer protection and marketing decisions; financial environment.

Unit-III

Industrial growth scenario; industrial policy design; public sector reforms and public-private partnership; operating environment for SMEs; trends in infrastructure development and policy; current trends in India's service sector; present state of industrial relations.

Unit-IV

BOP scenario; globalisation trends and corporate challenges; foreign trade pattern and policy; environment for FDI: exchange rate stability and corporate responses. RTI Act 2005: Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.

Suggested Readings:

1. Ruddar Datt(ed.), Second Generation Economic Reforms in India, Deep and Deep, New Delhi
2. N.K.Sengupta, Government and Business, Vikas, New Delhi.
3. S. K. Mishra and V. K. Puri, Economic Environment of Business, Himalaya Publishing, New Delhi.
4. Govt. of India, Economic Survey (latest year), Ministry of Finance, Govt. of India, New Delhi.
5. Council for Social Development: India: Social Development Report, Oxford University Press, New Delhi.

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

MARKETING MANAGEMENT
Paper Code: 16IMB22C4

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Relate the corporate function of marketing.
- CO2: Compare and contrast goods and services.
- CO3: Define the target segments for the products.
- CO4: Employ the positioning strategies used by the companies for their products
- CO5: Label the importance of products, branding and new product development.

Unit-I

Importance and scope of marketing; marketing concepts; tasks of marketing management; consumer and business markets; developing marketing strategy and plan; marketing environment; marketing research process and information system; building an effective marketing organization.

Unit-II

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.

Unit-III

Product levels; developing and introducing new products; product life cycle; branding decisions; managing brand equity; developing brand strategy, packaging decisions; marketing channels and value networks; decisions concerning channel designing and management; market-logistics decisions. Developing effective marketing communications; media decisions; direct marketing; managing personal selling; pricing policies, strategies and tactics.

Unit-IV

Ethical issues in marketing; socially responsible marketing; consumerism and marketing decisions; special challenges of rural marketing; e-marketing; evaluating and controlling marketing effort; challenges of global marketing.

Suggested Readings:

1. Philip Kotler and Kevin Lane, Marketing Management, Pearson Education, New Delhi
2. Terence A. Shimp, Promotional Management and Marketing Communications, The Dryden Press, Orlando.
4. Richard R. Still, Edward W. Cundiff and Norman A. P. Govoni, Sales Management, Prentice
5. Hall of India, New Delhi.
6. V.S. Ramaswamy and S.Namakumari, Marketing Management: Planning, Control, MacMillan, N. Delhi.

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

HUMAN RESOURCE MANAGEMENT
Paper Code: 16IMB22C5

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

CO1: Discuss the History and evolution of HRM.

CO2: Explain the importance of HRM in the organizations through their Roles and responsibilities, challenges etc.

CO3: 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

CO4: Identify strategic HR planning and the HRM process to the organization's strategic management and decision-making process.

CO5: Explain how training helps to improve the employee performance.

Unit I

Concepts and perspective of human resource management; human resource management in changing environment; process involved in HRM.

Unit II

Human resource planning- long and short term perspective; methods and techniques of forecasting the demand and supply of man power; job analysis and job evaluation; recruitment and selection; employment tests and interviews.

Unit III

Training and development of managerial, technical, operating personnel and office staff; workforce adjustment; employee promotion-mechanics system and key issues.

Unit IV

Human resource information system; human resource audit; human resource accounting; human resource motivation; compensation- aims and components, factors determining pay rates; establishing pay rates; industrial relations; industrial disputes and dispute resolution; trade unions; employee grievances and discipline; employee empowerment.

Suggested Readings:

1. G. Dessler, Human Resource Management, Pearson Education Asia, N. Delhi.
2. Jan Beardwell and Len Holden, Human Resource Management, A Contemporary Perspective, Mac Millan, New Delhi
3. E, Ramaswamy; Managing Human Resources, Oxford University Press, N. Delhi.
4. John Ivancevich, Human Resource Management, Tata McGraw Hill, N. Delhi.
5. Lais R.Gomez-Mejia, David B.Balcin, Robert L.Cardly, Managing Human Resource, Pearson Education, Delhi.

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

FINANCIAL MANAGEMENT
Paper Code: 16IMB22C6

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Describe about various financial management concepts
- CO2: Apply the concept of time value of money.
- CO3: Categorize and analyze different capital budgeting techniques
- CO4: Appraise different project proposals for decision-making.
- CO5: Estimate cost of capital for long term source of finance

Unit-I

Nature and scope of financial management; goals and functions of finance; objectives of financial management; impact of financial and economic environment on financial management; time value of money; ratio analysis; fund flow analysis; cash flow analysis.

Unit-II

Capital structure decisions; leverages; cost of capital; net income approach; net operating income approach; traditional approach; Merton Miller (MM) approach; EBIT-EPS analysis; debt equity ratio; generation of internal funds; dividend policy determinants.

Unit-III

Working capital management; need for working capital; determinants of working capital requirements; estimation of working capital needs; working capital financing; management of cash and inventory; credit management.

Unit-IV

Investment decisions- importance and difficulties; capital budgeting techniques; inflation and capital budgeting; risk analysis; risk-adjusted discounting rate; decision tree; independent and dependent risk analysis.

Suggested Readings:

1. M. Pandey, Financial Management, Vikas Publishing House, N. Delhi.
2. M. Y. Khan and P. K. Jain, Financial Management, Tata McGraw Hill, Delhi
3. Engene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, Thomson South Western, Ohio.
4. Van Horne, Financial Management and Policy, Prentice Hall of India, N. Delhi.
5. Prasanna Chandra, Financial Management, Tata McGraw Hill, N. Delhi

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

OPERATIONS AND SUPPLY CHAIN MANAGEMENT
Paper Code: 16IMB22D1

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Acquire knowledge on Supply chain based on the participants.
- CO2: Implement the Supply chain based on the drivers.
- CO3: Acquire knowledge on the various methods of sourcing.
- CO4: Evaluate the selection of vendor for supply chain management.
- CO5: Illustrate the facility location methods.

Unit -I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

COST BENEFIT ANALYSIS
Paper Code: 16IMB22D2

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

CO1: Students would have the capacity to appreciate the appropriate steps or approaches to evaluate the financial and economic values of a project

CO2: A solid understanding of the basic rationale and techniques for applying cost-benefit analysis to sponsored programs, policies, and projects.

CO3: The ability to plan and implement a cost-benefit study

CO4: The ability to understand and critique a cost-benefit study prepared by someone else.

Unit -I

Introduction to Cost-Benefit Analysis, Conceptual Foundations of Cost-Benefit Analysis Basic Microeconomic Foundations of Cost-Benefit Analysis, Valuing Benefits and Costs in Primary Markets.

Unit-II

Valuing Benefits and Costs in Secondary Markets, Discounting Benefits and Costs in Future Time Periods, Dealing with Uncertainty: Expected Value, Sensitivity Analysis, and the Value of Information.

Unit-III

Option Price and Option Value, Existence Value, Social Discount Rate, Valuing Impacts from Observed Behavior: Demonstrations, Valuing Impacts from Observed Behavior: Direct Estimation of Demand Curves, Contingent Valuation: Using Surveys to Elicit Information about Costs and Benefits.

Unit-IV

Meaning of Shadow Prices, Shadow Prices from Secondary Sources, Cost-Effectiveness Analysis, Distributional Weighted Cost-Benefit Analysis, Accuracy of CBA.

Suggested Readings:

1. Anthony Boardman, David Greenberg, Aidan Vining & David Weimer, Cost-Benefit Analysis, Prentice Hall.

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

PROJECT ECONOMICS AND MANAGEMENT
Paper Code: 17IMB23C1

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

- CO1: Students would be able to effectively use of financial spreadsheet models to provide solutions to management problems
- CO2: A solid understanding to critically compare alternative approaches to engineering project economics and management.
- CO3: The ability to produce and interpret financial and accountancy data on costs, revenues and profitability and data on wider socioeconomic costs and benefits
- CO4: The ability to demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing project tasks at a professional level.

Unit-I

Concepts of projects; project identification; formulation, analysis, risk, planning, design, report and appraisal; location of an enterprise; factory design and layout.

Unit-II

Understanding financial analysis; ratio analysis; fund flow analysis; breakeven analysis; social cost-benefit analysis; budgeting and planning process.

Unit-III

Sources of development finance; institutional finance to entrepreneurs; working capital management; incentives and subsidies; policies governing entrepreneurship; role of a consultancy organization.

Unit-IV

A review of project performance; post evaluation approach; community participation in projects; SWOT analysis; managing risk and exposure.

Suggested Readings:

1. Chandra, P., Project Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi.
2. Hedemey, J.W., Control and Management of Capital Projects, John Wiley, New York.
3. Wysocki, R.K., R. Bick and D. B. Crane, Effective Project Management, John Wiley and Sons, USA.
4. Chaudhary, S., Project Management, Tata McGraw Hill, New Delhi.

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

BUSINESS ENTREPRENEURSHIP DEVELOPMENT
Paper Code: 17IMB23C2

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Development of entrepreneurship as a field of study and as a profession.
- CO2: Understand the creative process of opportunity identification and screening.
- CO3: Understand the importance of innovation in the creation of sustainable competitive advantage.
- CO4: Understand the techniques to test a business model to ensure its viability

Unit-I

Nature and dimensions of entrepreneurship; creativity, innovation and entrepreneurship; entrepreneurship versus intrapreneurship; entrepreneurship and economic growth; basic theories of entrepreneurship; individual and corporate entrepreneurship; entrepreneurial environment; nature of entrepreneurial capital and other resources; e-entrepreneurs; institutional arrangement for the promotion of entrepreneurship.

Unit-II

Identifying and evaluating business opportunities; barriers to entrepreneurship; environment analysis for a new venture; entrepreneurial strategy; risk management in entrepreneurship; managing intellectual property issues.

Unit-III

Nature of new business planning; preparation of technical, financial and marketing plans; plan format and presentation; plan critiquing; arranging new venture finance; assessing working capital requirements; cash flow management; evaluating outsourcing opportunities.

Unit-IV

Creating top management teams; building an enduring organization; major HR tasks of an entrepreneur; entrepreneurial culture and ethics; measuring entrepreneurial performance; business development through licensing, franchising and corporate networking.

Suggested Readings:

1. Dollinger, Marc, J., Entrepreneurship: Strategies and Resources, Pearson Education, Delhi.
2. Holt, David, H., Entrepreneurship: New Venture Creation, Prentice Hall of India, New Delhi.
3. Drucker, P., Innovation & Entrepreneurship, Heinemann, London.
4. Hisrich, Robert, D. and Michael P. Peters, Entrepreneurship, Tata McGraw Hill, New Delhi.

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

BUSINESS RESEARCH METHODS
Paper Code: 17IMB23C3

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Acquire knowledge on various kinds of research questions and research design Appreciate qualitative, quantitative and mixed methods research, as well as
- CO2: Familiar with good practices in conducting a qualitative interview and observation.
- CO3: Recognize how to distinguish between a population and a sample and to determine the sample size
- CO4: Identify the various types of quantitative sampling techniques and conditions to use.
- CO5: Explain the various steps involved in coding qualitative data.

Unit-I

Significance of business research; concepts, constructs, proposition and hypotheses; the process of research; structure of a research proposal; types of business research.

Unit-II

Research design concept and types; sampling design types and techniques; probability and non-probability sampling; measurement and scaling techniques; sources and methods of data collection; questionnaire designing.

Unit-III

Hypothesis testing; parametric and non-parametric tests (Analysis of Variance, Chi-square test, Sign test, Mann Whitney U-test, Kruskal-Wallis H- Test).

Unit-IV

Characteristics of multivariate analysis; dependency techniques in multivariate analysis-multiple regression, discriminant analysis, MANOVA, LISREL, conjoint analysis; interdependency techniques-factor analysis, cluster analysis and multi-dimensional scaling; structure of written research report.

Suggested Readings:

1. McBurny, Research Methods, Thomson Learning, Bombay.
2. Donald, R. Cooper and Pamela Schindler, Business Research Methods, Tata McGraw Hill, New Delhi.
3. C.R. Kothari, Research Methodology- Methods and Techniques, Wiley International Ltd, Singapore.
4. Uma Shekhran, Business Research Methods, Wiley Education, Singapore.
5. Andy Field, Discovering Statistics using SPSS, SAGE, London.

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

BUSINESS STRATEGY
Paper Code: 17IMB24C1

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Analyse the main structural features of an industry and develop strategies that position the firm most favourably in relation to competition.
- CO2: Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
- CO3: Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage.
- CO4: Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.

Unit-I

Business policy as a field of study; nature and objectives of business policy; strategic management process, vision and mission, establishment of organizational direction, corporate strategy and strategic activation; strategic business units.

Unit-II

Top management constituents board of directors, sub-committees, chief executive officer; task, responsibilities and skills of top management; corporate governance.

Unit-III

Formation of strategy: nature of company's environment and its analysis: SWOT analysis; evaluating multinational environment; identifying corporate competence and resources; principles and rules of corporate strategy; strategic excellence positions.

Unit-IV

Strategic analysis and choice; BCG matrix; GE-Cell Nine matrix; stop light strategic model; directional policy matrix model; grand strategy selection matrix; model of grand strategy dusters; behavioural considerations affecting strategic choice; contingency approach to strategic choice.

Suggested Readings:

1. Johnson and Scholes, Exploring Corporate Strategy, Prentice Hall, New Delhi.
2. Thomson, S., Strategic Management, Tata McGraw Hill, New Delhi.
3. Sukul, Compash, Strategic Management, Vikas Publishing, New Delhi.
4. Kazmi, A., Business Policy and Strategic Management, TMH, New Delhi.
5. Wheelen, T. and J.D. Hunger, Strategic Management and Business Policy, Pearson Education, New Delhi.

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

TRAINING AND DEVELOPMENT SYSTEMS AND PRACTICES
Paper Code: 21IMB23GH1

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Explain the role of training and development in human resources management.
- CO2: Discuss the learning process on which training is based on.
- CO3: Prepare training need assessment to determine whether training is necessary.
- CO4: Evaluate and create conditions to ensure employees' readiness for training
- CO5: Assess, design, access, and implement various methods, techniques, and sources of training.

Unit-I

Nature and scope of training function; organization and management of training functions; role, responsibilities and challenges of training managers; models of training- systematic model and the transitional model; training consultancy.

Unit-II

The process and approaches to training needs analysis; teamwork for conducting training needs analysis; training climate and pedagogy; developing training modules.

Unit-III

Understanding and developing the objectives of training; facilitation of training with focus on trainee; training designs; facilitation of transfer with focus on organization; training methods; implementation of training programme.

Unit-IV

Approaches to management development; sources of knowledge and skill acquisition; types of management development programme; training and development in India.

Suggested Readings:

1. Raymond, A.N., Employee Training and Development, Tata McGraw Hill, New Delhi.
2. Soloman, M., A Handbook for Training Strategy, Jaico Publisher, New Delhi.
3. Lynton, R.P., Training for Development, Vistaar, New Delhi.
4. Beunet, R., Improving Training Effectiveness, Aldershot Gower, New Delhi.

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

INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS
Paper Code: 21IMB23GH2

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Explore contemporary knowledge and gain a conceptual understanding of industrial relations and to learn Industrial relations concepts, approaches, and conflict.
- CO2: Re-examine the functions of trade union and their role in the context of technological changes, management values and globalization, as in order to understand the present it is necessary to understand the past.
- CO3: Receive the awareness of government machinery to settlements of industrial dispute
- CO4: Discover the grievance causes and procedure, which will helps to handle the situation easily by the budding managers.
- CO5: Converse with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes.

Unit-I

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

Unit-II

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

Unit III

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

Unit- IV

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

Suggested Readings

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

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

STRATEGIC HUMAN RESOURCE MANAGEMENT
Paper Code: 211MB24GH1

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Identify the key HRM functions and operations;
- CO2: Explain, illustrate and reason with the key human resource management concepts;
- CO3: Compare the linkages between HRM functions and operations and organizational strategies, structures and culture;
- CO4: Exhibit behavior and performance that demonstrates enhanced competence in decision making, group leadership, oral and written communication, critical thinking, problem solving, planning, and team work.
- CO5: Apply the concept of HR Audit.

Unit-I

Nature of human resource management environment; HR's new role and orientation; HRM for competitive advantage; HR and organizational performance.

Unit-II

Investment perspective of HR; investment in training and development; investment practices for improved retention; non-traditional investment approaches; investment in disabled employees; employee assistance programmes.

Unit-III

Importance of human resource to strategy; overview of theoretical foundation of strategic HR concepts; strategy-driven role behaviour and practices; integration of strategy with HR planning; determinants and problems of integration.

Unit-IV

Strategy implementation for work force utilization; selection of employees; strategically oriented performance management and compensation systems; the role of strategic HR leader; future roles and leadership competencies; managing workforce diversity; cultural issues relating to expatriates.

Suggested Readings:

1. Kandula, S.R., Strategic Human Resource Development, Prentice Hall, New Delhi.
2. Boxell and J. Purcell, Strategy and Human Resource Management, McMillan, New Delhi.
3. Mello, J.A., Strategic Human Resource Management, Thompson Learning, New Delhi.
4. Purcell, J., Human Resource Management: A Critical Text, Cincinnati OH: SW, Thompson Learning, New Delhi.

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

ORGANIZATIONAL DEVELOPMENT
Paper Code: 211MB24GH2

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Gain knowledge on organizational changes and development, Organizational life cycle.
- CO2: Clearly appreciate the basic components and strategies involved in OD.
- CO3: Recognize about the concepts of team building, career planning and transactional analysis.
- CO4: Explore the significance of meeting and feedback system in management
- CO5: Converse with MBO, QWL, Socio Technical Systems, Physical setting, conditions for OD, Re-engineering and Internal Resource Persons (IRP).

Unit-I

Organizational Change – meaning, nature, types; theories of planned change; Organizational Development – nature and characteristics; process of organizational development.

Unit-II

Human Process Interventions – T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions.

Unit-III

Techno structural Interventions – restructuring organization, reengineering, employee involvement, work design; Strategic Interventions – Organization and environment relationships, organization transformation.

Unit-IV

Contemporary issues and applications – Organizational development in global context, organizational development in service sector, OD Practitioners – role, competencies requirement, professional ethics and values and experiences; future trends in OD.

Suggested Reading:

1. Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning.
2. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi.
3. French, Wendell L. and Lecil H. Bell, Organisation Development, PHI, New Delhi.
4. Chowdhury, Subir, Organisation 2IC, Pearson Education.

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

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Paper Code: 21IMB23GF1

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Identify the concepts of various portfolios.
- CO2: Design the investment management and planning.
- CO3: Assess wide knowledge on equity valuation.
- CO4: Differentiate elements standard deviation and beta concepts as to securities.
- CO5: Calculate the Capital Assets pricing models and its applicability.

Unit-I

Nature and scope of financial investment and decision making; financial environment; investment risk; marketing risk; interest risk; inflation risk; default risk; nature of stock market; listing of securities; valuation of securities; OTCEI.

Unit-II

Techniques of risk measurement and their application; portfolio evaluation; concept of beta; classification of beta-gear and un-gear beta; project beta; portfolio beta; security market line; capital market line; portfolio revision; portfolio reconstruction.

Unit-III

Security analysis; fundamental analysis; economy, industry, company and technical analysis; efficient market hypothesis, Dow Jones Theory; measurement of systematic and unsystematic risk

Unit-IV

Portfolio analysis; portfolio selection; portfolio theories-Markowitz Model and Capital Assets Pricing Model; portfolio revision; performance evaluation of managed portfolios; Sharpe Ratio; Treynor Ratio; Jensen's Alpha.

Suggested Readings:

1. Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Amling, F., Investment, Engle Wood Cliffs, Prentice Hall, New Jersey.
3. Hawgen, H.R., Modern Investment Theory, Engle Wood Cliffs, Prentice Hall, New Jersey.
4. Avdhani, V.A., Security Analysis and Portfolio Management, Himalaya Publishers, New Delhi.

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

FINANCIAL MARKETS AND INSTITUTIONS
Paper Code: 21IMB23GF2

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

- CO1: Students would be able to understand the Indian banking system and describe the role of regulatory bodies in regulating how banks manage their capital.
- CO2: Students will be able to explain the functions and benefits of financial institutions.
- CO3: Students will be able to explain the differences between futures, options, and swaps.
- CO4: Students will be able to explain how regulation, inflation, and technology influence the development of financial institutions.

Unit-I

Classification, role, functions and structure of financial market; role of government; nature and role of money market; structure of money market rates; linkages between money and capital markets; financial markets and economic growth.

Unit-II

Capital market-primary and secondary; capital market intermediaries and instruments; valuation of securities; recent developments in capital markets in India; functions and power of SEBI; merchant banking and venture capital; depository institutions.

Unit-III

Wealth maximization models and their application in financial decision making; evaluation of risk and return for financial institutions; interest rate analysis; yield curve approach.

Unit-IV

Working of financial institutions-commercial banks, mutual funds, Insurance Companies and venture capital institutions; capital adequacy and capital planning; international aspects of financial institutions.

Suggested Readings:

1. Bhole, L.M., Financial Institutions and Markets, Tata McGraw Hill, New Delhi.
2. Yeager, Fred, C. and E. Nail. Seitz, Financial Institution Management: Text and Cases, Englewood Cliffs, PHI, New Delhi.
3. Mayo, Financial Institutions, Investment and Management, Thomson Learning, Bombay.
4. Fabozzi, J.F., Foundations of Financial Markets and Institutions, Pearson Education, New Delhi.

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

FINANCIAL DERIVATIVES
Paper Code: 21IMB24GF1

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

CO1: Analyse and price diverse derivatives products to generate an optimal risk management strategy.

CO2: Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.

CO3: Explain the binomial model and its extension in continuous time.

CO4: Demonstrate an understanding of pricing forwards, futures and options contracts.

Unit-I

Introduction to derivatives; forward and futures contracts, swaps and options; nature of international financial derivatives market; derivatives as hedging instruments; over- the- counter markets; types of traders in derivative markets; nature of stock index futures.

Unit-II

Nature of forward exchange contracts; forward contracts for managing foreign exchange risk; forward contracts process; mechanism of futures market; the Hedge Ratio; T-bond and T-note futures; Euro Dollar futures.

Unit-III

Currency swaps-mechanism and operations; swap quotes; valuation of currency swaps; currency swaps in managing exchange risk; interest rate swaps; equity swaps; floating rate notes.

Unit-IV

Options market-mechanism and operations; option pricing-Black-Scholes Model, Binominal Model; hedging trading; arbitrage with options; recent trends in the development of derivatives market in India.

Suggested Readings:

1. Strong, Robert, A., Derivatives: An Introduction, Thomson Learning, Bombay.
2. Redhead, Financial Derivatives: An Introduction to Future/Forward/Options and Swaps, Prentice Hall of India, New Delhi.
3. Don, M., An Introduction to Derivatives and Risk Management, HarCourt College Publishers.
4. Vohra, N. D., and B.R. Badri, Futures and Options; TMH, New Delhi.

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

BANKING AND INSURANCE OPERATIONS
Paper Code: 21IMB24GF2

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Outline the concepts of financial services.
- CO2: Apply different procedures as to merchant banking activities.
- CO3: Utilize the guidelines provided by various legal and regulatory frameworks.
- CO4: Analyze the different elements as to leasing and hire-purchasing concepts.
- CO5: Assess the different trends of the leasing industry.

Unit-I

Nature and types of banks; banking functions, services and instruments; credit creation and money supply; structure of banking assets and liabilities; banks as executor of monetary policy; current banking in India; aspects of central banking control; banking legislation; e-banking.

Unit-II

Bank assets and liability management; credit appraisal techniques; aspects of deposits and credit marketing; loan pricing; management of investment portfolio; bank risk management; international banking; customer relation management.

Unit-III

Types of life and general insurance; basic insurance principles; underwriting and rate making standards; reinsurance; role of an actuary; current insurance environment; major aspects of insurance regulation and control; insurance penetration in India

Unit-IV

Pricing techniques in life and health insurance; options, guarantees and riders; computation of premium and surrender value; bonus calculation; claim settlement-procedure and documentation; group health insurance; major operational aspects of business property; marine and personal liability insurance.

Suggested Readings:

1. Graddy, Duane, B., A.H. Spencer and William H. Brunsen, Commercial Banking and the Financial Services Industry, Prentice Hall, Reston, Virginia.
2. Mishra, M.N., Principles and Practices of Insurance, S.Chand and Co., Delhi.
3. Gupta, P.K., Insurance and Risk Management, Himalya Publishing House, New Delhi.
4. Wilson, J.S.G., Banking Policy and Structure: A Comparative Analysis

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

FOREIGN EXCHANGE MANAGEMENT
Paper Code: 21IMB23G11

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Understand why firms and nations seek out and benefit from international business activities.
- CO2: Analyze and identify factors that cause exchange rates to change.
- CO3: Identify the linkages between international financial prices.
- CO4: Understand the costs and benefits of different monetary systems.
- CO5: Identify and measure political risk associated with a sovereign nation.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

INTERNATIONAL BUSINESS ENVIRONMENT
Paper Code: 21IMB23GI2

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

- CO1: Students will be able to demonstrate how international business variables affect the trade process.
- CO2: Students will be able to take the advantages of foreign aid in international trade and investment.
- CO3: Students would have sufficient understanding of cross-border business issues to be in a position to contribute to decisions about the internationalization of business.
- CO4: Students will be able to understand some of the practical factors, which impact on international business activities in differing political, legal, and cultural environments.

Unit-I

Recent global trends in international trade and finance; dimensions and modes of IB; structure of IB environment; risk in IB; motives for internationalization of firms; organizational structure for IB; world trading system and impact of WTO; exchange rate systems; global financial system; barriers to IB; international business information and communication.

Unit-II

Foreign market entry strategies; country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB.

Unit-III

Decisions concerning global manufacturing and material management; outsourcing factors; managing global supply chains; product and branding decisions; managing distribution channels; international promotion mix and pricing decisions; counter trade practices; mechanism of international trade transactions.

Unit-IV

Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the LESSARD-LORANGE Model; cross cultural challenges in IB; international staffing decisions; compensation and performance appraisal of expatriate staff; ethical dilemmas and social responsibility issues.

Suggested Readings:

1. Daniels, J.D. and H. LEE Radesbaugh, International Business-Environment and Operations (New Delhi; Pearson Education).
2. Hill, Charles W.L., International Business -competency in the Global Marketplace (New Delhi: Tata McGraw Hill).
3. Sundaram, Anant K and Steward J Black, The International Business Environment: Text and Cases (NewDelhi: Prentice Hall of India).
4. Sharan, V., International Business: Concept, Environment and Strategy (New Delhi: Pearson Education).
5. Beth V. Yarbrough and Robert H. Yarbrough, The World Economy – Trade and Finance, Thomson Learning, Singapore.

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

INTERNATIONAL FINANCIAL MANAGEMENT
Paper Code: 21IMB24GI1

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Clarify international capital and foreign exchange market
- CO2: Examine risk relating to exchange rate fluctuations and develop strategies to deal with them
- CO3: Outline the accounting components of BOP
- CO4: Categories the factors affecting International Trade flows
- CO5: Organizes the documents required for completing export and import transactions

Unit-I

Nature and aspects of international financial management; finance functions in an MNC; institutional structure of international financial markets; international monetary system; factors and instruments of international financial flows; sources and cost of international finance; balance of payment flows-analysis and interpretation.

Unit-II

International working capital management; aspects of international cash management; investment criteria and borrowing decisions; management of international receivables; securitisation of receivables; challenges of managing international working capital.

Unit-III

Decisions relating to foreign direct and portfolio investment; international CAPM; approaches to international capital budgeting; financial aspects of international joint venture; techniques of managing risk and exposure in international investment.

Unit-IV

Sources and methods of raising international finance; determinants of financial structure of MNC and their affiliates; costs and risks in international financing; repositioning of funds.

Suggested Readings:

1. Levi, M. D., International Finance, Tata McGraw Hill, New Delhi.
2. Buckley, A., Multinational Finance, Prentice-Hall of India, New Delhi.
3. Shapiro, A.C., Multinational Financial Management, Prentice Hall, New Delhi.
4. Apte, P.G., International Financial Management, Tata McGraw Hill, New Delhi.

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

INTERNATIONAL LOGISTICS
Paper Code: 21IMB24GI2

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Provide basic understanding of the ins and outs of exports and imports, types of shipping, international laws related to logistics and transportation of goods, financial processing, and distribution channels.
- CO2: Learn discussion of terms of trade, insurance, proper packaging procedures and outcomes.
- CO3: Understanding the reason of existence of International Trade.
- CO4: Students would be able to apply logistics principles in international business decisions.

Unit-I

Logistics-importance and its interface with production and marketing; components of international logistics management; logistical mission: services and costs; logistic operations integration; customer service; international supply chain relationship; international supply contracts; incoterms.

Unit-II

Logistical resources; information forecasting; inventory strategy and management; international transportation infrastructure and management; international commercial documentation.

Unit-III

Warehouse management and material handling; export packaging; logistics positioning; role of information technology in logistics; information management for global logistics; logistics service firms and third party logistics.

Unit-IV

Planning design techniques; planning costing and pricing; operations and logistics control: measuring performance in functional and sectoral integration; control and security aspects in international logistics.

Suggested Readings:

1. Christopher, Martin, Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, Addison Weekly Longman, New Delhi.
2. Laylor, David, Manufacturing Operations and Supply Chain Management, Vikas Publishing House, New Delhi.
3. Bowersoze, Douald, J. and J. David Cross, Logistic Management: The Integrated Supply Chain Process, Tata McGraw Hill, New Delhi.
4. Khanna, K.K., Physical Distribution Management: Logistical Approach, Himalaya Publishing House, New Delhi.

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

INTEGRATED MARKETING COMMUNICATION
Paper Code: 21IMB23GM1

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Ability to understand various marketing cues
- CO2: Aptitude to create an communication campaign for marketing purpose
- CO3: Familiarity with various kind of media to be utilized in marketing communication
- CO4: Research aptitude to 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.

Suggested Readings:

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

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

CONSUMER BEHAVIOUR
Paper Code: 21IMB23GM2

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Development in interpersonal skills pertaining to consumers
- CO2: Ability to analyze the personal, social, psychological information of consumer
- CO3: Ability to plan more accurately in customer centric problems

Unit-I

Scope and aspects of consumer behaviour; consumer needs and buying motives; buying decision process; life style, psycho-graphic, usage and benefit segmentation of consumer classes; models of consumer behaviour.

Unit-II

Influence of culture, sub-cultures and social groups on consumer behaviour; consumer perception and attitude; influence of personality and self-concept on buying behaviour; influence of reference groups.

Unit-III

Consumer motivation and involvement; processing of consumer information; consumer learning and memory; family purchase decision process.

Unit-IV

Post-purchase behaviour; industrial buying behaviour; basic process of consumer behaviour research; measuring consumer satisfaction; consumer behaviour audit; on-line consumer behaviour.

Suggested Readings:

1. Engle, J. F., Consumer Behaviour, Dryden Press, Chicago.
2. Howard, J. A., Consumer Behaviour in Marketing, Engle Wood cliffs, New Jersey.
3. Mowen, Joohan, C., Consumer Behaviour, MacMillan, New York.
4. Schiffman, L.G. and L.L. Kanuk, Consumer Behaviour, Prentice Hall, New Delhi.

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

MARKETING OF SERVICES
Paper Code: 21IMB24GM1

L-T-P
Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Understand the concept of services, its characteristics and challenges;
- CO2: Understand the consumer behavior and consumer expectations in services;
- CO3: Have knowledge of customer perception and service recovery;
- CO4: Understand service development and design;
- CO5: Understand role of employees and customers in service delivery.

Unit-I

Growing significance of the service sector; goods v/s services; classification of services and marketing implications; service marketing process; distinctive challenges of service marketing; behaviour in service encounters; consumer purchase decision process for services; consumer difficulties in evaluating services.

Unit-II

Service delivery process; basic problems in service operations; service blueprinting; steps in developing service product; challenges of service branding; service positioning in competitive markets; service differentiation; developing the service communication mix; developing and managing service distribution channels; pricing of services.

Unit-III

Physical evidence of services; approaches to measure service quality; service quality; service quality information systems; improving service productivity; assessing customer satisfaction in services; service failures and recovery strategies; approaches to customer retention.

Unit-IV

Balancing demand and capacity; managing customer waiting line and reservation; human resource issues in service operations; creating a leading service organisation; ethical aspects of service marketing.

Suggested Reading:

1. Lovelock, Christopher, Service Marketing: People Technology Strategy, Pearson Education, New Delhi.
2. Zeitham, Valarie, L.A. and Mary J. Bitner, Service Marketing: Integrating Customer, Focus Across the Firm, Tata McGraw Hill, New Delhi.
3. Hoffman and Bateson, Essentials of Service Marketing, Thomson Learning, Bombay.
4. Payne, The Essential of Services Marketing PHI, New Delhi.

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

RETAIL BUSINESS MANAGEMENT
Paper Code: 21IMB24GM2

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

CO1: State the various types of retailing formats.CO2:

Analyse the growth of retail sector in India.

CO3: State the retail industry in India –a complete region wise analysis.CO4:

Reproduce the career growth prospects in retail industry.

CO5: Identify the importance of retail location.

Unit-I

Nature and functions of retailing; retail formats; retail business planning; retailing environment-nature and dynamics; retail development and competition; development of organized retailing in India; major international retail chains.

Unit-II

Strategic marketing planning for retailing; consumer behaviour in retailing; merchandising operations and strategy; pricing strategies; locational and promotional aspects of retailing.

Unit-III

Store design and layout; managing retail service quality; store branding; challenges of service retailing; risk and financial aspects; distribution processes and stages; aspects of supply chain management; inventory decisions; warehouse management.

Unit-IV

Retail information systems; building customer relations and loyalty; retail security; out-of-store retailing; challenges of international retailing; HR issues in retailing. An overview of retail industry in India.

Suggested Readings:

1. Newman, A.J. and Peter C., Retailing Environment and Operations, Thomson Learning, London.
2. Andersen, C.H., Retailing: Concepts, Strategy and Information, St.Paul MN: West Publishing.
3. Hasty, R. and J. Reardon, Retail Management, McGraw Hill, New York.
4. Berman, B. and R.E Joel, Retail Management: A Strategic Approach, Prentice Hall, New Delhi.

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

Project Management

Course Code: 21IMB23G01

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: explain the importance, scope and functions of project management in successful project and understand the life cycle of any given project
- CO2: prepare estimation of guidelines for time, costs and resources required for project management by applying different methods
- CO3: demonstrate the scheduling resources and reducing project duration
- CO4: 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. OCEC Manual of Industrial Project Analysis in Developing Countries- Methodology and Case Studies, OCEC, 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 eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Total Quality Management

Course Code: 21IMB23G02

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

CO1: conceptualize Total Quality.

CO2: closely link management of quality with that of reliability and maintainability for total product assurance.

CO3: 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 eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Legal Institutional Dynamics

Course Code: 21IMB23GP1

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: know about the features of Indian Constitution
- CO2: understand about the structure of our parliament
- CO3: develop deeper understanding of the federal structure of Indian
- CO4: understand about Indian Judicial System
- CO5: get insights about the State and Local Government in India

UNIT I

Features of Indian Constitution: Salient Features and sources of Indian Constitution - The Preamble and its significance - Citizenship - Fundamental Rights and its limitations - Fundamental Duties and its implications - Directive Principles of State Policy and Welfare State

UNIT II

Union Government: Parliament: The President; Vice President - Lok Sabha and the Speaker - Rajya Sabha and the Chairman - The Prime Minister, Cabinet and the Council of Ministers - Elections, Powers and Functions - Emergency Provisions

UNIT III

State and Local Government: Governor - Chief Minister and Council of Ministers - Legislative Assembly and Speaker; Legislative Council and Chairperson - Elections, Powers and Functions - Panchayati Raj Institutions (PRI) - 73rd Amendment Act - 11th Schedule - PESA Act - Urban Local Government Institutions (ULGI) - 74th Amendment Act - 12th Schedule

UNIT IV

The Judiciary: Supreme Court, High Courts: Powers, Functions and Jurisdictions - Judicial Review - Judicial Activism - Public Interest Litigation (PIL) - Types of Writs

Recommended Readings:

1. Basu, Durga Das, (2002), Introduction to the Constitution of India, New Delhi: Wadhwa and Company Law Publishers.
2. Basu, Durga Das, (2008), Commentary on the Constitution of India, New Delhi: Wadhwa and Company Law Publishers.
3. Datar, Arvind P, (2010), Datar Commentary on Constitution of India (3 vols.), Nagpur: LexisNexis Butterworths Wadhwa.
4. Jain, M.P. (2010), Indian Constitutional Law 6th Edition (2 vols.), Nagpur: LexisNexis Butterworths Wadhwa.
5. Johari, J.C. (1995), The Constitution of India - A Politico-Legal Study, New Delhi: Sterling Publishers Private Limited.
6. Kashyap, Subhash, (2005), Our Constitution, New Delhi: National Book Trust.
7. Pylee, M.V. (2007), An Introduction to the Constitution of India, New Delhi: Vikas Publishing House Pvt.Ltd.
8. Pylee, M.V. (2008), India's Constitution, New Delhi: Vikas Publishing House Pvt. Ltd.
9. Shukla, V.N. (2003), Constitution of India, Lucknow: Eastern Book Company.

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

Development Economics

Course Code: 21IMB23GP2

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: demonstrate familiarity with some central themes and issues of economic development
- CO2: analyze empirical evidence on the patterns of economic development
- CO3: demonstrate the understanding of the difference between growth and development and the measurement of inequality
- CO4: understand the theories of development

UNIT-I

Economic Development: Meaning of economic growth and development, Factors determining economic growth and development; Measuring Development: Income Measures, Basic Needs Approach, PQLI and HDI and Capabilities Approach; Importance of agriculture and industry in economic development,

UNIT-II

Poverty and Inequality: Measurement, Impact and Policy options, relationship between poverty/inequality and economic development; Development Gap: concepts and measurement; land reform and its effects on productivity and development.

UNIT- III

Theories of Development: classical theory of development, Karl Marx's theory of development - theory of social change, capitalist development; Growth Models: Harrod and Domar Model, Neo Classical Growth Models, Endogenous Growth Model, Lewis Model; Amartya Sen vs Bhagwati debate on growth, Poverty and Distribution, Mahalanobis Model.

UNIT-IV

Environment and Sustainable Development: Defining sustainability for renewable resources; a brief history of environmental change; common-pool resources; environmental externalities and state regulation of the environment; economic activity and climate change.

Recommended Readings:

1. Michael P. Todaro, Stephen C. Smith, Economic Development, Pearson Education.
2. Mukherjee, A. and Chakrabarti S., Development Economics: A Critical Perspective, PHI india
3. Debraj Ray, Development Economics, Oxford University Press.
4. H.L. Ahuja, Development Economics, S. Chand Publication.
5. Chakravarti, S., Alternative Approaches to the Theory of Economic Growth, Oxford Univ. Press, Delhi.
6. Alfred W. Stonier, Douglas C. Hague, A Textbook of Economic Theory, Pearson Education.
7. Behrman, S. and T.N. Srinivasan, Handbook of Development Economics, Elsevier

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

Business Analytics

Course Code: 21IMB23GB1

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: think critically in making decisions based on data and deep analytics.
- CO2: use technical skills in predicative and prescriptive modeling to support business decision-making.
- CO3: 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 eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Fundamentals of Data Mining

Course Code: 21IMB23GB2

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: describe the concept of Data Mining & its attributes
- CO2: apply the concept of data mining components and techniques in designing data mining systems.
- CO3: solve basic Statistical calculations on Data
- CO4: describe the aspect of data pre-processing
- CO5: explain the concept of Data Cleaning & Integration

UNIT-I

Introduction to Data Mining: basic concepts in data mining, machine learning, scientific methods, theoretical basis of data mining process, data measurement, exploratory data analysis, data visualization, measurement of data similarity and dissimilarity.

UNIT-II

Data Pre-processing: overview, data cleaning, data integration, data reduction, data transformation and data discretization; Data Warehouse and Online Analytics Processing: data warehouse, data cube and OLAP, data warehouse design and usage; Data Cube Technology- data cube computation, and its methods.

UNIT-III

Principles of Data Mining: predictive modelling- classification and regression, model fitting as optimization, evaluation of predictive performance, over fitting, regularization; clustering and pattern detection.

UNIT-IV

Text Mining: information retrieval and search, text classification, unsupervised learning; Web Data Analysis: Web data- collection and interpretation, analysing user browsing Behaviour, learning from click through data, predictive modelling and online advertising, link analysis and the PageRank algorithm. Social Network Analysis: descriptive analysis of social networks, network embedding and latent space models, network data over time: dynamics and event-based networks link prediction.

Recommended Readings:

1. Han J., Kamber M., Pei J. Data Mining: Concepts and Techniques, The Morgan Kaufmann Series in Data Management Systems.
2. Pang-Ning Tan, Introduction to Data Mining, Pearson Education.
3. Provost F. Data Science for Business: What you need to know about data mining and data-analytic thinking. O'Reilly Media.
4. Miner G. and Nisbet R. Handbook of Statistical Analysis and Data Mining Applications. Academic Press.
5. Ledolter J. Data Mining and Business Analytics with R .Wiley.
6. Witten I.H. and Frank E. Data Mining: Practical Machine Learning Tools and Techniques, The Morgan Kaufmann Series in Data Management Systems.
7. Dean J. Big Data, Data Mining, and Machine Learning: Value Creation for Business Leaders and Practitioners .Wiley and SAS Business Series.
8. Abu-Mostafa Y.S. and Magdon-Ismail M. Learning from Data.

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

Agri-Business Environment and Policy Course
Code: 21IMB23GA1

L-T-P
3-1-0

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

Course Outcomes

At the end of course student will be able to:

- CO1: understand the role of agriculture in development process
- CO2: understand the importance of agricultural finance in modern agriculture and inter linkage of agricultural credit and other input markets and product markets.
- CO3: demonstrate production and processing trends in exports and imports of major agricultural commodities.
- CO4: understand the marketing policy of agricultural commodities.

UNIT - I

Role of agriculture in Indian economy, Problems and policy changes relating to farm supplies, farm production, Agro processing, agricultural marketing, agricultural finance in the country.

UNIT - II

Impact of globalization on agribusiness sector, Structure of agriculture, Linkages among sub-sectors of the agribusiness sector, Economic reforms and Indian agriculture.

UNIT - III

Agribusiness- concepts and approach, evaluation of systems, Emerging trends in production, processing, marketing and exports, Policy controls and regulations relating to the industrial sector with specific reference to agro-industries.

UNIT - IV

Agribusiness policies-concept and formulation, new dimensions in Agri-business environment and policy. Agricultural price and marketing policies, distribution system and other policies.

Recommended Readings:

1. Adhikary, M. 1986. Economics Environment of Business. S. Chand and Sons.
2. Aswathappa, K. 1997. Essentials of Business Environment. Himalaya Publ.
3. Saleem Shaikh, Business Environment, Pearson Education.
4. Francis Cherunilam. 2003. Business Environment. Himalaya Publ.
5. Kulkarni. B. D. 1996. Economic Analysis and Business Policy.
6. Khan, M. Y. and Jain, P. K. 1997. Financial Management.
7. Chandra, P. 1997. Financial Management.
8. Shete, N. B. 2000. Financing Agri-Business.
9. Deshpande, R.S. and Arora, S., 2010, Agrarian crisis and farmer suicides. Sage Publications, Delhi.

Instructions for External Examiner:

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

Food Technology and Process Management

Course Code: 21IMB23GA2

L-T-P
3-1-0

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

Course Outcomes

At the end of course student will be able to:

- CO1: understand the hazards during processing, storage, handling and distribution
- CO2: analysis various costs involved in food processing organizations
- CO3: understand Laws and regulations related to food industry

UNIT - I

Present status of food industry in India, organization in food industry. Introduction to operations of food industry, Deteriorative factors and hazards during processing, storage, handling and distribution.

UNIT - II

Basic principles of food processing, food preservation by manipulation, Application of energy, radiations, chemicals and biotechnological agents, Packaging of foods, Analysis of costs in food organization.

UNIT - III

Risk management: Laws and regulations related to food industry and food production and marketing, quality management, Prevention of food adulteration, ISO standards.

UNIT - IV

Case studies on project formulation, milk and dairy products, cereal milling, oil-seed and pulse milling, oil and fat processing, Case studies on sugarcane milling, honey production, baking, confectionery, Case studies on processing of fruits- fruit jam, jellies etc., Case studies on fruits and vegetable storage and handling, Case studies on vegetables processing-tomato ketchup etc., Case studies on egg, poultry, fish, meat handling and processing.

Recommended Readings:

1. Acharya, S. S. and Aggarwal, N. L. 2004. Agricultural Marketing in India. Oxford and IBH.
2. Early, R. 1995. Guide to Quality Management Systems for Food Industries. Blackie.
3. Jelen, P. 1985. Introduction to Food Processing. Reston Publishing.
4. Potly, V.H. and Mulky, M. J. 1993. Food Processing. Oxford and IBH.
5. Krammer A and Twigg BA. 1973. Quality Control in Food Industry, Vol. I, II, AVI Publ.
6. Ramaswamy H and Marcotte M. 2006. Food Processing: Principles and Applications. Taylor and Francis.
7. Verma L.R. and Joshi V.K. 2000. Post-Harvest Technology of Fruits and Vegetables. Indus Publ.

Instructions for External Examiner:

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

OBJECT-ORIENTED ANALYSIS & DESIGN
Paper Code: 21IMB23GT1

L-T-P

Practical Marks: 50

External Marks: 50

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Ability to analyze and model software specifications;
- CO2: Ability to abstract object-based views for generic software systems;
- CO3: Ability to deliver robust software components.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Lab: Programming in C++ on above defined syllabus

Suggested Readings:

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

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

MULTIMEDIA AND WEB ENGINEERING
Paper Code: 2IIMB23GT2

L-T-P

Practical Marks: 50

External Marks: 50

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Gain proficiency in 3D computer graphics API programming;
- CO2: Able to understand different realizations of multimedia tools;
- CO3: Able to develop interactive animations using multimedia tools;
- CO4: Able to understand the internet standards and recent web technologies like Conferencing, newsgroup etc.;
- CO5: Able to demonstrate systematic knowledge of backend and front end by developing an appropriate application.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

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

Suggested Readings:

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

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

PROGRAMMING IN ORACLE
Paper Code: 21IMB24GT1

L-T-P

Practical Marks: 50

External Marks: 50

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Understand the basics of Relational Databases;
- CO2: Write SQL code based on ANSI/ISO standards to build and maintain database structures;
- CO3: Update database content with SQL and transaction handling;
- CO4: Retrieve data from single or multiple tables;
- CO5: Process data with row and aggregate functions.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Lab: Programming in Oracle on above defined syllabus.

Suggested Readings:

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

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

PROGRAMMING IN VISUAL BASIC
Paper Code: 21IMB24GT2

L-T-P
Practical Marks: 50

External Marks: 50

Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Demonstrate fundamental skills in utilizing the tools of a visual environment in terms of the set of available command menus and toolbars;
- CO2: Explain and use of delegates and events for producing event-driven application
- CO3: Implement SDI and MDI applications while using forms, dialogs, and other types of GUI components;
- CO4: Apply visual programming to software development by designing projects with menus and submenus;
- CO5: Use visual programming environment to create simple visual applications;

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Lab: Programming in Visual Basic based on the above syllabus

Suggested Readings:

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

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

Transportation Management

Course Code: 21IMB24GO1

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: appreciate the role of Transportation and Warehouse Management
- CO2: explain essentials of statutory requirements related to Logistics Management
- CO3: explain transport infrastructure and trade requirements in Logistics Management

UNIT-I

Growth of Urbanization and Problems of Transportation: Transport- Challenges and Limitations; Government Activities in Transportation; Functions of Transport Accessibility/Connectivity, Mobility Inter relations of Transport Economic cost and trade, Geography and technology, Social, cultural and recreational development of Information and Communication Technology

UNIT-II

Transportation Systems - Planning, Operation and Management Trip Generation and Distribution: Load Planning: Transportation Modes and their Selection; Land Use theory; Physical Theories, Economic Theories Utility Maximization; Choice Theory, Logit Model, Gravity Model, Generalized Cost; Elements of Traffic Flow, Generalized Car Following Theory, Green shields Theory

UNIT-III

Early transport and trade, Development of Sea ports, canal transport and the railways, Road building and motorization, Development of airports and air transport; Transport Networks, Features of networks – nodes and links, Multimodalism and choice in transport, Supply chain, Inter modalism, Transport Infrastructure

UNIT-IV

Sequential Travel Demand Forecasting Models: Future Developments in Transportation; Motor Vehicle Act 1988 and its Impact on Urban Transport System: Emission Norms.

Recommended Readings:

1. Baerwal, J E., Transportation and Traffic Engineering Handbook. Englewood Cliffs, Prentice Hall Inc.
2. Khisty and lall, Transportation: An Introduction, Pearson Education.
3. Bell, G. et al., The Business of Transport. Plymouth, McDonald and Evans.
4. Dickey, J W., Metropolitan Transportation Planning, Tata McGraw Hill.
5. Grey, G E. and Hole, L A., Public Transportation Planning: Operations and Management;
6. Englewood Cliffs, Prentice Hall Inc.
7. Gupta, M P., Metropolitan Transportation System, National.
8. Papacostas. C S., Transportation Engineering and Planning, Pearson Education.

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

Technology Management

Course Code: 21IMB24GO2

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: appreciate the role of technology, innovation and new product management in both corporate and public sector.
- CO2: 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 eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Public Policy Evaluation

Course Code: 21IMB24GP1

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: analysis practical problems of government, communities and regions
- CO2: sense alternative approaches to the examination of public policy and of their respective strengths and limits.
- CO3: understand complexity of policy evaluation in terms of mixes of values, interests, competing orientations, and other factors
- CO4: develop critical thinking about public policy issues and the ability to conduct professional analyses

UNIT-I

Policy Evaluation: Introduction, concept of Policy Evaluation, evaluation types: Performance appraisal, Audit, Result evaluation, Impact assessment; functions of evaluation; criteria for evaluation; issues of the acceptability of evaluation results; problems in evaluation policy; constraints of public policy evaluation.

UNIT-II

Approaches to policy evaluation and policy impact: Introduction, Evaluation as rational analysis, Evaluation as a tool of HRM, Multiplist approach, Design approach, Negotiation approach, evaluating impact

UNIT-III

Criteria for evaluation: Efficiency, Effectiveness, Adequacy, Equity, Responsiveness; Evaluating Policy: Building framework for policy analysis, Evaluation Research, Cost-Benefit Analysis, Funding for policy analysis, Policy monitoring: Techniques for monitoring-Technical performance, time performance, cost performance.

UNIT-IV

Ethics and Public Policy, Policy performance: Evaluating Impact, -Purpose of impact assessment, Methods of impact assessment; Evaluating Agencies; Globalization of National policy-making: impact of global events on national policy agenda.

Recommended Readings:

1. R.K. Saprú, Public policy: Formulation, Implementation and Evaluation, Sterling Publisher Private Limited, New Delhi.
2. PrabirKumar De, Public Policy and Systems, Pearson Education, New Delhi.
3. R.K. Saprú, Public policy: Art and craft of policy analysis, PHI Learning Private Limited, New Delhi.
4. Stuart S. Nagel, Handbook of Public Policy Evaluation, Sage Publications, New Delhi.

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

Social Campaign Promotion

Course Code: 21MB24GP2

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: understand the need for social marketing
- CO2: understand of social campaigns and its importance
- CO3: understand about the promotional aspects of social campaigns
- CO4: understand about the social media for positive and social purposes
- CO5: understand about the financial aspects of social campaigns.

UNIT-I

Social Marketing: Concept, Scope, and Comparison with Commercial Marketing, Approaches to influence public Behaviour; Social Marketing Planning Process; Elements of Campaign; Introduction to social entrepreneurship, funding for social endeavours.

UNIT-II

Social Marketing Environment: Campaign Focus and purpose, Mapping the Internal and External Environments; Establishing Target Audiences: Target Marketing.

UNIT-III

Setting Campaign Objectives and Goals: Behaviour Objective, Knowledge Objective, Belief Objective; Social Marketing Strategies: Product in social marketing, Price of a social marketing product.

UNIT-IV

Promotional Strategies: Types of Media Channels, Choosing Media Vehicles, Timings and Factors Influencing media strategies; Plan Evaluation and Monitoring: Outcome measures, Process Measures; Establishing Budgets and finding Funding Sources.

Recommended Readings:

1. Philip Kotler, Ned Roberto, Nancy Lee, "Social Marketing: Improving the quality of life", Sage Publication.
2. Nancy R. Lee, Philip Kotler, "Social Marketing; Influencing Behaviour for Good", Sage Publication.
3. Philip Kotler, Eduardo L. Roberto, Ned Roberto, "Social marketing: strategies for changing public Behaviour" Free Press.
4. R. Kraig Lefebvre, "Social Marketing and Social Change", Wiley.
5. Hong Cheng, Philip Kotler, Nancy R. Lee, "Social Marketing for Public Health: Global Trend and Success Stories", Jones and Bartlett Publishers, LLC

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

Economics of Business Strategy

Course Code: 21IMB24GB1

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: use principles of economics and microeconomic theory to analyze strategic issues faced by managers as strategists in modern business enterprises.
- CO2: appreciate the inherent strengths and limitations of using economic theory in managing a business.
- CO3: have an understanding through use of economic theory as to why business follows particular strategic decisions in different industries.
- CO4: demonstrate the ability to articulate and assess problems based on the modelling framework used in the course to appreciate a strategy/structure relation.

UNIT-I

Theory of the Firm: Its rationale, Objectives, Boundary, Change in boundary (Mergers and acquisitions), Resource Based view of Firm, Firm as the source of Profit, Vertical Integration and Conglomerate diversification, Internationalization.

UNIT-II

Architecture: Internal and external architecture, designing and management of architecture, Evaluation of performance, corporate Governance, Reputation, Knowledge, Rent Generation and Management.

UNIT-III

Competitive Sustainability: Origin of Competitive Advantage, Creative Destruction, Innovation, Growth, Changing Product Portfolio, entrepreneurship etc.

UNIT-IV

Public Policy: Regulation and Privatization, Competition law, Competition Commission of India.

Recommended Readings:

1. Andreu Mas- Colell, Michael D. Whinston & Jerry R. Green, Microeconomic Theory, Oxford University Press.
2. Trimorthy C. G. Fisher & Robert G. Waschik, Managerial Economics: A Game Theoretic Approach, Routeledge.
3. Paul Milgram & John Roberts, Economics, Organization & Management, Prentice Hall.
4. D.N. Sengupta & Anandya Sen., Economics of Business Policy, Oxford University Press.
5. Steven E Landsberg, Price Theory & Application, Dryden.
6. Walter Nicholson, Microeconomic Theory, Thomson.

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

Applied Multivariate Analysis

Course Code: 21IMB24GB2

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

CO1: understand multivariate data structure, multinomial and multivariate normal distribution

CO2: apply Multivariate analysis of variance (MANOVA) of one and two- way classified data.

UNIT-I

Multivariate Analysis: Concept, the variate, Measurement scales, Measurement error, Methodology of Model Building. Multivariate Analysis of Variance: One independent variable at two levels and one dependent variable, two-group MANOVA, Multiple-group MANOVA, MANOVA for two independent variables or factors. Repeated Measure Analysis of Variance: Between-subject and within-subject factors and designs, univariate and multivariate approaches to repeated measure analysis.

UNIT-II

Principal Components Analysis: Geometry of principal components analysis, analytical approach, issues relating to the use of principal components analysis, use of principal components scores. Factor Analysis: Basic concepts and terminology of factor, objectives of factor analysis, geometric view of factor analysis, factor analysis techniques-principal components factoring (PCF), principal axis factoring, and factor analysis versus principal components analysis, factor rotation, and factor scores.

UNIT-III

Discriminant Analysis: Geometric view, analytical approach, classification methods, Fisher's linear discriminant, Mahalanobis distance. Canonical Correlation: Geometry of canonical correlation, analytical approach, canonical variates and the canonical correlation, statistical significance tests for the canonical correlations, interpretation of the canonical variates, practical significance of the canonical correlation.

Cluster Analysis: Hierarchical clustering, Non-hierarchical Clustering.

UNIT-IV

Structural Equation Modeling: Path Analysis, Confirmatory Factor Analysis, Structured Means Models.

Recommended Readings:

1. Tabachnick, Using Multivariate Statistics, Pearson Education.
2. Structural Equation Modeling: Path Analysis, Confirmatory Factor Analysis, Structured Means Models.
3. Tinsley, Harward E and Brown Stered D., Handbook of Applied Multivariate Statistical and Mathematical Modelling, Academic Press.
4. Morrison D F., Multivariate Statistical Analysis, McGraw Hill.
5. Overall J E and Klett C., Applied Multivariate Analysis, McGraw Hill.
6. Hair, Anderson, Tatham and Black. Multivariate Data Analysis, Pearson Education.
7. Nargundlar, R., Marketing Research, Tata McGraw Hill.
8. Johnson Richard A and Wichern Dean W., Applied Multivariate Statistical Analysis, Pearson Education

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

Agricultural Input Marketing and Post-Harvest Management

Course Code: 21IMB24GA1

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: understand the concept of different types of post-harvest practices for value addition
- CO2: visualize the post-harvest problems likely to be confronted
- CO3: know the tricks of the trade and how to increase the longevity of the produce
- CO4: understand different marketing concept and marketing system in context of agricultural inputs;
- CO5: understand proper handling technologies of important cereals, pulses, oilseeds, fruits and vegetables and their postharvest management.

UNIT – I

Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and nonfarm, role of cooperative, public and private sectors in agri- input marketing, Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export import of seeds; Role of National Seed Corporation and State Seed Corporation.

UNIT – II

Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution, Role of IFFCO and KRIBCO in fertilizer marketing.

UNIT – III

Plant Protection Chemicals- Production, export/import, consumption, marketing system – marketing channels; Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines, Agro-industries Corporation and marketing of farm machines / implements/Equipment.

UNIT – IV

Importance and scope of post-harvest management of major cereals, pulses, oilseeds, fruits and vegetables in Indian Economy; Production and utilization of major cereals, pulses, oilseeds, fruits and vegetables; Present status of food industry in India and emerging scenario; Factors affecting post-harvest losses, Problems in marketing of processed foods, Government Policy, BIS standards for various processed products, Quality standards for domestic and international trade.

Recommended Readings:

1. Pradeep Kashya, Rural Marketing, Pearson Education.
2. Acharya, S. S. and Agarwal, N. L., 2011. Agricultural Marketing in India. 4th Ed. Oxford and IBH.
3. Broadway A. C. and Broadway, A. A., 2003, A Text Book of Agri-Business Management. Kalyani.
4. Singh, A. K. and Pandey, S., 2005. Rural Marketing. New Age.
5. Singh Sukhpal, 2004, Rural Marketing- Focus on Agricultural Inputs. Vikas Publ. House.
6. Chakraverty, A., 1995, Post-harvest Technology of Cereals, Pulses and Oilseeds, Oxford and IBH.
7. Verma, L. R. and Joshi, V. K., 2000, Post-Harvest Technology of Fruits and Vegetables, Vols. I-II. Indus Publ.

Instructions for External Examiner:

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

Livestock Business Management

Course Code: 21IMB24GA2

L-T-P
3-1-0

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

Course Outcomes

After completing the course students would be able to:

- CO1: understand the livestock business in India
- CO2: specify marketable livestock commodities
- CO3: understand marketing channels of livestock and livestock products

UNIT I

Livestock business- concepts, nature and scope; production, consumption, trade in livestock in India, Livestock contributions to national economy.

UNIT II

Livestock produce and products. Components, characteristic of small business. Marketable livestock commodities. Marketing of livestock, and perishable and non-perishable livestock products.

UNIT III

Market opportunities - marketing channels of livestock and livestock products, organized/unorganized markets and cattle fairs. Overview of Livestock Programme.

UNIT IV

Import and export of animal and animal products. International Agreements/Regulations (WTO and General Agreement on Trade and Tariff-GATT) for marketing/trade of live animals and products, MFPO, BIS Standards for meat products, National and international specifications and standards. Visit to livestock farms.

Recommended Readings:

1. Acharya, S. S. and Agarwal, N. L., 2011. Agricultural Marketing in India. 4th Ed. Oxford and IBH.
2. Safiullah, M. A., Selvam, S. and Prema, N., 2000, Livestock Economics, Business Management and Marketing, Tamil Nadu Veterinary and Animal Sciences University, Chennai.
3. Swatland, H. and Compbell, T., 2004, Meat Cuts and Muscle Foods, Nottingham Univ. Press.

Instructions for External Examiner:

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