



MAHARSHI DAYANAND UNIVERSITY, ROHTAK

(Established under Haryana Act No. XXV of 1975)

'A+' Grade University accredited by NAAC

No. ACS-II/F-46/2022/18766-18787

Dated: 15/09/2022

To

1. Prof. Rishi Chaudhry,
Dean, Faculty of Management Sciences & Commerce
M.D. University, Rohtak
2. Dr. Satyawan Baroda, Professor & Director,
IMSAR, M.D. University, Rohtak
3. Dr. Raj Pal Singh, Professor & Head,
Dept. of Commerce, M.D. University, Rohtak
4. Dr. Sandeep Malik, Professor & Director,
IHTM, M.D. University, Rohtak
5. Dr. Ajay Kumar Rajan, Professor,
IMSAR, M.D. University, Rohtak
6. Dr. (Mrs.) Neelam Jain, Professor
IMSAR, M.D. University, Rohtak
7. Dr. Raj Kumar, Professor,
IMSAR, M.D. University, Rohtak
8. Dr. Pardeep Ahlawat, Professor,
IMSAR, M.D. University, Rohtak
9. Dr. Divya Malhan, Professor,
IMSAR, M.D. University, Rohtak
10. Dr. Ram Rattan Saini, Professor,
Dept. of Commerce, M.D. University, Rohtak
11. Dr. Kuldeep Singh, Professor,
Dept. of Commerce, M.D. University, Rohtak
12. Dr. Tilak Raj, Professor,
Dept. of Commerce, M.D. University, Rohtak
13. Dr. Ashish Dahiya, Professor,
IHTM, M.D. University, Rohtak
14. Dr. Seema Singh, Associate Professor,
IMSAR, M.D. University, Rohtak
15. Dr. Raman Puniani, Associate Professor,
Dept. of Commerce, M.D. University, Rohtak
16. Dr. Sanjeev Kumar, Associate Professor,
IHTM, M.D. University, Rohtak
17. Dr. Naresh Kumar, Assistant Professor,
IMSAR, M.D. University, Rohtak
18. Dr. Kapil Malhotra, Assistant Professor,
Dept. of Commerce, M.D. University, Rohtak
19. Dr. Sumegh, Assistant Professor,
IHTM, M.D. University, Rohtak
20. Prof. Gurucharan Singh, Outside Expert
University School of Business,
Punjabi University, Patiala
21. Prof. S.S. Boora, Outside Expert
Dept. of Tourism & Hotel Management,
Kurukshetra University, Kurukshetra
22. Prof. Gulshan Lal Taneja,
Registrar, M.D. University, Rohtak

**Sub:- Minutes of the Meeting of the Faculty of Management Sciences and Commerce
held on 29.08.2022**

Sir/Madam,

I am directed to send herewith a copy of Minutes of the meeting of the Faculty of Management Sciences & Commerce held on 29.08.2022 at 11:00 P.M in the Conference Hall, IMSAR, M.D.University, Rohtak. The objection(s), if any, with regard to recording of the minutes may kindly be sent to the Registrar (Secretary) within 10 days of circulation of these minutes.

Yours faithfully,



Superintendent (Academic)
For Registrar

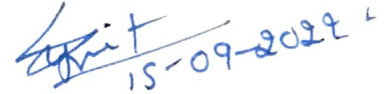
Encl: As above

Endst. No. ACS-II/F-46/2022/18788-93..

Dated: 15/09/2022

Copy of the above is forwarded to the following for information and necessary action:-

1. Controller of Examinations, M.D. University, Rohtak.
2. Deputy Registrar/Assistant Registrar (Secrecy, Conduct, R&S), M.D. University, Rohtak.
3. Director, UCC, M.D. University, Rohtak for uploading the minutes of meeting on the University Website.
4. The Supdt. (Academic-I), M.D. University, Rohtak with the request to take further necessary action on Point Nos. 3 & 7.



Superintendent (Academic)
For Registrar



**MINUTES OF THE MEETING OF THE FACULTY OF MANAGEMENT SCIENCES AND
COMMERCE HELD ON 29.08.2022 AT 11:00 AM IN THE CONFERENCE HALL, IMSAR,
M.D.UNIVERSITY, ROHTAK**

Member Present:

1. Prof. Rishi Chaudhry, Dean Faculty of Mangt. Sci. & Commerce Chairman
2. Prof. Sandeep Malik
3. Prof. Neelam Jain
4. Prof. Pardeep Ahlawat
5. Prof. Divya Malhan
6. Prof. Ashish Dahiya
7. Dr. Seema Singh
8. Dr. Naresh Kumar
9. Dr. Kapil Malhotra
10. Dr. Sumegh
11. OSD (Academic)

1. Confirmed the minutes alongwith follow-up action of the previous meeting of the Faculty of Management Sciences & Commerce held on 22.11.2021 (already circulated).
2. Considered the recommendations of the UG Board of Studies in Management Studies made vide Reso. No. 2 of its meeting held on 06.07.2022 that the Scheme of Examination of the following BBA Programs may be implemented under CBCS w.e.f. the session 2022-23 as per annexure-I, page 1 to 25 (already circulated):-
 1. BBA (Gen.)
 2. BBA (CAM)
 3. BBA (II)
 4. BBA (Business Economics)

RESOLVED THAT THE MATTR BE DEFFERED IN VIEW OF NEP-2020.

3. Considered the recommendations of the PG Board of Studies in Management Studies made vide Reso. No. 1 of its meeting held on 08.07.2022 that following Programs may be discontinued for the session 2022-23:-
 1. 2-Year MBA Executive (weekend) Program
 2. Diploma in Digital Marketing
 3. Diploma in Business Analytics
 4. Diploma in Research Analytics

**RESOLVED THAT THE MATTER BE RECOMMENDED TO THE ACADEMIC COUNCIL
FOR APPROVAL**

4. Considered the recommendations of the PG Board of Studies in Management Studies made vide Reso. No. 2 of its meeting held on 08.07.2022 that the Scheme of Examination and Syllabus of M.Sc. Traffic Management (through hybrid mode i.e. 60% in offline mode and 40% in online mode) may be prescribed from the session 2022-23 as per Annexure-II, Page-26-35 (already circulated).

RESOLVED THAT THE SYLLABI OF THE PROGRAM BE APPROVED.

**FURTHER RESOLVED THAT THE SCHEME OF EXAMINATIONS BE RECOMMENDED
TO THE ACADEMIC COUNCIL FOR APPROVAL.**

Rishi Chaudhry
14/09/22

Chair
28/09/22

Considered the following recommendations of the PG Board of Studies in Management Studies made vide Reso. No. 3 of its meeting held on 08.07.2022 that :-

- (i) The Scheme of Examination and Syllabus of specialised papers offered in MBA (Hons./B.E.) may be prescribed w.e.f. the session 2021-22 on the pattern on MBA (Gen.) as per Annexure-III, Page 36-50 (already circulated).

RESOLVED THAT THE SYLLABI OF THE ABOVE PROGRAM BE APPROVED.

FURTHER RESOLVED THAT THE SCHEME OF EXAMINATIONS BE RECOMMENDED TO THE ACADEMIC COUNCIL FOR APPROVAL. (Annexure-I, Page-1-2d)

Considered the recommendations of the PG Board of Studies in Management Studies made vide Reso. No. 4 of its meeting held on 08.07.2022 that:

- (i) The Syllabi and Scheme of Examination of specialised papers offered in 2 Year MBA (Executive) Evening Program being run at MDU-CPAS, Gurugram may be prescribed w.e.f. the session 2021-22 as per Annexure-IV, Page 51-58 (already circulated).
- (ii) The paper 'Comprehensive Viva-Voce' offered in 2 year MBA (Executive) 4th semester may be prescribed as 100 marks (external).

RESOLVED THAT THE SYLLABI OF THE PROGRAM PROPOSED AS AT SR. NO. (i) BE APPROVED.

FURTHER RESOLVED THAT THE SCHEME OF EXAMINATIONS BE RECOMMENDED TO THE ACADEMIC COUNCIL FOR APPROVAL WITH THE MINOR CORRECTION IN THE PROJECT REPORT "21IME 24C3" AS UNDER:

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
21IME 24C3	Project Report	100	100	-	200	8

ALSO RESOLVED THAT THE PROPOSAL AS AT SR. NO. (ii) BE APPROVED AND IN THE INTEREST OF THE STUDENTS, THE DECISION OF THE FACULTY BE INTIMATED TO ALL THE CONCERNED TODAY ITSELF i.e. 29.08.2022.

7. Considered the recommendations of the PG Board of Studies in Management Studies made vide Reso. No. 5 of its meeting held on 08.07.2022 that the eligibility condition for admission to Ph.D. in Management w.e.f. the session 2022-23 against Supernumerary quota for the Corporate Professionals may be prescribed as under:-

Existing	Proposed
One supernumerary seat in each Department for the Corporate Professionals working atleast at Deputy General Manager (DGM) General Manager Level (or equivalent thereof) or Deputy Director/Director (or equivalent thereof) for minimum ten years at Corporate level with the condition that the Company's turnover should be at least 300 crores per annum.	One Supernumerary seat in each Department for the Corporate Professionals and having ten years minimum experience with the condition that the Company's turnover should be at least 300 crores per annum.

RESOLVED THAT THE MATTER BE REFERRED TO THE COMMITTEE ALREADY CONSTITUTED FOR PREPARING THE ORDINANCE OF Ph.D.

Ravi
19/12

Ravi
19/12

Considered the recommendations of the PG BOS in Management Studies made vide Reso. No. 6 of its meeting held 08.07.2022 that recommendations of the Departmental Committee made in its meeting held on 04.05.2022 with regard to implementation of the modified three groups of specialization (I to III Group) in 2 Year MBA Program be applicable from the next academic session (2022-23 onwards) for all the Colleges/Institutes as per Annexure-V, Page-59 (already circulated).

RESOLVED THAT THE MATTER BE RECOMMENDED TO THE ACADEMIC COUNCIL FOR APPROVAL.

Considered the recommendations of the Director, IHTM that Scheme of Examination of Paper 20MHMCT22C3 'Front Office' in 2 year MHMCT(under CBCS), 2nd semester may be prescribed as under :-

Course No	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
20MHMCT 22C3	Front Office - II	80	20	50	150	3-0-1

RESOLVED THAT THE ABOVE PROPOSAL BE APPROVED.

RESOLVED THAT THE PROPOSAL BE APPROVED AND IN THE INTEREST OF THE STUDENTS, THE DECISION OF THE FACULTY BE INTIMATED TO ALL THE CONCERNED TODAY ITSELF i.e. 29.08.2022.


19/8/22

DEAN, FACULTY OF MANAGEMENT
SCIENCES AND COMMERCE


29/08/22
REGISTRAR

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



MAHARSHI DAYANAND UNIVERSITY ROHTAK (HARYANA)

SCHEME OF EXAMINATIONS

FOR
TWO YEAR MBA GENERAL PROGRAMME FROM THE SESSION 2021-22

FIRST YEAR: FIRST SEMESTER

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
CORE COURSES						
19IMG21C1	Management Concepts and Organizational Behavior	80	20	-	100	3-1-0
19IMG21C2	Managerial Economics	80	20	-	100	3-1-0
19IMG21C3	Accounting for Managers	80	20	-	100	3-1-0
19IMG21C4	Business Statistics and Analytics	80	20	-	100	3-1-0
19IMG21C5	Operations Management	80	20	-	100	3-1-0
19IMG21C6	Computer Fundamentals and Office Automation Tools	50	-	50	100	3-0-1
19IMG21C7	Business Environment	80	20	-	100	3-1-0
Discipline Specific Elective Courses (Each student will opt one course)						
19IMG21D1	Business Communication Skills	80	20	-	100	3-1-0
19IMG21D2	Event Management	80	20	-	100	3-1-0
Total Credits in 1st Semester						32

FIRST YEAR: SECOND SEMESTER

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
CORE COURSES						
19IMG22C1	Financial Management	80	20	-	100	3-1-0
19IMG22C2	Marketing Management	80	20	-	100	3-1-0
19IMG22C3	Human Resource Management	80	20	-	100	3-1-0
19IMG22C4	Business Research Methods	80	20	-	100	3-1-0
19IMG22C5	IT Infrastructure Management	50	-	50	100	3-0-1
19IMG22C6	Comprehensive Viva-voce	100	-	-	100	4

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)						
19IMG22D1	Entrepreneurship	80	20	-	100	3-1-0
19IMG22D2	Creativity and Innovation Management	80	20	-	100	3-1-0
Total Credits in 2nd Semester						33

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

SECOND YEAR: THIRD SEMESTER

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
CORE COURSES						
20IMG23C1	Strategic Management	80	20	-	100	3-1-0
20IMG23C2	Corporate Laws	80	20	-	100	3-1-0
20IMG23C3	Operations Research	80	20	-	100	3-1-0
20IMG23C4	Summer 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) Students will opt two papers in each of the two SAME specialization areas in III as well as IV semester.						
HUMAN RESOURCE MANAGEMENT						
21IMG23GH1	Compensation and Benefits Management	80	20	-	100	3-1-0
21IMG23GH2	Organizational Change and Intervention Strategies	80	20	-	100	3-1-0
21IMG23GH3	Human Resource Metrics and Analytics	80	20	-	100	3-1-0
21IMG23GH4	Management of Industrial Relations	80	20	-	100	3-1-0
21IMG23GH5	Strategic Human Resource Management	80	20	-	100	3-1-0
FINANCE MANAGEMENT						
21IMG23GF1	Indian Financial System and Financial Markets	80	20	-	100	3-1-0
21IMG23GF2	Project Management	80	20	-	100	3-1-0
20IMG23GF3	Business Taxation	80	20	-	100	3-1-0
21IMG23GF4	Investment Management	80	20	-	100	3-1-0
21IMG23GF5	Bank Management	80	20	-	100	3-1-0
INFORMATION TECHNOLOGY MANAGEMENT						
21IMG23GT1	E-Commerce and Applications	50	-	50	100	3-0-1
21IMG23GT2	Data Ware Housing and Data Mining	80	20	-	100	3-1-0
21IMG23GT3	E-Governance and Framework of ICT	80	20	-	100	3-1-0

21IMG23GT4	Multimedia and Web Development	50	-	50	100	3-0-1
21IMG23GT5	Enterprise Resource Planning	80	20	-	100	3-1-0
INTERNATIONAL BUSINESS MANAGEMENT						
21IMG23GI1	Foreign Exchange Management	80	20	-	100	3-1-0
21IMG23GI2	International Business Environment	80	20	-	100	3-1-0
20IMG23GI3	Export Import Management and Documentation	80	20	-	100	3-1-0
21IMG23GI4	Regional Economic Blocks	80	20	-	100	3-1-0
21IMG23GI5	International Logistics	80	20	-	100	3-1-0
MARKETING MANAGEMENT						
21IMG23GM1	Digital Marketing	50	-	50	100	3-0-1
21IMG23GM2	Customer Relationship Management	80	20	-	100	3-1-0
21IMG23GM3	Services Marketing	80	20	-	100	3-1-0
21IMG23GM4	Consumer Behavior	80	20	-	100	3-1-0
21IMG23GM5	Retail Management	80	20	-	100	3-1-0
OPERATIONS MANAGEMENT						
21IMG23GO1	Project Management	80	20	-	100	3-1-0
21IMG23GO2	Total Quality Management	80	20	-	100	3-1-0
21IMG23GO3	Supply Chain and Logistics Management	80	20	-	100	3-1-0
21IMG23GO4	Service Operations Management	80	20	-	100	3-1-0
21IMG23GO5	Research and Development Management	80	20	-	100	3-1-0
PUBLIC POLICY MANAGEMENT						
21IMG23GP1	Legal Institutional Dynamics	80	20	-	100	3-1-0
21IMG23GP2	Development Economics	80	20	-	100	3-1-0
21IMG23GP3	Right To Information Act	80	20	-	100	3-0-1
21IMG23GP4	Public Finance Administration	80	20	-	100	3-1-0

21IMG23GP5	Risk and Disaster Management	80	20	-	100	3-1-0
BUSINESS ANALYTICS						
21IMG23GB1	Business Analytics	80	20	-	100	3-1-0
21IMG23GB2	Fundamentals of Data Mining	80	20	-	100	3-1-0
21IMG23GB3	Fundamental of Econometrics	80	20	-	100	3-1-0
21IMG23GB4	Predictive Business Analytics	80	20	-	100	3-1-0
21IMG23GB5	Time Series Econometrics	80	20	-	100	3-1-0
AGRI-BUSINESS MANAGEMENT						
21IMG23GA1	Agri-business Environment and Policy	80	20	-	100	3-1-0
21IMG23GA2	Food Technology and Process Management	80	20	-	100	3-1-0
21IMG23GA3	Agri-business Management	80	20	-	100	3-1-0
21IMG23GA4	Agri-business Entrepreneurship	80	20	-	100	3-1-0
21IMG23GA5	Agri-Supply Chain Management	80	20	-	100	3-1-0
Total Credits in 3rd Semester						35

SECOND YEAR: FOURTH SEMESTER

Course Code	Title of the Course (s)	External Marks	Sessional / Internal Marks	Practical Marks	Total Marks	Credits (L-T-P)
Core Courses						
20IMG24C1	B2B Marketing	80	20	-	100	3-1-0
20IMG24C2	CSR and Business Ethics	80	20	-	100	3-1-0
20IMG24C3	Project Report	100	100	-	200	8
20IMG24C4	Comprehensive Viva-voce	100	-	-	100	4
Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme)						
HUMAN RESOURCE MANAGEMENT						
21IMG24GH1	Business Negotiations and Employee Relations	80	20	-	100	3-1-0
21IMG24GH2	Training and Development	80	20	-	100	3-1-0
21IMG24GH3	Managing Interpersonal and Group Processes	80	20	-	100	3-1-0
21IMG24GH4	International Human Resource Management	80	20	-	100	3-1-0
21IMG24GH5	Performance Management Systems	80	20	-	100	3-1-0
FINANCE MANAGEMENT						
21IMG24GF1	Insurance and Risk Management	80	20	-	100	3-1-0
21IMG24GF2	Management of Financial Services	80	20	-	100	3-1-0
21IMG24GF3	Financial and Commodity Derivatives	80	20	-	100	3-1-0
21IMG24GF4	International Financial Management	80	20	-	100	3-1-0
21IMG24GF5	Financial Decision Analysis	80	20	-	100	3-1-0
INFORMATION TECHNOLOGY MANAGEMENT						
21IMG24GT1	Knowledge Management	80	20	-	100	3-1-0
21IMG24GT2	Information Security and Cyber Laws	80	20	-	100	3-1-0

21IMG24GT3	Systems Analysis and Design	80	20	-	100	3-1-0
21IMG24GT4	Programming in Visual Basic	50	-	50	100	3-0-1
21IMG24GT5	E-Business Information Systems Management	80	20	-	100	3-1-0
INTERNATIONAL BUSINESS MANAGEMENT						
21IMG24GI1	International Marketing Management	80	20	-	100	3-1-0
21IMG24GI2	Cross Cultural and Global Management	80	20	-	100	3-1-0
21IMG24GI3	International Business Laws	80	20	-	100	3-1-0
21IMG24GI4	Management of Multinational corporations	80	20	-	100	3-1-0
21IMG24GI5	International Trade Theory and Practices	80	20	-	100	3-1-0
MARKETING MANAGEMENT						
21IMG24GM1	Integrated Marketing Communications	80	20	-	100	3-1-0
21IMG24GM2	Marketing Research	80	20	-	100	3-1-0
21IMG24GM3	Product and Brand Management	80	20	-	100	3-1-0
21IMG24GM4	Sales and Distribution Management	80	20	-	100	3-1-0
21IMG24GM5	Industrial Marketing	80	20	-	100	3-1-0
OPERATIONS MANAGEMENT						
21IMG24GO1	Transportation Management	80	20	-	100	3-1-0
21IMG24GO2	Technology Management	80	20	-	100	3-1-0
21IMG24GO3	Warehouse Management and Inventory Control	80	20	-	100	3-1-0
21IMG24GO4	Sourcing Management	80	20	-	100	3-1-0

21IMG24GO5	Supply Chain Analytics	80	20	-	100	3-1-0
PUBLIC POLICY MANAGEMENT						
21IMG24GP1	Public Policy Evaluation	80	20	-	100	3-1-0
21IMG24GP2	Social Campaign Promotion	80	20	-	100	3-1-0
21IMG24GP3	Sustainable Development	80	20	-	100	3-1-0
21IMG24GP4	Rural Development	80	20	-	100	3-1-0
21IMG24GP5	Indian Social and Political System	80	20	-	100	3-1-0
BUSINESS ANALYTICS						
21IMG24GB1	Economics for Business Strategy	80	20	-	100	3-1-0
21IMG24GB2	Applied Multivariate Analysis	80	20	-	100	3-1-0
21IMG24GB3	Information Economics and its Applications	80	20	-	100	3-1-0
21IMG24GB4	Mathematical Statistics	80	20	-	100	3-1-0
21IMG24GB5	Market Microstructure	80	20	-	100	3-1-0
AGRI-BUSINESS MANAGEMENT						
21IMG24GA1	Agricultural Input Marketing and Post-Harvest Management	80	20	-	100	3-1-0
21IMG24GA2	Livestock Business Management	80	20	-	100	3-1-0
21IMG24GA3	Agribusiness Financial Management	80	20	-	100	3-1-0
21IMG24GA4	Agricultural Marketing Management	80	20	-	100	3-1-0
21IMG24GA5	International Agribusiness Trade	80	20	-	100	3-1-0
Total Credits in 4th Semester						36
Total Credits in MBA Programme						136

Note:-

Students may choose any specialization area from any two groups. 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 (General) program are as follows:

- PSO1: Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.
- PSO2: Comprehend and analyze the importance of functional and inter functional areas.
- PSO3: Recognize opportunities available and face the challenges in national and global business environment and adapt accordingly.
- PSO4: Employ appropriate models to select suitable projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international expansion, and new venture development.
- PSO5: Function as ethical, conscious and socially responsible managers, capable of contributing to the sustainable development of the nation.
- PSO6: Preparing the students to lead a successful career in industry or pursue higher studies or become an entrepreneur
- PSO7: Ability to offer commercially feasible and socially acceptable, managerial solutions to technical/non-technical problems.
- PSO8: Turning out graduates having the capability to demonstrate strong leadership skills, effective communication skills, professional etiquette and a desire to be a lifelong learner.

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

SYLLABI
of
MASTER OF BUSINESS ADMINISTRATION
(General)
(Choice Based Credit System)
FROM THE ACADEMIC SESSION 2021-22



MAHARSHI DAYANAND UNIVERSITY ROHTAK (HARYANA)

Management Concepts and Organizational Behavior

Course Code: 19IMG21C1

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: analyze the behavior of individuals and groups in organizations in terms of the key factors that influence organizational behavior.
- CO2: identify the core competencies, managerial roles and significance of emotional intelligence at work.
- CO3: assess the potential effects of organizational factors on organizational behavior.
- CO4: explain the organizational culture and describe its dimensions and to examine various organizational designs
- CO5: assess organization and classify the contributing disciplines, approaches to OB and understanding challenges and opportunities for OB.
- CO6: apply motivational and leadership theories to resolve problems of employee absenteeism, turnover, stress, job satisfaction, job performance and organizational commitment.

UNIT- I

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

UNIT- II

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

UNIT- III

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

UNIT- IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of 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.

Managerial Economics

Course Code: 19IMG21C2

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: define the basic elements of managerial economic aspects of firm.
- CO2: forecast demand for a product.
- CO3: know what to produce, where to, when to, how to, for whom to produce.
- CO4: frame policy for production to minimize the cost and maximum the profit.
- CO5: construct the cost function.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Managers

Course Code: 19IMG21C3

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 and apply accounting concepts, principles and conventions for their routine monetary transaction;
- CO2: recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.
- CO3: create and prepare financial statements in accordance with Generally Accepted Accounting Principles
- CO4: analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

UNIT-I

Accounting- Meaning, types, objectives and users of accounting system, Accounting principles- concepts and conventions, accounting cycle-journalization, posting to ledger accounts, preparation of trial balance and final accounts. An overview of IFRS and accounting standards (AS) in India

UNIT-II

Depreciation accounting for fixed assets- objectives, factors affecting depreciation and methods, financial statement analysis- ratio analysis, fund flow analysis and cash flow statement analysis. ^

UNIT-III

Reporting of financial performance- Disclosure in corporate financial reports and their importance, Budgetary control- Budget, budgeting and budgetary Control, classification of budget and preparation, importance and limitations of budgetary control.

UNIT-IV

Marginal Costing and analysis- contribution, break-even point, profit-volume ratio, margin of safety and their applications in managerial decision making, Balanced scorecard- a tool of interactive control.

Recommended Readings:

1. Dhamija, S. Financial Accounting for Managers, Pearson Education.
2. P.C Tulsian, Financial Accounting, Pearson Education.
3. Horngren/Sundem- Introduction to Management Accounting, Pearson Education.
4. Khatri, K. Dhanesh, Financial Accounting, McGraw Hill Education.
5. Ramachandran, N. andKakani, R.K. Financial Accounting for Management, McGraw Hill Education.
6. Bhattacharya, S.K, Accounting for Management: Text and Cases, Vikas Publishing House.
7. Khan, M. Y and Jain, P.K Management Accounting, McGraw Hill Education.
8. Horngren, Charles T., Sundem, Gary L., Elliott, John. A and Philbrick, Donna, Introduction to Financial Accounting, Pearson Education.
9. Narayanaswamy, R., Financial Accounting - A Managerial Perspective, PHI Learning.
10. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education.
11. Anthony, Robert N. etal. Accounting: Text and cases, McGraw Hill Education.
12. Shah: Management Accounting, Oxford University Press.
13. Hansen, D.R. andM owen, M.M., Management Accounting, Thomson South western.

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 and Analytics

Course Code: 19IMG21C4

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: gain knowledge of basic concept / fundamentals of business statistic.
- CO2: develop practical understanding of various statistical concepts.
- CO3: compute various measures of central tendency, measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
- CO4: understand basic concepts of probability and judge probability theoretical distributions
- CO5: take managerial decision and applying the Concept of Business Analytics.

UNIT- I

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

UNIT- II

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

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

UNIT- III

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

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

UNIT- IV

Sampling: meaning and basic sampling concept, sampling and non-sampling errors.

Hypothesis testing: formulation and procedure for testing a hypothesis. Large and small sample test- z, t, F test and ANOVA (one way). Non-parametric test: chi-square test, sign test, Kruskal-Wallis test.

Concept of Business Analytics- Meaning, types and application of Business Analytics.

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Management

Course Code: 19IMG21C5

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 role of Operations in overall Business Strategy of the firm.
- CO2: understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
- CO3: identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
- CO4: understand the trends and challenges of Operations Management in the current business environment.
- CO5: apply the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

UNIT-I

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

UNIT-II

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

UNIT-III

Materials Management - Concepts, Objectives, Functions, Materials Requirement Planning (MRP)-I, Materials Requirement Planning (MRP)-II Purchasing Management - Objectives; Functions; Methods; Procedure Management - Types of Stores; Functions; Coding Methods. Value Analysis - Concepts Inventory Management - Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance

UNIT- IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Fundamentals and Office Automation Tools

Course Code: 19IMG21C6

L-T-P
3-0-1

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

Course Outcomes

After completing the course students would be able to:

- CO1: understand computer hardware, software and computer applications, computer network, internet and office automation tools in business.
- CO2: learn applications of MS Office and Internet in businesses.
- CO3: demonstrate the ease to work with MS Word and explain the fundamentals of MS Excel and manipulate various functions and commands;
- CO4: elucidate the need of MS PowerPoint, design & templates and manipulate records, creating records and web designing using PPT.
- CO5: creating the databases and handling operations on the data using MS Access.

UNIT-I

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

UNIT-II

Internet: Internetworking, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, Analog and Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, E-mail.

UNIT-III

Documentation using MS-Word – Creating and Editing Document, Formatting Document, Auto-text, Autocorrect, Spelling and Grammar Tool, Document Dictionary, Page Formatting, Bookmark, Advance Features of MS-Word-Mail Merge, Printing

Electronic Spread Sheet using MS-Excel - Introduction to MS-Excel, Creating and Editing Worksheet, Formatting and Essential Operations, Formulas and Functions, Charts

UNIT-IV

Presentation using MS-PowerPoint: Presentations, Creating Manipulating and Enhancing Slides, Organizational Charts, Excel Charts, Word Art, Layering Art Objects, Animations and Sounds

Introduction to database: Concept, Characteristics, Objectives, Advantages and limitations, entity, attribute, schema, subschema; Database management using MS-Access.

Recommended Readings:

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

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

Business Environment

Course Code: 19IMG21C7

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 relationship between environment and business and applying the environmental analysis techniques in practice
- CO2: understand Economic, Socio-Cultural and Technological Environment
- CO3: evaluate state policies, Economic legislations and Economic reforms laid by the government

UNIT-I

The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy

UNIT-II

Overview of Political, Socio-cultural, Legal, Technological and Global environment. Recent developments with regard to enactment of business laws. An introduction to MRTP, CCI, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business

UNIT-III

Current industrialization trends and industrial policy; Economic environment for skill development in start-ups and the MSME sector. Infrastructure development and policy; public sector reforms and performance; public and private partnership; intellectual property regime and the R and D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

UNIT-IV

Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment. Policies with regard to foreign trade and investment.

Recommended Readings:

1. Saleem Shaikh "Business Environment", Pearson Education
2. Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
3. Cherunilam, Francis, "Business Environment-Text and Cases", Himalaya Publishing House, New Delhi.
4. Pual, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi
5. Mishra S K and Puri V K - Economic Environment of Business, Himalaya Publishing House, New Delhi.
6. Adhikari M, Economic Environment of Business, Excel Books, New Delhi.
7. Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S. Chand and Co. Ltd., New Delhi.
8. Gopal, Namita, "Business Environment", 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 Communication Skills

Course Code: 19IMG21D1

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 basics of communication and its process, elements and importance.
- CO2: understand 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

Business communication: Definition, Nature, Process and classification of communication; Importance of communication in management; barriers to communication, overcoming barriers to communication, effective communication; contemporary issues in communication.

UNIT-II

Communication skills: Listening skills- Listening process, types of listening, barriers to listening, improving listening abilities; presentation skills; communication skills for interviews and Group discussions; Basic interviewing skills- Board room Interview preparation, Expressive behavior, Techniques for removing anxiety, fear and inhibitions.

UNIT-III

Nonverbal communication: Body language, Kinesic communication, proxemic communication, haptic communication, paralinguistic communication, Chromatic communication, chronomatic communication,; Business etiquettes- introduction, etiquettes, exchanging business cards, shaking hands, e mail etiquettes, telephone etiquettes, telemarketing etiquettes, elevator , dressing and grooming etiquettes, dining etiquettes.

UNIT-IV

Written communication: Report writing-process of report writing, structures of business reports, business letter components and layout, types of letters; memos, notices and circulars; agenda and minutes of meeting, preparing curriculum vitae.

Recommended Readings:

1. Kaul, Asha, Business Communication, PHI, New Delhi
2. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education
3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
4. Sinha, K.K. , Business Communication, Taxman Publication, New Delhi
5. Koneru, Arun, Professional communication, McGraw Hill, New Delhi
6. Mehra, Payal, Business Communication for Managers, Pearson Education.
7. Verma, Shalini, Business Communication: Essential Strategies For Twenty First Century Managers, Vikas Publishing House, Noida
8. Sethi, Flatley, Rentz, Lentz, Pande, Business communication: Connecting A Digital World, 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.

Event Management

Course Code: 19IMG21D2

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: get familiarity with event management industry.
- CO2: organize events successfully.
- CO3: position themselves and their services in event management industry.

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

Recommended Readings:

1. Lynn Van Der Wagen, Event Management, Pearson Education
2. Shone, Anton and Bryn Parry, Successful Event Management, Cengage Learning India Pvt. Ltd, New Delhi
3. Gaur, S.S. and Saggere, S.V., Event Marketing Management
4. Panwar, J.S., Marketing in the New Era, Sage Publications, 1998
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.

Financial Management

Course Code: 19IMG22C1

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: 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

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

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

Recommended Readings:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Berk, De Marzo, Harford, Fundamental of Corporate Finance, Pearson Education.
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Pearson Education
6. Brigham and Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Course Code: 19IMG22C2

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 marketing concepts and its evolution
- CO2: analyze the market based on segmentation, targeting and positioning
- CO3: know the consumer behavior and their decision making process
- CO4: make decisions on product, price, promotion mix and distribution
- CO5: understand the rural markets and the contemporary issues in marketing

UNIT -I

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

UNIT -II

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

UNIT -III

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

UNIT -IV

Promotion and distribution decisions: Promotion mix - Advertising and sales promotion; public relations; personal selling; Channels of distribution: functions of intermediaries, channel design decisions, selecting channel members, channel management; wholesaling and retailing.

Contemporary marketing trends and issues: Globalization, consumerism, green marketing, digital marketing; evaluation and control of marketing effort; reasons for and benefits of going international; entry strategies in international marketing.

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of 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

Course Code: 19IMG22C3

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: discuss the history and evolution of HRM.
- CO2: explain the importance of HRM in the organizations through their roles & 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

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Dessler, Gary, Human Resource Management, Pearson Education
2. Ivancevich, John M., Human Resource Management, Tata McGraw Hill, New Delhi
3. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, Managing Human Resources, Pearson Education
4. Mathis, Robert, and John Jackson, Human Resource Management, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, Human Resource Management, Thomson Learning Inc.
6. Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi
7. Jyothi P. and D.N.Venkatesh, Human Resource Management, Oxford University Press, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Course Code: 19IMG22C4

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: acquire knowledge on various kinds of research questions and research designs.
- CO2: distinguish between qualitative, quantitative and mixed methods of research
- CO2: relate ethical and philosophical considerations
- CO3: design a good quantitative purpose statement and good quantitative research
- CO4: understand good practices in conducting a qualitative interview and observation.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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.

IT Infrastructure Management

Course Code: 19IMG22C5

L-T-P
3-0-1

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

Course Outcomes

After completing the course students would be able to:

- CO1: Describe the digital technologies and channels being leveraged by businesses.
- CO2: Explain the role of data governance and cloud services in determining the success or failure of a business system.
- CO3: Explain the competitive advantage of data management and business intelligence.
- CO4: Identify opportunities to apply IT infrastructure to improve business efficiency.
- CO5: Explain why IT infrastructure management is a business priority.

UNIT -I

Introduction to IT infrastructure: Data networks and Application Programme Interface (API) – fundamentals, corporate network functions, business uses, wireless and mobile infrastructure, messaging and collaboration technology, data breaches and cyber security challenges, IT risk management, mobile app and cloud security challenges, financial crimes and fraud defenses, sustainability and the triple bottom line approach

Internet technologies and search strategies: Search technology, organic search and search engine optimization, paid search strategies and metrics, semantic web and search

UNIT -II

Information technology in business: Digital technology transforming business processes, competitive advantage and SWOT analysis

Building business capabilities with data governance and cloud services: data governance strategy, enterprise IT architecture, information and decision support systems, data centers and cloud computing, cloud services delivery model

UNIT -III

Data management, Big Data, and Business Intelligence: Data management technologies and techniques, Transaction processing and analytics processing systems, dirty data costs and consequences, data ownership and organizational politics, data life cycle, Big Data analytics, data and text mining, data visualization, enterprise data mashups, digital dashboards, and business intelligence

UNIT -IV

Networked economy: Impact of computer networks on business, elements of networked economy, using IS functions to deal with business risks, privacy, health and ethical issues in networked economy, future of the networked economy.

HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, home page.

Lab: Web Designing in HTML, Internet Surfing.

Recommended Readings:

1. Turban, Vonino and wood, Information Technology for Management, Wiley Publications, New Delhi.
2. McKeown, Information Technology and the Networked Economy, Thomson Learning
3. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
4. Hagg, Baltzan & Philips, Business Driven Technology, TMH, N. Delhi.
5. Molly, Using HTML 4, PHI, 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.

Entrepreneurship

Course Code: 19IMG22D1

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: develop 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 techniques to test a business model to ensure its viability.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

Sources of Finance: understanding Financial Framework: Debt Equity Financing, Commercial banks, Venture Capital, Financial institutions supporting entrepreneurs, Angel investors.
Understanding IPR: Patents, Trademarks, Copy rights, Trade secrets, Licensing, Franchising.

Recommended Readings:

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

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

Creativity and Innovation Management

Course Code: 19IMG22D2

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 challenges managers face today in managing innovation; from recognizing the need and desire to be creative and innovative, using imagination to add value, developing structures, systems and incentives that encourage and implement innovation.
- CO2: understand and evaluate the relationships among individual, group and organizational creativity and learn about the techniques for ideation.
- CO3: question the appropriateness of the features of an organization (eg. structure, culture, etc.) with regards to the characteristics of the innovation in the company.
- CO4: evaluate the sustainability and robustness of the innovative competences of a company.
- CO5: identify the potential for improving knowledge management in an organization and recommend appropriate mechanisms and understand the challenges in managing discontinuous innovation – in spotting emerging changes early and in organizing and acting to deal with them.
- CO6: recognize the role of leadership in managing and championing creativity and innovation in companies.
- CO7: assess the strengths and weaknesses of a company's innovative capabilities and opportunities and threats in its external environment, conduct innovation specific SWOT analysis and recommend strategies and action plans for an effective innovation management system.

UNIT-I

Introduction to Innovation and Creativity: Importance of innovation in modern society. Components of Creativity, Creativity Process and Techniques for improving creativity process. Mechanism of Thinking. Barriers to creativity. Organization and personal factors to promote creativity Identification of needs and opportunities. Creative thinking, evaluation of ideas. Demonstration of the novelty. Myths surrounding creativity.

UNIT-II

Creativity Tools and Techniques: Lateral Thinking, Enablers and Barriers to Creativity, Creative Personality, Brainstorming, Entrepreneurial Creativity. Characteristics of Creative Groups, Three Components of Individual Creativity. Time Pressure and Creativity. Analyse various methods that enhance creative ability.

UNIT-III

Innovation: Meaning, Characteristics, Purpose/goals of innovation, Sources of innovation, Types of innovation. Differences between invention and innovation. Factors that Favor Incremental Innovation. Sustainability and Innovation. Innovation Management Strategies. Incubation and Innovation: How Business Incubators Work. Service Innovations. Innovation Timing, Innovation Management Strategies. Managing Innovation Teams, Implementing Innovation Strategies. Formulate methodologies which enhance innovation. The New Product Development Process. Delineate conditions that support successful new product development.

UNIT-IV

Innovative Entrepreneurship: Models, Dimensions, Degrees, Sources, & Measurement of Innovation. Strategic Management of Innovation: Innovation Strategies, Stage-Gate Models, Timing of Entry & Strategy, Core competences & Robustness Knowledge management. Leadership in Managing Creativity & Innovation

Recommended Readings:

1. Khandwalla, N. Pradip (2009). Lifelong Creativity – An Unending Quest, New Delhi: Tata McGraw Hill
2. Drucker, F. Peter (2015). Innovation and Entrepreneurship, UK: Elsevier, John Wiley
3. Christensen, M. Clayton, Raynor, E. Michael (2003). The Innovators Solution, Harvard Business School Press Boston
4. De Bono, Edward (2008). Creativity Workout: Exercises to unlock Your Most Creative Ideas, 2/e; Amorata Press
5. De Bono, Edward (2015). Lateral Thinking: Creativity Step by Step, International Edition; Harper Perennial Publishers.
6. Business Innovation in the 21st Century, Praveen Gupta, S Chand.
7. Entrepreneurship & Innovation Management - An Industry Perspective) by R. Gopal and Pradip Manrekar, Excel Books.
8. Creativity, Innovation and Entrepreneurship by U. Jerinabi and P. Santhi Allied Publishers Pvt. Ltd.

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

Strategic Management

Course Code: 20IMG23C1

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 overview of strategic management
CO2: analyze the internal and external environment, formulate strategic intent and understand the different levels of strategy.

UNIT-I

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

UNIT-II

Environment Appraisal: Concept and Environmental Sector; PEST Analysis, Organizational Appraisal: Concepts and Capability Factors; Porter's Value Chain Model, Framework for developing Strategic Advantage, SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities, Type of Strategies: Corporate Level (Concept of Grand Strategies), Business Level and Functional Level., Guidelines for Crafting Successful Business Strategies. Strategy Analysis and Choice: Corporate Level Strategy Analysis: BCG Matrix and GE 9 cell Matrix, Business Level Strategy Analysis: Life Cycle Analysis, Porter's Five Forces of Industry Analysis, Concept of Strategic Decision Making, Subjective Factors in Strategic Choice and Process of Strategic Choice

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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.

Corporate Laws

Course Code: 20MG23C2

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: acquire a sound understanding of the legal aspects of the laws affecting businesses
- CO2: apply basic legal knowledge to business transactions.
- CO3: communicate effectively using standard business and legal terminology
- CO4: analyze a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.
- CO5: describe current law, rules, and regulations related to settling business disputes

UNIT-I

Law of Contract- Introduction, kinds of contracts, offer and acceptance, consideration, capacity of parties, free consent, legality of object, performance of contracts, discharge of contract, remedies for breach of contract, indemnity and guarantee, bailment and pledge, agency.

UNIT-II

Law of Sale of Goods- Introduction, contract of sale of goods, conditions and warranties, transfer of property, performance of contract of sale, rights of unpaid seller; Law of Partnership- Introduction, formation, rights duties and liabilities of partners, dissolution of partnership firm, limited liability partnership; Law of Negotiable Instruments- Introduction, parties to negotiable instruments presentation, negotiation, dishonour and discharge.

UNIT-III

Nature and Administration of Companies Act 1956- Salient features, meaning and types of companies, formation of company, memorandum of association, articles of association, shares and share capital.

UNIT-IV

Company meetings and proceedings; Managerial remuneration; Power, duties and liabilities of directors; Winding up of company; Qualification and Statutory liabilities of company secretary; Corporate governance.

Recommended Readings:

1. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, Himalaya Publishing House.
2. Kuchhal M.C., Modern Indian Law, Shree Mahavir Book Depot.
3. Kuchhal M.C., Business Law, Vikas Publishing House, New Delhi.
4. Kapoor, N.D., Elements of Mercantile Law, Sultan Chand and Sons, 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

Course Code: 20MG23C3

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: apply research techniques in quantitative and qualitative aspects.
- CO2: schedule the projects and find the early ways of finishing it.
- CO3: develop simulation models.
- CO4: minimize the resource allocation for project.
- CO5: maximize the productivity with help of least cost techniques.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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.

Compensation and Benefits Management

Course Code: 21IMG23GH1

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: learn basic compensation concepts and the context of compensation practice.
- CO2: understand skills in designing, analyzing and restructuring reward management systems, policies and strategies.
- CO3: understand issues related to the compensation of human resources in organizations
- CO4: learn implications for strategic compensation and possible employer approaches to managing legally require benefits

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

Strategic compensation management: strategic compensation design and policies, Legal framework of compensation, retirement plans, employee welfare and working conditions-statutory and voluntary measures. Taxation issues and employee compensation: tax implications of compensation, compensation and the Income Tax Act.

Recommended Readings:

1. Singh, B.D., "Compensation Reward Management", Excel Books, New Delhi.
2. Bhattacharya, Deepak: Compensation Management, Oxford University Press.
3. Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill, New Delhi
4. Henderson, R.I., "Compensation Management", Pearson Education.
5. Martocchio, J.J., "Strategic Compensation", Pearson Education.
6. Armstrong, M and Murlis H, "Reward Management", Kogan Page, UK.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Change and Intervention Strategies

Course Code: 21IMG23GH2

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: learn about the change facilitators using the knowledge and techniques of behavioral science.
- CO2: plan and implement change at the individual group and organizational level.
- CO3: understand models and theories of change management.
- CO4: understand issues and conditions creating the need for change in modern organizations.

UNIT-I

Organizational Change: The domain of change, concept, change agents, strategic management of change; Managerial approaches for implementing change; Models of organizational change, Kurt Lewin's models of change, Huse's 7 stages model of change.

UNIT-II

Change Management: Change process, facilitating change, dealing with individual and group resistances, Intervention strategies and developing learning organization. Organizational Diagnosis- Meaning and importance, Weisbord's model of organizational diagnosis and Methods of obtaining diagnostic information.

UNIT-III

Organizational Development: An overview, Steps in OD process, General OD Competencies, OD Skills, Values, Assumption and Beliefs in OD; Designing OD Interventions- Interpersonal, Team, Intergroup, Structural and Comprehensive Interventions; Evaluation of Organizational Development Interventions

UNIT-IV

Organizational Culture and Change; Corporate Culture, Types of Culture, Importance, Nature, Formal and Informal Components of Organizational Culture, Designing Cultural Change; Organizational Culture and Leadership; Emerging Trends in Organizational Culture; Ethics of OD Professionals and Future of OD.

Recommended Readings:

1. French, W. H. and Bell, Organization Development, Pearson Education
2. Singh, K., Organization Change and Development, Excel Books
3. Huse, F. E. and Cummings, T. G., Organization Development and Change, West.
4. De Nitish, Alternative Designs of Human Organizations, Sage.
5. Harvey, D.F. and Brown, D.R., An Experiential Approach to Organization Development, 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.

Human Resource Metrics and Analytics

Course Code: 21IMG23GH3

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: relate the importance of using data base reasoning to support the HR decisions
- CO2: conduct detailed problem analysis assessment and generate decisions based on evidence rather than opinion.
- CO3: understand the usefulness of HRM matrix and analytic at the work place.
- CO4: align the people strategy with the business strategy in today's workforce Organization.

UNIT -I

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

UNIT-II

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

UNIT- III

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

UNIT -IV

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

Recommended Readings:

1. Becker B.E., Huafelid M.A. and Ulrich D. "The HR Scorecard: Linking people, strategy, and performance", Harvard Business Review Press.
2. Nigel Guenole, Jonathan Ferrar, Sheri Feinzig, "The Power of People", Pearson Education
3. Sasil, "Applying Advanced Analytics to HR Management Decisions", 1e, Pearson Education.
4. Soundararajan, "Winning on HR Analytics", Sage Publication.
5. Bhattacharya, "HR Analytics: understanding Theory and Applications", Sage Publication.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 of Industrial Relations

Course Code: 21IMG23GH4

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 conceptual and practical aspects of industrial relation at the micro and macro levels.
- CO2: investigate solutions to industrial relation problems based on research and assessment of current practices.
- CO3: understand IR institutions such as employers' associations, trade unions and industrial tribunals.
- CO4: critically discuss, analyze and evaluate the current and emerging industrial relations and trends.

UNIT-I

Industrial relations-concepts, evolution, significance, perspectives and organization; Anatomy of industrial relations; industrial relations and the state; Trade unions :concept, significance, types, approaches and objectives, Problems of trade unions in India and recommendations of national commission on labour for strengthening of trade unions.

UNIT-II

Collective bargaining: concept, importance and process of bargaining; participative management: Forms of workers' participative management in India; tripartite and bipartite bodies; standing orders and grievance procedure; code of discipline.

UNIT-III

Trade union act-1948, Industrial Disputes Act-1947, Industrial disputes: conciliation, arbitration, adjudication, Payment of wages act-1936, Minimum wages act-1948.

UNIT-IV

Modern and international scenario of industrial relations: Industrial relations and technological change; Industrial relations and HRD; ILO and industrial relations; legal framework of Industrial relations; industrial relations systems in India, UK, USA and Japan.

Recommended Readings:

1. PRN Sinha and I.B Sinha, Industrial Relations, Trade Union and Labor Legislation, Pearson Education.
2. Bhattacharya Dipak Kumar, "Human Resource planning", Excel Books.
3. Srivastava, M.P. "Human Resource Planning: Approaches, Needs, Assessment and Priorities in Manpower Planning", Manak Publications, Pvt. Limited, New Delhi.
4. Belcourt, Monica & J. McBey, Kenneth "Strategic Human Resource Planning", Cengage Learning India.
5. Srivastava, M.P. "Human Resource Planning", Institute of Applied Manpower Research, 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

Course Code: 21IMG23GH5

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 strategic role performed by HR in business organization
- CO2: understand the tools and techniques essential as a strategic contribution of HRM to organization growth.
- CO3: explore the relationship between management of people and pursuit of an organization's strategic goals and objectives
- CO4: understand the alignment of among different HR system and practices and organization outcomes

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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.

Indian Financial System and Financial Markets

Course Code: 21IMG23GF1

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 working of financial institutions and markets both individually and as an interlinked system.
- CO2: understand the factors affecting interest rates and yield curve and the importance of change in interest rates for all constituents of the financial system
- CO3: understand the organization, role, functioning and need for regulation of different types of financial markets and the implications of the same on society.
- CO4: critically analyze the pivotal role of banking in a financial system and the reasons for it being among the most tightly regulated industries in the world.
- CO5: understand the impediments to financial inclusion and critically evaluate different ways of developing sustainable financial inclusion. Also critically analyze the working of the micro finance industry.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Project Management

Course Code: 21IMG23GF2

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: identify various investment opportunities and their evaluation
- CO2: analytically approach to study the feasibility study of investment decisions
- CO3: distinguish the key risks and to know means of finance
- CO4: control and review the human aspects of the project

UNIT-I

Capital Investment- need, types, phases of capital budgeting, Generation and Screening of Project Ideas- corporate appraisal, monitoring the environment and identifying investment opportunities, scouting the project ideas and project rating, Market and Demand Analysis, Technical Analysis.

UNIT-II

Financial Estimates and Investment Appraisal Criteria- Estimation of investment, revenue and production cost, working capital requirement, Evaluation techniques of capital investment decisions.

UNIT-III

Project Risk Analysis- types of Risk, Risk adjusted discount rate method, certainty equivalent coefficient method, sensitivity analysis, decision tree analysis. Weighted average cost of capital (WACC) and its relevance in financial decision making, financing of projects, Project Appraisal by Financial institutions.

UNIT-IV

Social Cost Benefit Analysis (SCBA): Rationale for SCBA, UNIDO Approach. Project Management and Review: Forms of project Organization, project planning and control, human aspect of project management, pre-requisite for successful project implementation.

Recommended Readings:

1. Chandra, Prasanna. "Project Planning: Analysis, Selection, Implementation and Review" TMH.
2. Pradeep Pai, Project Management, Pearson Education.
3. Khatua: Project Management and Appraisal, Oxford University Press.
4. Nicholas, "Project Management for Business and Technology: Principles and Practice", Pearson
5. Ghattas, R.G. and McKee, S.L., "Practical Project Management", Pearson Education Asia
6. Pinto, P.K., "Project Management", Pearson Education.
7. K Nagarajan, "Project Management", New Age International Publishers.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Taxation
Course Code: 21IMG23GF3

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 rules and regulations of Income Tax Act
- CO2: understand computation of Taxable Income under different heads
- CO3: understand computation of Tax Liabilities and Tax Planning issues
- CO4: identify structure and rates of GST

UNIT-I

Basic Concepts of Income Tax, Residential status and tax incidence, Incomes exempt from tax, Computation of Income under the head Salary and House Property.

UNIT-II

Computation of Income under the head Business and Profession, Capital Gains, Income from Other Sources, Clubbing of income, Set off and Carry forward of Losses.

UNIT-III

General Deductions, Assessment of Individual and Company, Provision with regard to TDS and advance tax, Basic understanding of tax planning and its distinction from tax avoidance and tax evasion.

UNIT-IV

GST: Rationale for GST; features of GST law in India, structure of GST (SGST, CGST, UTGST and IGST); rates of GST, models of GST, GST Council.

Recommended Readings:

1. Singhanian, V., K. and Singhanian, Monica, Students' Guide to Income Tax, Taxmann
2. Singhanian, V., K. and Singhanian, Kapil, Direct Taxes Law and practice, Taxmann
3. Singhanian, V., K. and Singhanian, Monica, Corporate Tax Planning & Business Tax Procedures, Taxmann
4. Narwal, K.,P., and Anushuya, GST in India, DBH Publishers and Distributors
5. Ahuja, G. and Gupta, R., Simplified Approach to Corporate Tax Planning and Management, Bharat Law House Private Limited
6. Srinivas, E. A., Handbook of Corporate Tax Planning, Tata McGraw Hill.
7. Iyengar, A. and C. Sampat, Law of Income Tax, Bharat House.

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

Investment Management

Course Code: 21IMG23GF4

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 environment of investment and risk return framework.
- CO2: analyse bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio.
- CO3: analyse equity shares using different approaches and models.
- CO4: construct, analyse, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models.
- CO5: understand and analyse futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Bank Management
Course Code: 21IMG23GF5

L-T-P
3-1-0

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

Course Outcomes

After doing this course, students should be able to:

- CO1: understand the evolution and current state of the Indian banking industry.
- CO2: understand the different services and products offered by banks and the challenges associated with them.
- CO3: understand the regulatory structure within which the banking system operates.
- CO4: understand and analyse the different risks faced by banks and the risk management mechanism.

UNIT-I

Banking System in India- meaning, functions, and classification of banks, services of bank, reserve requirements, innovative products in banking, bancassurance; Sources of Bank Funds- classification of deposits, performance analysis of banks, CAMELS- an integrated scorecard for banks.

UNIT-II

Uses of Funds- features of bank credit, types of credit, commercial credit and retail credits, principles of lending; Priority sector lending, Risk measurement and management in banks, Asset- liability management in banks, Basel guidelines, Banking technology

UNIT-III

Meaning, scope, functions, objectives, structure and role of treasury management. Functions and responsibilities of a treasurer; Role and responsibilities of chief finance officer, tools of treasury management.

UNIT-IV

Integrated treasury, planning and control; Liquidity management- CRR/CCIL/RTGS; Supervision and Control of Treasury Operations; Present Status of Treasury Management in India; Role of Information Technology in Treasury Management.

Recommended Readings-

1. Varshney, P.N, Banking Law and Practice, Sultan Chand and Sons.
2. K.C. Shekhar, Lekshmy Shekhar, Banking Theory and Practice, Vikas Publications.
3. Indian Institute of Banking and Finance, Principles of Banking, Macmillan.
4. Avadhani, V.A. Treasury Management in India, Himalaya Publishing House.
5. Steven M. Bragg, Treasury Management: The Practitioner's Guide.

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

E-Commerce and Applications

Course Code: 21IMG23GT1

L-T-P
3-0-1

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

Course Outcomes

After doing this course, students should be able to:

- CO1: understand the concept of E-Commerce & describe the opportunities & challenges offered by E-Commerce
- CO2: able to handle electronic payment technology and requirements for internet based payments
- CO3: understand the categories of E-Commerce and understand the different applications of E-commerce
- CO4: understand and identify security issues of E-Commerce
- CO5: understand the concept of WEB Based Business understand the M-Commerce applications

UNIT- I

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

UNIT-II

E-Commerce and Retailing: Changing Retail Industry Dynamics, Mercantile Models from the Consumer's Perspective, Management Challenges in Online Retailing.

Intranets and Customer Asset Management: Basics of Customer Asset Management, Online Sales Force, Online Customer Service and Support, Technology and Marketing Strategy.

UNIT-III

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

UNIT-IV

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

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

Recommended Readings:

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

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

Data Warehousing and Data Mining

Course Code: 21IMG23GT2

L-T-P
3-1-0

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

Course Outcomes

After doing this course, students should be able to:

- CO1 identify the scope and necessity of Data Mining and Warehousing for the society.
- CO2 describe the designing of Data Warehouse so that it can be able to solve the root problems.
- CO3 understand various tools of Data Mining and their techniques to solve the real time problems.
- CO4 develop further interest in research and design of new Data Mining techniques.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

Mining Association Rules in Large Database: Mining single dimensional Boolean association rules from transaction database, Mining multidimensional association rules from database and data warehouses, from associating mining to correlation analysis, Constraint based association mining; Classification and Prediction: Issues, classification by decision tree induction, Bayesian classification, Classification by back propagation; Classification based on concepts from association rule mining; Other classification methods.

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

E-Governance and Framework of ICT

Course Code: 21IMG23GT3

L-T-P
3-1-0

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

Course Outcomes

After doing this course, students should be able to:

- CO1: Understand the basic functioning of e-government
- CO2: Apply the technical and management skills in implementing e-governance projects.
- CO3: Analyse and evaluate assessment framework of e-government projects

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Multimedia and Web Development

Course Code: 21IMG23GT4

L-T-P

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

Course Outcomes

After doing this course, students should be able to:

- CO1: Developed understanding of technical aspect of Multimedia Systems.
- CO2: Understand various file formats for audio, video and text media.
- CO3: Design interactive multimedia software.
- CO4: Apply various networking protocols for multimedia applications.
- CO5: To evaluate multimedia application for its optimum performance.
- CO6: Design a basic web site using HTML

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

HTML: Structure of HTML document; HTML Tags, inserting images, creating links, tables, forms, and frames

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

Recommended Readings:

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

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

Enterprise Resource Planning

Course Code: 21IMG23GT5

L-T-P
3-1-0

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

Course Outcomes

After completing this course, student will be able to:

- CO1: make basic use of Enterprise software, and its role in integrating business functions
- CO2: analyse the strategic options for ERP identification and adoption.
- CO3: design the ERP implementation strategies.
- CO4: create reengineered business processes for successful ERP implementation.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Leon A., Enterprise Resource Planning, Tata McGraw Hill.
2. Veena Bansal, Enterprise Resource Planning, Pearson Education
3. Ellen Monk, Bret Wagner, Concepts in Enterprise Resource Planning, Cengage Learning.
4. Motiwalla, Thompson, Enterprise Systems for Management, Pearson Education.
5. Wallace and Kremzar, ERP: Making it Happen – The Implementers' Guide to Success with Enterprise Resource Planning, John Wiley and Sons, Inc.
6. Sadagopan, S., ERP: A Managerial perspective. Tata McGraw Hill.
7. Garg, V. K. and Venket Krishna N. K., ERP Concepts and Practice, PHI Publication.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Course Code: 21IMG23GI1

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 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; nominal, real and effective exchange rates; determination of rate of exchange, monetary portfolio balance, purchasing power parity approaches; overvalued and undervalued currencies; exchange rate systems.

UNIT -II

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

UNIT -III

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid -ask spreads; the Interest Rate Parity Theorem; the Expectation Theory; International Fisher Effect.

UNIT -IV

Currency futures, options and determination of their market value, over-the-counter options; Fisher Black's Optional-Pricing model; currency and interest rate swaps; credit risk of swaps, Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.

Recommended Readings:

1. Giddy I.A.N., Global Financial Markets, AITBS, New Delhi
2. D. Levi Maurice, International Finance, Prentice Hall of India, New Delhi
3. David K. Eiteman, Multinational Business Finance, Pearson Education
4. Roth Paul, Mastering Foreign Exchange and Money Markets, Pitman, London
5. 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 Business Environment

Course Code: 21IMG23GI2

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

- CO1: learn the nature, scope and structure of International Business.
- CO2: understand the influence of various environmental factors on international business operations.
- CO3: gain knowledge on Regional Economic Groups

UNIT-I

Introduction to International Business: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications.

Socio-Cultural environment: significance, religion, language, education, aesthetics, attitudes, culture, customs and practices, cross cultural literacy, managing cultural diversity- dealing with cultural differences, social responsibility of business.

UNIT-II

International Economic Environment: International economic analysis indicators; Economic factors affecting international business operations- economic freedom, economic systems, economic indicators; Assessing economic development, performance and potential; Regional economic integration: Effects of integration, major regional trading groups in Asia and America. International Investment Theory - Theory of capital movements, Market imperfections, Internationalization, Appropriability, Location specific advantage.

UNIT-III

Political and Legal environment: Political environment: Individualism Vs. collectivism, political ideology, political risk; Legal environment: Types of Legal systems, trends in legal system, implications for managers, legal issues in international business.

UNIT-IV

Technological environment: Impact of technology on society, economy, industry; Need to spend on R and D, implication of technology on MNCs, environmental factors contributing for rise of technology, Nature of technology transfer, stages in transfer process, international technological issues.

Recommended Readings:

1. Daniels, J.D. and H. LEE Radesbaugh, "International Business", Pearson Education.
2. Aswathappa, K. "International Business", Tata McGraw Hill publications, New Delhi.
3. Richard M. Schaffer et al, International Business Law and its Environment, Thomson 2002.
4. John. J Wild, et al, International Business, Pearson Education
5. Michael Zinkata et al, Global Business, The Dryden Press 1988.
6. Darrell Mahoney, International Business, Longman, 1998.
7. Donn Ball and Wendell McCulloch, International Business, Irwin McGraw Hill 1999.
8. Charles W Hill, International Business, TMH publishing company Ltd.
9. WTO Annual reports, Geneva.
10. Overview of Developments in the International Trading Environments - Annual Report by the Director General WTO, Nov. 22, 2000.
11. Black and Sundaram, "International Business Environment", 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

Export Import Management and Documentation

Course Code: 21IMG23GI3

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

- CO1: understand Import/export trade organizations
- CO2: understand the procedure of licensing
- CO3: understand Export-Import trade regulatory framework in India.
- CO4: understand export sales contract and its processing
- CO5: understand documents required at the time of export and import.
- CO6: understand institutional set up for export promotion and export assistance in India.

UNIT-I

Preliminaries for Export: Meaning of Exports and Imports, Classification of Exports and Imports, Categories of Exporters Strategy and Preparation for Foreign Trade, Identifying Foreign Markets, International Market Selection Process, Methods of Entering International Market, Constraints in Entering Foreign Markets, Export Contract, Force Majeure in Export Contract Exchange Earner's Foreign Currency (EEFC) Account, Prospects for India's Foreign Trade Development, Challenges to India's Foreign Trade Development, Institutional framework for Foreign Trade.

UNIT-II

Export documentation and Export Procedures: Aligned Documentation System (ADS), important documents, Export Procedure, Registration Procedure, Pre-shipment Procedure, Shipment Procedure, Post-shipment Procedure (Realisation of Export Proceeds), Excise Clearance for Exportable Goods, Quality Control and Pre-shipment Inspection, Importer Exporter Code (IEC) Number Registration-cum-Membership Certificate (RCMC), Role of Customs House Agents (CHAs), Exchange Rate Fluctuation Risks, Forward Contracts, ISO 9000 Certification, Role of clearing and forwarding agents

UNIT-III

Policy Assistance and Incentives: Incentives and Assistance for Exporters, Duty Drawback (DBK) Procedure for Claiming Duty Drawback, Exports from India Scheme, Export Promotion Capital Goods (EPCG) Scheme, Towns of Export Excellence (TEE), Deemed Exports, Export Oriented UNIT-s (EOUs), Electronic Hardware Technology Parks (EHTPs), Software Technology Parks (STPs) and Bio-technology Parks, Agri Export Zones (AEZs), Special Economic Zones (SEZs), Benefits Enjoyed by SEZs, Quality Control and Trade Disputes (QCTD) Assistance to States for Developing Export Infrastructure and Allied Activities (ASIDE), Role and Significance of Export Trading Houses and privileges of status holder.

UNIT-IV

Methods of Payments and Export Finance: Conditions for Realisation of Export Proceeds, Factors Affecting Export Payment Term, Methods of Export Payment, Types of Export Finance, Pre-shipment Finance, Features of Post-shipment Finance, Procedure for Obtaining Export Finance, Pre-shipment Finance vs. Post-shipment Finance, Import Procedure Introduction, Categories of Importers, Import Licence, Import Contract, Pre-import Procedure, Legal Dimensions of Import Procedure, Customs Clearance for Imported Goods, Exchange Control Provisions for Imports, Valuation for Customs Duty, Import Incentives under Special Schemes, Import Procurement planning.

Recommended Readings:

1. Jain. S. Khushpat, Jain.V. Apexa, Export-Import Procedure and Documentation, Himalaya Pub. House.
2. Export-Import manual, Nabhi Publication, New Delhi
3. Kapoor, D.C. "Export Management", Vikas Publishing House Pvt. Ltd., New Delhi.
4. Gerald Albaum, International Marketing and Export Management, Pearson Education.
5. Cherunilam, Francis. "International Trade and Export Management", Himalaya Pub. House.
6. Kumar, Asin, "Export -Import Management", Excel Publications. New Delhi
7. Paras Ram, "Export what, where and how" Anupam Publications.

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

Regional Economic Blocks

Course Code: 21IMG23GI4

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

- CO1: understand the theoretical framework of the theory of economic integration, and
CO2: understand its impact on trade and investment flows among the region and on the global economy.

UNIT-I

Concept, Rationale and objectives of Economic Integration, Levels of economic integration, Impact of Economic Integration, Customs Union: Features, Theory of Customs Union, Partial Equilibrium approach to Customs Union, Assumptions of approach, Effects of Customs Union. General Equilibrium Approach: Lipsey model and Vanek model.

UNIT-II

Regionalism in the World Economy, Economic Integration among developing countries: Rationale, benefits, problems of economic integration, measures to encourage EI among developing countries, Evaluation of RIA's.

UNIT-III

South - South Cooperation: Problems facing the south, Scope of ECDC (Economic cooperation among developing countries), Rationale, SSC (South- South Cooperation): Efforts, progress, problems, India's role in SSC. India and Regional Cooperation, SAARC: Objectives and principles, SAARC nations, potential areas of Cooperation, problems of SAARC nations, SAPTA, INDO - LANKA FTA, INDO - SINGAPORE CECA (Comprehensive Economic Cooperation Agreement).

UNIT-IV

Major Regional Trading Groups: EU; NAFTA; REI in America's: CARICOM, MERCOSUR, CAN; Regional economic integration in ASIA - ASEAN, APEC; Regional economic integration in AFRICA: African Union; BRICS. Commodity agreements and OPEC nations. Role of WTO, WTO provisions on regional integration arrangements.

Recommended Readings:

1. Paul R. Krugman, International Economics, Pearson Education.
2. Jhingan, M.L, International Economics, Vrinda Publications Ltd.
3. Gerber James, International Economics, Pearson Education.
4. Cherunilum, Francis, International Economics, Tata McGraw - Hill
5. Balassa, Bela., Theory of Economic Integration, George Allen and Unwin Ltd.
6. Daniels, J.D. and H. LEE Radesbaugh, "International Business", Pearson Education.
7. Bhalla, V.K., World Economy in 90s: A Portfolio Approach, Anmol Pub. Pvt. Ltd.
8. Dreze, Jean and Sen, Aamrtya, Indian, Development: Selected Regional Perspective, Oxford Univ. Press
9. Jackson, J., The World Trading System, Mass: MIT Press.
10. Krugman, Paul R. and Obstfeld, M., International Economics, Harper Collins Pub.
11. Machlup, F. A., History of Thought on Economic Integration, Macmillan.
12. Trivedi, Sonu, Regional Economic Cooperation and Integration, New Century Publications.

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

Course Code: 21IMG23GI5

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: develop 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: discuss current practices, issues, and concerns in the field of international logistic operations.
- CO4: understand the reason of existence of International Trade.
- CO5: apply logistics principles in international business decisions.

UNIT -I

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

UNIT -II

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

UNIT -III

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

UNIT -IV

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

Recommended Readings:

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

Digital Marketing

Course Code: 21IMG23GM1

L-T-P
3-0-1

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

Course Outcomes

After completing the course students would be able to:

- CO1: Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.
- CO2: Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.
- CO3: Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan.
- CO4: Learn how to measure digital marketing efforts and calculate ROI. CO5 Explore the latest digital ad technologies.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Lab: Practical on Social Media marketing

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

Customer Relationship Management

Course Code: 21IMG23GM2

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: apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.
- CO2: implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Services Marketing
Course Code: 21IMG23GM3

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 unique challenges inherent in managing and delivering quality services.
- CO2: analyse the various components of the "services marketing mix" (the 7 P's).
- CO3: to identify the role of employees and customers in service delivery, customer satisfaction, and service recovery;
- CO4: develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyse, make decisions and plan the implementation of these decisions

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Behavior

Course Code: 21IMG23GM4

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: gain strategic understanding of the influential and persuasive mechanisms involved in consumer attitude, belief, and behavior change, and will be able to apply this knowledge in addressing specific marketing problems.
- CO2: examine the consumer from a managerial perspective and to develop marketing strategies to respond to consumers' changing attitudes and behaviors.
- CO3: understand how to anticipate, adapt, and respond to consumer needs by applying the insight from basic consumer behavior concepts to their marketing strategies.
- CO4: understand the current and future research technologies for consumer insight and will be able to critically assess how they can be used in strategy formulation.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Management

Course Code: 21IMG23GM5

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

- CO1: understand the concepts of effective retailing
- CO2: know the recent trends in retailing in India
- CO3: understand various retail formats and will understand the retail customers

UNIT-I

Introduction to Retail- Evolution of Retail, Organised vs. Unorganised retailing, Retail Mix, theories of retail development, Types of Retailers; Careers in Retailing; understanding Consumers.

UNIT-II

Retail Locations- Planned and Unplanned, Retail Site Location- Site Characteristics, Trade Area Characteristics, Location and Site Evaluation; Store Layout and Design; Space Management; Visual Merchandising; Atmospherics.

UNIT-III

Managing Merchandise - Merchandise Planning, Process, Forecasting Sales, Developing Assortment Plans, National Brands and Private Labels; Retail Pricing- Setting Retail Prices, Price Adjustments, Pricing Strategies; Retail Communication Mix.

UNIT-IV

Information and Supply Chain Management- Information Flows, Logistics, Distribution Centre. Contemporary issues in Retail- Significance of retail as an industry, Retail scenario at International and National Level, Technology in Retailing, Multi-channel Retailing, E-Retailing: Future of e-retailing, Challenges for traditional retail and e-retail, FDI in Retail.

Recommended Readings:

1. Pradhan, S., Retailing Management Text and Cases, McGraw Hill Education, New Delhi
2. Berman, Barry and Evans, Joel, R., Retail Management; A Strategic Approach; Pearson Education.
3. Levy, Micheal, Weitz, Barton, A. & Pandit, Ajay, Retailing Management, Tata McGraw Hill, New Delhi
4. Gibson G. Vedamani, Retail Management, Pearson Education.
5. Newman, Andrew, J. and Cullen, Peter, Retailing: Environment and Operations, Vikas Publishing House; New Delhi.
6. Gilbert, David, Retail Marketing Management, 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

Project Management

Course Code: 21IMG23G01

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. OCED Manual of Industrial Project Analysis in Developing Countries- Methodology and Case Studies, OCED, Paris.
6. Planning Commission, Guidelines for Preparation of Feasibility reports of Industrial Projects, Controller of Publication.
7. UNIDO Guide to Practical Project Appraisal, United Nations.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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: 21IMG23GO2

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 andAnalysing, 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

Supply Chain and Logistics Management

Course Code: 21IMG23G03

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 concept and definitions of Supply Chain.
- CO2: identify role of Supply Chain as a value driver - Integrative Management, Responsiveness, Financial Sophistication
- CO3: appreciate the impact of globalization and technological revolution in Supply Chain management.
- CO4: explain Customer Value, Customer satisfaction and CRM

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Service Operations Management

Course Code: 21IMG23G04

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 decision making in planning, design, delivery, quality, and maintenance and scheduling of service operations.

CO2: describe the role of service quality and supply chain in emerging service economy of India.

UNIT-I

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and layout for Services

UNIT-II

Job Design - Safety and Physical Environment; Effect of Automation; Operations Standards and Work Measurement;

UNIT-III

Measurement and Control of Quality of Services; Dynamics of Service Deliver) System; Scheduling for Services Personnel and Vehicles; Waiting - Line analysis;

UNIT-IV

Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services; Case Studies on Professional Services.

Recommended Readings:

1. Robert Johnston, Service Operation Management, Pearson Education.
2. Collier David A., Service Management Operating Decisions. Englewood Cliffs, Prentice Hall Inc.
3. Fitzsimmons, James A and Sullivan, Robert S., Service Operations Management... McGraw-Hill.
4. Sharma, J K., Service Operations Management, Anmol Publications.
5. Heskett, James L. et al., Service Breakthroughs - Changing the Rules of the Game, Free Press.
6. Murdiek, R G. et al., Service Operations Management, Allyn and Bacon.
7. Voss, C. et al., Operations Management in Service Industries and the Public Sector, Chichester, Wiley.
8. Bowmen David E. et al., Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing, Jossey Bass.

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

Research and Development Management

Course Code: 21IMG23G05

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 different types of Research and Developmental environment
CO2: appreciate the procurement procedure for effective Research and Development management

UNIT-I

Survey of Emerging Technologies - Environment Analysis; Project Proposals; R and D Management; Management of knowledge workers.

UNIT-II

R and D environment; Management of High value Instruments Test Facilities, Workshops etc., Identification of partners/contractors for Rand D Projects; R and D Budget.

UNIT-III

Technology Scanning: Procurement Procedure; Material Management Policy; Discard Policies and Procedure; Contract Management; Procurement and Utilization of Capital Equipment; Test Equipment.

UNIT-IV

Test Facilities; Sharing of resources with other Institution - Sponsored Resources; Development Tools.

Recommended Readings:

1. Cetron, Marvin J. and Goldhar, Joel D (ed.), The Science of Managing Organised Technology, Gordon and Research, Science Publications.
2. Jain, R K. and Triandis, H C., Management of Research and Development Organizations; Managing the Unmanageable, Wiley.
3. McLeod, Tom. The Management of Research, Development and Design in Industry, Gower.
4. Meredith, Jack R. & Mantel, Samuel J., Project Management a Managerial Approach, Wiley.
5. NTIS, The Management of Government R and D Projects; the effects of the contractual requirement to use specific management techniques, University of Texas.

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: 21IMG23GP1

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: 21IMG23GP2

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

Right to Information Act

Course Code: 21IMG23GP3

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: develop understanding about the Right to Information Act 2005
- CO2: understand the functioning of various authorities under the Act
- CO3: defend their rights by meaningful use of RTI Act
- CO4: know about the obligations of public authorities
- CO5: understand the practical applicability of the Right to Information Act, 2005

UNIT-I

Introduction of Right to Information Act 2005: History, Background, Objectives, Preamble of Right to Information Act 2005, Obligation of Public Authorities (Section 3 to 11), Right to Information as Constitutional rights: Protection of Article 19(1) (a), Right to privacy, Contempt of Court, Public Interest vis-à-vis Information; Right to Information Regime in India: a Tool in the hands of the Citizens

UNIT-II

The Central Information Commission: Constitutions, Eligibility criteria and Process of Appointment, Term of office and Condition of Service, Removal of Informational Commissioner; The State Information Commission: Constitutions, Eligibility criteria and Process of Appointment, Term of office and Condition of Service, Removal of Informational Commissioner

UNIT-III

Power and Function: Information Commission, Appeal and Penalties under Right to Information Act 2005; Breach of Confidentiality and Privacy: The Indian perspective an 'offence' under the Indian Information Technologies Act 2000; Using the RTI Act to get "Information"- The Filing of the Request for obtaining Information.

UNIT-IV

Public Authority vis-à-vis Right to Information Act 2005: Origin, History, Public Authority, right to Information, Breach of Duty to disclose by Public Authority; Right to Information and E-Governance: Electronic Information Dissemination, need for regulation, Jurisdiction in Cyberspace: Problem and perspective; Success Stories and Case Studies.

Recommended Readings:

1. The Right to Information Act Book, By Shruti Desai
2. The Right to Information Act, 2005 By Dheera Khanawal and Krishna K. Khanawal
3. The Right to Information :Law-Policy-Practice By Rodney D Ryder
4. Handbook on The Right to Information Act By P.K. Das
5. Treaties on The Right to Information Act 2005 By Dr. Hiraj Kumar (2007)

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

Public Finance Administration

Course Code: 21IMG23GP4

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 meaning of public finance and its importance
- CO2: know about the various committees regarding public finance
- CO3: get knowledge about the Indian tax system, sources of revenue and its relation with economic growth
- CO4: develop understanding about the financial issues in a federal set up
- CO5: understand the fiscal policy and public financial administration

UNIT-I

Public Finance: Nature, Definition, Scope of Public Finance, Role of Public Finance in Economic Development and Principles of Maximum Social Advantage; Impact, shifting, incidence and effects of taxation; Parliamentary Financial Committees- Estimates Committee, Public Accounts Committee, Committee on Public Undertakings, Standing Committee for scrutiny of demands for grants.

UNIT-II

Sources of Revenue: taxes, loans, grants and aid - meaning and types, canons of taxation, problem of justice in taxes, incidence of taxation, taxable capacity, Impact of taxation and tax evasion characteristics of Indian tax system, defects and steps of reform; Public Expenditure: Meaning, Classification and Cannons of Public Expenditure, Effects of Public expenditure on- Production, Distribution and Economic Growth

UNIT-III

Public Debt: Meaning, Need, Sources and repayment, Effects of Public debt on - Money Supply, Economic Growth and Economic Stability; Federal Finance: Financial Issues in a Federal set up, Finance Commission, Principles of efficient division of financial resources between Central and States, Problems of financial imbalances and measures for adjustments.

UNIT-IV

Fiscal Policy: Meaning, Objectives of Fiscal Policy, role of fiscal policy in controlling inflation and stagnation, Fiscal Responsibility and Budget Management Act; Budgets: Meaning, Classification of Budgets, Fiscal Deficit, Deficit financing and deficit budget.

Recommended Readings:

1. H.L. Bhatia, Public Finance, Vikas Publication
2. R.A. Musgrave and P.B. Musgrave, Public finance in Theory and Practice, McGraw-Hill
3. J. Gruber, Public Finance and Public Policy, Macmillan Learning.
4. Hugh Dalton, Principles of Public Finance, Allied Publishers.
5. S.K. Singh, Public Finance in Theory and Practice, S. Chand Publishing.
6. M. Govinda Rao and Tapas Sen, Financial Federalism in India, McMillan, Delhi
7. Public Finance in Theory and Practice; Hollwy Ulbrich; Thomson - South Western, 2007.
8. Managing Government Expenditure; Salvatore Schiavo-Campo and Danial Tomasi : Asian Development Bank, 1999.
9. Constitution of India, Central Government Budget, Economic Survey, Various Reports of Finance Commission, Various Reports of Expenditure Reforms Commission.

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

Risk and Disaster Management

Course Code: 21IMG23GP5

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 disaster phenomenon, its different contextual aspects and impacts
- CO2: understand the process of disasters and related management aspects
- CO3: know about importance of community involvement in disaster management
- CO4: develop a deep understanding of disaster resilience, risk mitigation, and recovery policies
- CO5: understand the role and use of media in disaster management

UNIT-I

Disaster Contexts: Meaning, Characteristics and Types of Disasters - Indian Society and its Vulnerability to Disasters - Hazards and Vulnerability factors - Risk assessment: Seismic Zones, Richter Scale and other measures - Impact of disasters on socio-economic development: Social, Economic, Political and Psychological - Food, Water, Shelter, Hygiene, Health, Education, Agriculture, Cattle wealth, Employment, Financial distress, Electricity, Infrastructure facilities, Transportation, Industry, Environment, Disorganising in the family, Governmental process, system and services - Impact of Disasters on population: Gender, Children, Aged, Poor, Differently abled, Shelter less, Coastal population, Tribal population.

UNIT-II

Disaster Management - Process and Institutions: Evolution of Disaster Management in India - Disaster Management Act, 2005 - Organization for Disaster Management at various levels - National Disaster Management Authority at National, State, District and Local Level - Role of National Institute of Disaster Management, State level institutions - Process: Disaster Preparedness, Prevention, Mitigation, and Rehabilitation - Capacity Building of the stakeholders - Institutional and Legal Mechanisms - Advocacy and Public awareness - Preparation of Prevention and Mitigation Strategies, Role of Media in Disaster Management.

UNIT III

Community-based Disaster Management: Community Based Disaster Management: Scope and Significance - Disaster Management Planning at Village Level - Mapping of the Area and Resources - Preparatory Exercises at the local level - Capacity building sessions: Mock Drills; Emergency Response and recovery; First Aid - Emergency Reconstruction; Temporary Relief and Rehabilitation.

UNIT IV

Disaster Preparedness and Risk Reduction: Disaster Preparedness and Risk Reduction: Scope and Significance - Eco Disaster Risk Reduction - Role of Local Governments in Disaster Preparedness and Risk Reduction - Analysis of functions by the Local Governments - Empowering Local Governments in Disaster Preparedness and Risk Reduction - Community Based Approach - Disaster Preparedness Measures: Constitution of Core team/ Task force - Village Disaster Management Plan - Capacity building of elected members, officials and community - Use of GIS data for disaster-specific information.

Recommended Readings:

1. Goel, S. L.(2009), Disaster Administration - Theory and Practice, Deep and Deep, New Delhi, 2009. Goel, S.L. (2010), Management of Natural Disasters, Deep and Deep, New Delhi, 2010.
2. Singh, Tej (Ed.). (2006), Disaster Management - Approaches and Strategies, Akansha Publishing House, New Delhi.
3. Kaur, Anu, et. al. (Eds.), Disasters in India - Studies of Grim Reality, Rawat Publications, Jaipur, 2005. Disaster Management and Panchayati Raj Institutions - PRIA, New Delhi, 2007.
4. Kaffle, Shesh Kanta and Zubair Murshed. (2006), Community-Based Disaster Risk Management For Local Authorities, Asian Disaster Preparedness Center Through Its Partnerships For Disaster Reduction
5. Southeast Asia, Bangkok, Thailand.
6. Government of India. (2015). Best Practices in Panchayats on Livelihoods and Natural Resource Management, New Delhi: Ministry of Panchayati Raj.

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: 21IMG23GB1

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: 21IMG23GB2

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-Ismael 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

Fundamentals of Econometrics

Course Code: 21IMG23GB3

L-T-P
3-1-0

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

Course Outcomes

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

- CO1: provide knowledge about the scope of econometrics
- CO2: prove economic theories mathematically
- CO3: analyses how to maximise profit of the firms and industries
- CO4: understand about the interrelationship between different sectors in an economy
- CO5: understand the cost benefit analysis
- CO6: understand the decision making process in industries

UNIT-I

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

UNIT-II

Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression co-efficient, R² and adjusted R²; Econometric Problems: Multicollinearity, Autocorrelation and Heteroscedasticity.

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Predictive Business Analytics

Course Code: 21IMG23GB4

L-T-P
3-1-0

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

Course Outcomes

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

- CO1: analyse current and historical facts to make predictions about future, or otherwise unknown, events.
- CO2: understand and exploit patterns in historical and transactional data
- CO3: identify risks and opportunities.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Miller Thomas W. Modelling Techniques in Predictive Analytics with Python and R, Pearson Education.
2. Maisel L. and Cokins G. Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance. Wiley.
3. Marketing Data Science: Modelling Technique in Predictive Analytics with R and Python, Pearson Education.
4. Siegel E. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. Wiley.
5. Bartlett R. A Practitioner's Guide to Business Analytics: Using Data Analysis Tools to Improve Your Organization's Decision Making and Strategy .McGraw-Hill Education.
6. Fitz-enz J. and Mattox II J. Predictive Analytics for Human Resources. Wiley.
7. Abbot D. Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst; Wiley.
8. Dean J. Big Data, Data Mining, and Machine Learning: Value Creation for Business Leaders and Practitioners .Wiley and SAS Business Series.

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

Time Series Econometrics

Course Code: 21IMG23GB5

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 basics of time series data.
- CO2: understand the stationary time series models.
- CO3: perform forecasting with time series data.
- CO4: apply time series techniques to state space models, ARCH and GARCH, multivariate time series.

UNIT-I

Business Forecasting: Business forecasting and planning, Common time series patterns, Types of forecasting methods, Statistical fundamentals for evaluating forecasting.

UNIT-II

Univariate Smoothing Methods: Moving average, weighted moving average, Exponential smoothing, Seasonal indexes, Trend-seasonal and Holt-Winters smoothing.

UNIT-III

Stationary Time Series Models: Stochastic process, Stationarity, Modelling AR, MA, ARM processes, Deterministic and stochastic trends, unit roots, Testing unit roots – Dickey and Fuller, Phillips and Perron tests.

UNIT-IV

Multivariate Models: Intervention analysis, Transfer function models, VAR analysis – Estimation, Identification and the Impulse response function. Long run Models: Cointegration – Eagle-Granger Methodology, Johanson approach, Error correction models, Granger Causality, Exogeneity, Modelling Volatility: ARCH, GARCH, and ARCH-M and EGARCH models.

Recommended Readings:

1. John. E. Hanke, Business Forecasting, Pearson Education.
2. Delurgio Stephen A., Forecasting Principles and Applications, McGraw-Hill.
3. Patterson K., An Introduction to Applied Econometrics, Palgrave.
4. Enders Walter, Applied Econometrics Time Series, John Wiley.
5. Diehold Francis X., Elements of Forecasting, South Western, Thomson.
6. Spyros G. Makridakis, Steven C. Wheelwright and Rob J. Hyndman, Forecasting Methods and Application, John 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

Agri-Business Environment and Policy

Course Code: 21IMG23GA1

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: 21IMG23GA2

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.

Agri-Business Management

Course Code: 21IMG23GA3

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

- CO1: understand the basic concepts like Nature and scope of Agri-business, Importance of Agri-business Management, difference between farm and non-farm sectors, demand for agri-products and its determining factors Supply of agri-products and its determinants.
- CO2: understand how different principles like value CACP quality & price – cost of production- fixed and variable costs-Gross margins- comparative advantage supplementary enterprises- Laws of returns- measurement of agricultural cost A,B,C methods.
- CO3: understand emerging agro processing industries like Management and processing of Sugar industry, Dairy processing, Cotton textiles, Oil Seeds processing- Sericulture, Horticulture, and floriculture processing, medicinal plants. Problems and prospects of Agro, processing industries in India.
- CO4: understand and explore new trends like ITC e-choupal, contract farming, precision farming, and logistics in agri-products in India

UNIT - I

Nature, scope and characteristics business management, Role of farm business management, Farm management decisions; farm management problems, Principles of farm management decisions.

UNIT - II

Principle of variable proportion and cost principle, Principle of factor substitution, Law of equi-marginal returns, opportunity cost principle.

UNIT - III

Tools of farm management and farm business analysis, Farm planning and budgeting, Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

UNIT - IV

Management of farm resources – land, labor, capital, farm machinery, farm building, Risk and uncertainty in farming, Sources of uncertainty in farming, Management strategy to counteract uncertainty, Decision making process in farm business management under risks and uncertainty.

Recommended Readings:

1. Heady, E. O and Jensen, H. 1960. Farm Management Economics. Prentice Hall.
2. Johl, S. S and Kapoor, T. R. 1973. Fundamentals of Farm Business Management. Kalyani Publ.
3. Kahlon, A. S and Singh, K. 1992. Economics of Farm Management in India. Allied Publ.
4. Panda, S. C. 2007. Farm Management and Agricultural Marketing. Kalyani Publ.
5. Dhondyal. S. P. Farm Management.

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.

Agri-Business Entrepreneurship

Course Code: 21IMG23GA4

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

- CO1: Understand the 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: Use business models, pro-forma statements and cash flow projections to understand venture processes.
- CO5: Use a number of techniques to test a business model to ensure its viability.
- CO6: Describe a new business in a well-written venture plan.
- CO7: Understand the reasons for a choice of legal formation.
- CO8: Identify with the role of an entrepreneur in developing a new venture

UNIT – I

Agripreneurship – Concept, characteristics, Approaches, Theories, Need for enterprises development. Traits/Qualities of entrepreneur, Entrepreneur behavior, skills; Entrepreneurship, Strategies for making decision, Classification of Entrepreneurs, Entrepreneur vs. Professional Managers.

UNIT – II

Entrepreneurial Process and Structure, Barriers to Enterprise, Sources of Innovative Opportunities, Marketing Research; Business Environment – Micro Environment, Macro Environment, Venture Feasibility – Technical, Marketing, Financial Feasibility, Starting new business or buy firms. Entrepreneurship in Agricultural Sector.

UNIT – III

Business strategy - concept - long term and short term focus; Business organization; Sources of Finance, Venture capital financing - concept, purpose and schemes, Capital Markets, Government Policies and Regulations for Agribusiness.

UNIT – IV

Business Plan – Sources of Product, Pre-Feasibility Study, Criteria for selection of product, Ownership and Capital, Growth Strategies in business – Market penetration, Market expansion, Product Expansion, Diversification, Acquisition, Steps in Product launch.

Recommended Readings:

1. Dandekar, V. M. and Sharma, V. K., 2016, Agri-Business and Entrepreneurship Development. Manglam Publications, New Delhi.
2. P. Charantimath, Entrepreneurship Development and Small Business Enterprises, Pearson Education.
3. Desai, V., 2006, Entrepreneurship Development, Project formulation, Appraisal and Financing for Small Industry. Himalaya Publications, New Delhi.
4. Hisrich, R. D. and Peters, M. P., 2002, Entrepreneurship, Tata McGraw Hill.
5. Kaplan, J. M. and Warren, A. C., 2013, Patterns of Entrepreneurship Management, John Wiley and Sons; 4th revised edition.
6. Nandan, H., 2007, Fundamentals of Entrepreneurship Management, Prentice Hall.

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.

Agri-Supply Chain Management

Course Code: 21IMG23GA5

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

- CO1: understand supply chain operations and logistics strategies.
- CO2: understand the supply chain operations & logistics planning.
- CO3: identify the risk in supply chain operations and managing that risk.
- CO4: understand the effective management of supply chain operations and logistics.

UNIT - I

Supply chain- changing business environment, SCM- present need, and conceptual model of supply chain management. Evolution of SCM, SCM approach, and traditional agri. supply chain management approach, modern supply chain management approach, elements in SCM.

UNIT - II

Demand management in supply chain- types of demand, demand planning and forecasting. Operations management in supply chain, basic principles of manufacturing management. Procurement management in agri-supply chain purchasing cycle, types of purchases, contract/corporate farming. Classification of purchases of goods or services, traditional inventory management. Material requirements planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

UNIT - III

Logistics management- history and evolution of logistics. Elements of logistics, management, distribution management. Distribution strategies, pool distribution. Transportation management, fleet management, service innovation. Warehousing, packaging for logistics, Third-Party Logistics (TPL/3PL), GPS technology.

UNIT - IV

Concept of information technology- IT application in SCM. Advanced planning and scheduling, SCM in electronic business. Role of knowledge in SCM, performance measurement and controls in agri-supply chain management. Benchmarking- introduction, concept and forms of benchmarking.

Recommended Readings:

1. Janat Shah, Supply Chain Management: Text and Cases, Pearson Education.
2. Sunil Chopra, Supply Chain Management, Pearson Education
3. Monczka, R, Trent R. and Handfield, R. 2002. Purchasing and Supply Chain Management. Thomson Asia.
4. Van Weele, A. J. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House

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.

B2B Marketing

Course Code: 20IMG24C1

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

- CO1: describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.
- CO2: design strategies and structures to effectively serve the B2B market.
- CO3: apply a systematic approach to problem solving and decision making in business marketing organizations through the use of case studies.
- CO4: develop a business marketing plan for a real local company that mainly targets business customers

UNIT-I

Market Opportunity Identification-Analysis and Evaluation, Introduction to B2B Marketing. Customer Analysis: Purchase process, Buying Teams, Business Buying and the Individual Manager, the effect of IT on purchase Behaviour. Customer Relationship Management Strategies for Business Markets: Relationship theories and variables, Business Marketing as Network Analysis and Management.

UNIT-II

Assessing Market Opportunities, Environmental changes impacting Supply Chain Power, Strategic Market Planning: The purpose of strategy, approaches to strategy, Business Marketing Strategy.

UNIT-III

Managing Products for Business Markets, Managing Business Marketing Channels, Pricing: Costs, customers and Competitors, Pricing strategy and organization, Relational Aspects of Business-to-business pricing, Bid pricing, Key Account Management.

UNIT-IV

Business Marketing Communication: Integrated Communication strategy, Relationship communication: Direct Marketing, Personal Selling, Relationship Communication Process, and Coordinating Relationship Communication. B2B Branding.

Recommended Readings:

1. Ross Brennan, Louise Canning and Raymond McDowell, "Business-to-Business Marketing", Sage Publications.
2. James. C. Anderson, Business Marketing Management (B2B): understanding, Creating, and Delivering Value, Pearson Education.
3. Robert Vitale, Business to Business Marketing, Pearson Education.
4. John M. Coe. "The Fundamentals of Business-to-Business Sales and Marketing", McGraw Hill Education, New Delhi.
5. Dwyer Robert F, Tanner F. John. Business marketing- Connecting Strategy, Relationships, and learning. McGraw Hill Irwin.
6. Hutt, M.D., and Speh, T.W. Business Marketing Management: B2B, Loose-Leaf with Mindtap. Boston: Cengage

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

CSR and Business Ethics

Course Code: 20IMG24C2

L-T-P
3-1-0

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

Course Outcomes

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

- CO1: analyze the impact of environmental issues on business.
- CO2: understand the social responsibilities of business.
- CO3: evaluate the effects on a firm's costs of meeting its ethical, social and environmental responsibilities.
- CO4: learn about various standards and codes related to business
- CO5: understand Basic concepts of Business Ethics understand Values, Norms and Beliefs
- CO6: analyze the Role of values for managers
- CO7: understand Ethical Codes understand Corporate Social Responsibility Analyze CSR initiatives
- CO8: understand Ethical issues in employer – employee relation

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Negotiations and Employee Relations

Course Code: 21IMG24GH1

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 employee relation and negotiations imperatives in the changed business environment.
- CO2: distinguish the employee rights and obligations according to the scope of employment.
- CO3: analyze negotiations and employee relation in organization.
- CO4: describe, appreciate and explain the actions taken on different stages of negotiations in organization.

UNIT-I

Negotiation Fundamentals: Nature of negotiations and conflicts; distributive and integrative negotiation; negotiation strategy and Planning: Unilateral vs. Bilateral Strategies, negotiation process, negotiation contexts: relationships in negotiations; forms of relationships.

UNIT-II

Individual differences: Personality and negotiations, Individual Differences: gender and negotiations, negotiation across cultures: International and cross cultural negotiations, resolving differences: Managing negotiation impasses, resolving impasses; Ethics in negotiation.

UNIT-III

Employee Relation Management: Meaning, Scope, Objectives and Factors of Employee Relation Management, Difference between Industrial relation and Employee relation; Paradigm Shift from Industrial Relations to Employee Relations: The Employee-Employer relations. Employee Relations in a strategic Framework, Employee Relations at the Workplace: Principles, Structures, Functions, Policies and Process, The Future of Employee Relations.

UNIT-IV

Employee Remuneration and Rewards: Terminology about Remuneration; Basic wages and salary Administration; Need, Principles; Elements for a sound Wage and Salary administration; Factors affecting wage and Salary Levels, Salary Differentials: Functions, Factors of Salary Differentials. Models of Remuneration: Hay Model of Total Rewards, Towards Perrin Model of Total Rewards. Types of Rewards: Intrinsic and Extrinsic Rewards, Financial and Non- Financial Rewards, Performance Based Vs. Membership Based Rewards. Role of Rewards System.

Recommended Readings:

1. P.N Singh, Employee Relations Management, Pearson Education.
2. Sinha, P.R.N., Sinha, Indu Bala and Seema Priyadarshini Shekar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education
3. Rao V S P, "Human Resource Management- Text and Cases", Excel Books.
4. Ghosh and Nandan." Industrial relations and labour laws", McGraw Hill Education
5. Mamoria and Mamoria. "Dynamic of Industrial Relations in India", Himalaya Pub. House, New Delhi.
6. Venkatratnam: Industrial Relations, Oxford University Press
7. Singh, B.D. "Industrial Relations", Excel Publications, New Delhi
8. Ramaswamy E.A. "The Strategic Management of Industrial Relations", Oxford University Press.
9. Verma, Pramod."Management of Industrial Relations - Reading and Cases", Oxford and IBH Publication.
10. Monappa, Arun (2002). Industrial Relations. Tata McGraw Hill
11. Singh, B.D. "Industrial Relations", Excel 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.

Training and Development

Course Code: 21IMG24GH2

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 role of training systems and processes in organization.
- CO2: describe the psychology of the learning process on which training is based.
- CO3: evaluate the value of the training once completed from the individual employee and the organization's viewpoint.
- CO4: assess design, access and implement various methods, techniques and sources of training.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

Special issues in training and employee development: Training issues resulting from the external environment- Legal issues, cross cultural preparation, managing work force diversity, school- to- work transition; Internal needs of the company - Life-long learning, Melting the Glass ceiling, joint union management programs, Succession planning, Developing managers with dysfunctional Behaviours. Management development: Characteristics of managers, Management development implications, Sources of knowledge/ skill acquisition, Training for executive -level management.

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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.

Managing Interpersonal and Group Processes

Course Code: 21IMG24GH3

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: develop deeper understanding of the interpersonal and group processes in organizations.
- CO2: examine and develop process facilitation skills through experience-based methods of learning.
- CO3: grasp over the variety of skills that support work relationship in organizations.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Human Resource Management

Course Code: 21IMG24GH4

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 strategic perspective of HRM in an organization.
- CO2: understand the cultural and related Behavioural variables in HRM of International Organization.
- CO3: understand forecasting, acquisition and management of human resources in an effective manner.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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.

Performance Management Systems

Course Code: 21IMG24GH5

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 importance of performance management in business organizations.

CO2: understand the concept, importance, process and implementation of performance management systems in organizations

UNIT-I

Introduction to Performance Management, Performance Appraisal to Performance Management, Concept and Perspectives of Performance Management, Definitions of Performance Management, Characteristics of Performance Management, Objectives of Performance Management Principles of Performance Management, Importance of Performance Management, Benefits of Performance Management Determinants of Job Performance.

UNIT-II

Performance Management Process: Performance Management Process, Performance Planning, Meaning of Performance Planning, Characteristics of Performance Planning, Objectives of Performance Planning, Importance of Performance Planning, Methodologies of Performance Planning, Process of Performance Planning, Barriers to Performance Planning, Overview of Competency Mapping, Competency Defined, Competency Mapping Defined, Methods of Competency Mapping.

UNIT-III

Performance Appraisal: Meaning of Performance Appraisal, Performance Appraisal Defined, Characteristics of Performance Appraisal, Objectives of Performance Appraisal, Importance of Performance Appraisal, Principles of Appraising Performance, Process of Performance Appraisal, Approaches to Performance Appraisal, Methods of Performance Appraisal, Common Rating Errors, Advantages and Disadvantages of Performance Appraisal Elements of Good Performance Appraisal System.

UNIT-IV

Performance management and employee development: Personal Development plans, 360 degree feedback as a developmental tool, performance management and reward systems: performance linked remuneration system, performance linked career planning and promotion policy, Performance Counselling, Ethics in Performance Management, Ethics Defined, Principles of Ethical Performance Management, Ethical Issues and Dilemmas in Performance Management

Recommended Readings:

1. Rao, T.V. "Performance Management and Appraisal Systems", Response Bank, New Delhi.
2. Dipak Bhattacharya, Performance Management: System and Strategies, Pearson Education.
3. Kandula, Srinivas, "Performance Management", PHI, New Delhi.
4. Cardy, Robert L. "Performance Management: Concepts, Skills and Exercise", PHI, New Delhi.
5. Aguinis, Herman, "Performance Management", Pearson Education.
6. Kohli, Performance Management, Oxford University Press.

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.

Insurance and Risk Management

Course Code: 21IMG24GF1

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: outline the concepts of Insurance and its operations.
- CO2: apply different procedures as to insurance activities.
- CO3: learn to measure risk and return.
- CO3: find the relationship between risk and return.
- CO4: explain the various risk control measures available
- CO5: suggest ways to finance risk

UNIT-I

Insurance-Concept, Nature, Classification-Life and Non-life, Functions, Importance and Principles of Insurance; IRDA Act 1999 - Organization, guidelines for life and Non-life insurance.

UNIT-II

Life Insurance -Concept; Public and Pvt. Sector companies in India - their products, schemes and plans; LIC Act 1956-An overview. General Insurance - Concept, Types; Public and Pvt. Sector companies in India - their products, schemes and plans. Motor Insurance and Health Insurance in India.

UNIT-III

Bases and mechanism for Insurance Premium calculation; Distribution channel in Insurance-Introduction, Individual Agents-Appointment, functions, code of conduct and remuneration; Claims settlement in Life Insurance and General Insurance.

UNIT-IV

Risk and its Management: Objectives of Risk Management, Risk Identification and Measurement, Risk Pooling Arrangements and Diversifications, Process of Risk Management.

Risk Management and Shareholder's Wealth. Risk Pricing. Process of Risk Control, Loss Prevention, Techniques of Risk Retention and Reduction.

Recommended Readings:

1. Nalini Prave Tripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.
2. George E. Rejda, Principles of Risk Management and Insurance, Pearson Education.
2. K.P. Singh, B.S.Bodla and M.C. Garg. Insurance Management, Deep and Deep Publications, Delhi.
3. M.N. Mishra, Insurance, Vikas Publication.
4. Harrington and Mehaus : Risk Management and Insurance, Tata McGraw Hills
5. George Rejda: Principles of Risk Management and Insurance

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 of Financial Services

Course Code: 21IMG24GF2

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 operational, business, financial and traditional risk.
CO2: distinguish among various financial intermediaries and markets.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Suresh, P. and Paul. J., Management of Banking and Financial Services, Pearson.
2. Khan, M.Y. Management of Financial Services, McGraw-Hill.
3. Gordan, E and K. Natrajan, Emerging Scenario of Financial Services. Himalaya Publishing House.
4. B.V. Pathak, Indian Financial System, Pearson Education.
5. Bhole, L.M., “Financial Institutions and Markets”, Tata McGraw Hill, New Delhi.
6. Machiraju, H.R. Indian Financial System”, Vikas Publishing House.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 and Commodity Derivatives

Course Code: 21IMG24GF3

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: construct models for pricing of financial derivatives
- CO2: price simple financial derivatives with risk neutral valuation
- CO3: present financial models and pricing of financial instruments

UNIT-I

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

UNIT-II

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

UNIT-III

Types of options, trading strategies involving options; option pricing - black scholes option pricing model; Fundamental of swaps - introduction to swaps; interest rate swaps; currency swaps; mechanics of swap interest rate swap and currency swaps; swap pricing

UNIT-IV

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

Recommended Readings:

1. Hull, John C., Options, Futures, and Other Derivatives, Pearson Education.
2. Chance, Don M., An Introduction to Derivatives and Risk Management, Harcourt College Publishing
3. Robert A Strong, Derivatives: An Introduction, Thomson Learning, Bombay
4. Redhead, Financial Derivatives : An Introduction to Future/Forward, Options and Swaps, Prentice Hall of India, New Delhi
5. Gupta, S.L., Financial Derivatives. PHI
6. Aman Chugh and Divik Maheshwari, Financial Derivatives, Pearson Education.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 50words 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

Course Code: 21IMG24GF14

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 the understanding of international financial theory and applications pertaining to, e.g. exchange rate determinants, foreign exchange exposure, foreign direct investment, interest rate parity, and the balance of payment.
- CO2: develop a frame of reference through which to identify, evaluate and solve problems pertaining to international finance.
- CO3: examine risk relating to exchange rate fluctuations and develop strategies to deal with them.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms; nature functions and participants of foreign exchange market; foreign exchange regulation in India.

Recommended Readings:

1. T. Siddaiah, International Financial Management, Pearson Education.
2. Madura Jeft, International Financial Management: Thomson Learning
2. Sharan, V., International Financial Management, PHI, New Delhi
3. Allen Shapiro, Multinational Financial Management, PHI, New Delhi
4. Levi, Maurice D., International Finance, McGraw Hill
5. Apte, P.G., International Financial Management. Tata McGraw Hill

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 Decisions Analysis

Course Code: 21IMG24GF5

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 basic concepts in operational finance
- CO2: apply the decision analysis techniques and tools to various phases of financial processes.
- CO3: apply suitable models and methods to decision making situations
- CO4: solve financial decision problems through the use of quantitative and qualitative analysis techniques

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. T. Siddaiah, International Financial Management, Pearson Education.
2. Madura Jeft International Financial Management: Thomson Learning
3. Sharan, V., International Financial Management, PHI, New Delhi
4. Allen Shapiro, Multinational Financial Management, PHI, New Delhi
5. Apte, P.G., International Financial Management. Tata McGraw Hill
6. Drury, Colin, Management Accounting and Control, Thomson Learning
7. Horngren, Datar Foster, Cost Accounting, Pearson Education
8. Hansen and Mowen, Cost Management, Thomson Learning

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Knowledge Management

Course Code: 21IMG24GT1

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 Knowledge Management and its application in business
- CO2: clearly characterize types of knowledge and structure of knowledge management solutions
- CO3: analyze and evaluate organizational impacts of KM, factors influencing KM

UNIT-I

Basic concept of knowledge, intelligence and experience; data, information and knowledge; types of knowledge, implications of knowledge management, Knowledge management lifecycle.

UNIT-II

Knowledge creation; capturing tacit information, expert evaluation, fuzzy reasoning, interviews, onsite observations, brainstorming, protocol analysis, consensus decision making, Nominal Group Technique, Delphi method, Concept mapping, black boarding; Knowledge codification.

UNIT-III

Quality Assurance; Knowledge testing, Logical testing, User acceptance testing; Knowledge system deployment, User training and deployment; post implementation review.

UNIT-IV

Knowledge transfer: prerequisites, methods and strategies; Role of internet in knowledge transfer, overview of data visualization, data mining, knowledge management portals, Ethical, legal and managerial issues in knowledge management

Recommended Readings:

1. EM Awad and HM Ghaziri, Knowledge Management, Pearson Education.
2. Hislop, Knowledge Management, Oxford University, Press, Delhi.
3. Shukla and Srinivasan, Designing Knowledge Management Architecture, Sage, New Delhi
4. Warier, Knowledge Management, Vikas, New Delhi
5. H.C. Mruthyunjaya, Knowledge Management, PHI Learning Private Limited, New Delhi.
6. S. Debowski, Knowledge Management, Wiley 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

Information Security and Cyber Laws

Course Code: 21IMG24GT2

L-T-P
3-1-0

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

Course Outcomes

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

- CO1: describe the concepts of Cybercrime and Information security.
- CO2: analyse Cybercrime in Mobile and Wireless Devices.
- CO3: apply security techniques for a given scenario.
- CO4: analyse various Cyber Forensic algorithms.
- CO5: implement various modules for cyber security applications.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Systems Analysis and Design

Course Code: 21IMG24GT3

L-T-P
3-1-0

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

Course Outcomes

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

- CO1: understand the basic principles of systems analysis and design.
- CO2: understand the role systems analyst in system design.
- CO3: draw data dictionary, Pseudo code, Structured English, Data Flow Diagram

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Programming in Visual Basic

Course Code: 21IMG24GT4

L-T-P
3-0-1

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

Course Outcomes

After completing the course students would be able to:

- CO1: learn different type of client server architectures and introduction to VB6 tool and its related objects.
- CO2: learn the various programming constructs, syntax of various controls used in VB.
- CO3: learn various ways to access data (like data control, DAO) in VB, how to deal with errors and exceptions in VB, and some other interfaces like MDI.
- CO4: learn the concepts of COM, ActiveX Controls, how to make Data Reports and Crystal Reports and usage of VB script.

UNIT-I

Client Server Basics: Discover Client-Server and Other Computing Architectures, understand File Server versus Client -Server Database Deployment, Learn about the Two Tier Versus Three Tire Client-Server Model. Visual Basic Building Blocks and Default Controls: Forms, Using Controls, Exploring Properties, Methods and Events, Introduction to Intrinsic Controls, Working With Text, Working With Choices, Special Purpose Controls. VB Advance Controls: Events, Menu bar, Popup Menus, Tool bar, Message Box, Input Box, Built-in Dialog Boxes, Creating MDI, Working with Menus.

UNIT-II

VB Programming Fundamentals and Variables: Introduction to Variables, Variable Declaration. Arrays, Introduction to Constants and Option Explicit Statement, Assignment Statements, Working With Math Operations, Strings, Formatting Functions. Controlling And Managing Program: All Control Statement, Loops, Error Trapping, Working with Procedures, Functions, Windows Common controls, control arrays.

UNIT-III

Visual Basic and databases: understanding the Data Controls, Introduction to DAO, Working with Record sets, Record Pointer, Filter, Sorts and Manipulation of Records. Remote And ActiveX data Objects: Working with ODBC, Remote Data Objects and Remote data Control, Introducing ADO, ADO Data Control, Using Data Grid Control and ActiveX Data Objects.

UNIT-IV

COM and ActiveX Components: COM, Creating, Testing, Compiling, Enhancing and User Drawn ActiveX Controls, Building Class Modules, ActiveX DLL. Client-Server Development Tools: Data Reports and Crystal Reports, Packaging a Standard EXE Project.

Recommended Readings:

1. McBride, P.K. Programming in Visual Basic, BPB Publ.
2. Holzner Steven: Visual Basic Programming, IDG Books India Ltd

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

E-Business Information Systems Management

Course Code: 21IMG24GT5

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 advanced knowledge of technical and business issues related to E-Business and E-Commerce.
CO2: work in a virtual team environment, developing high-level business requirements

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Hoffer, Jeffrey A., et al., Modern Systems Analysis and Design, Pearson Education.
2. Laudon Kenneth and Laudon Jane, Management Information System, Pearson
3. O'Brien James A., Management Information Systems, Tata McGraw Hill.
4. Alter, Steven, Information Systems: The Foundation of E-Business, Pearson Education.
5. Kumar Muneesh, Business Information Systems, Vikas Publishing House.
6. Dewitz, Sandra D., System Analysis and Design and the Transition to Objects, McGraw- Hill.
7. Robertson James and Suzanne, Complete System Analysis, Volume I and II, Dorset House Publishing.
8. Sahil Raj, Management Information System, Pearson Education.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Marketing Management

Course Code: 21IMG24G11

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

- CO1: analyze international marketing, its opportunities and promotional policies of the governments to augment trade.
- CO2: gain in-depth knowledge on Export – procedure & documentation, product planning and policy, Pricing, Distribution, Promotion and Financing

UNIT-I

Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing.

UNIT-II

Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment. Indian Foreign Trade: Indian Trade Policy, Recent Transit in India's Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India.

UNIT-III

Product Decisions: Product planning for global markets; Standardization vs. Product adaptation; New product development; Management of international brands; Packaging and labelling; Provision of sales related services. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

UNIT-IV

Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions. Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures.

Recommended Readings:

1. Gautam Dutta, Global Marketing, Pearson Education.
2. Mahapata, S N. Global Marketing Management: A Strategic Approach, Galgotia Publishing Company, New Delhi.
3. Cateora, Philip R. , John L. Graham and Salwan, Prashant. "International Marketing", TMH, New Delhi.
4. Keegan, Warren J., "Global Marketing Management", Pearson Education.
5. Srinivasan, R. "International Marketing", Prentice Hall of India, New Delhi
6. Rathore and Rathore, "International Marketing", Himalaya Publishing, New Delhi
7. Onkvisit, Sak and John J. Shaw, "International Marketing: Analysis and Strategy", Prentice Hall, New Delhi.
8. Hollensen and Banerjee, "Global Marketing", Pearson Education.
9. Cherrnilam, Francis. "International Marketing", Himalaya Publishing House, New Delhi.
10. Czinkota, M.R., "International Marketing", Dryden Press, Boston.
11. Fayerweather, John, "International Marketing", Prentice Hall, New Delhi
12. Jain, S.C. "International Marketing", CBS Publications, New Delhi
13. Doole, J. and Lowe, R. "International Marketing Strategy", Thomson Press.

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

Cross Cultural and Global Management

Course Code: 21IMG24GI2

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

- CO1: demonstrate relevant knowledge, skills, and abilities when presented with cross-cultural management problems in multinational organizations.
- CO2: demonstrate understanding and respect for culture difference.
- CO3: apply theoretical frameworks in analyzing culture and related management problems.
- CO4: provide critical and creative solutions for cross-cultural management problems.
- CO5: prepare and present structured presentations and reports.

UNIT - I

Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications, Complexities of international firms, staffing policy, Process of recruitment and training.

UNIT - II

Cross Cultural Research Methodologies and Hofstede's Study, Structural evolution of Global Organizations; Cross Cultural Leadership and Decision Making.

UNIT - III

Cross Cultural Communication and Negotiation, Human Resource Management in Global Organizations, Management of industrial relations.

UNIT - IV

Ethics and social responsibility in international business, Western and Eastern Management thoughts in the Indian Context, Management of cultural diversity.

Recommended Readings:

1. Adler, N J., International Dimensions of Organizational Behaviour, Kent Publishing.
2. Bartlett, C and Ghoshal, S., Transnational Management: Text, Cases and Readings in Cross Border Management, Irwin.
3. Marie- Joelle Browaeys, understanding Cross-Culture Management, Pearson Education.
4. Dowling, P J., International Dimensions of Human Resource Management, Wadsworth.
5. Hofstede, G., Cultures Consequence: International Differences in Work Related Values, Sage.
6. Marcie, D and Puffer, M., Management International: Cases, Exercises and Readings, West Publishing.
7. Mead, R., International Management: Cross Cultural Dimensions, Blackwell, Camb., Mass.
8. Mendenhall, M., Global Management, Massachusetts, Blackwell.

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 Laws

Course Code: 21IMG24GI3

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

CO1: understand with the fundamental concepts and nature of International Business Laws

CO2: understand the fundamental Concept of GATT/WTO

CO3: Practice on the Identifying ethical dilemmas and resolving them

UNIT-I

Legal Framework of International Business: Nature and complexities; Major laws and their implications to business; International business contract- legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors; Contract of Affreightment (carriage of goods by sea, air and overland).

UNIT-II

Enforcement and Settlement: Enforcement of contracts and dispute settlement; International commercial arbitration.

Regulatory Framework of WTO: Basic principles and charter of WTO; Provisions of WTO relating to preferential treatment of developing countries, custom valuation and dispute settlement; Implications of GATS, TRIPs and TRIMs.

UNIT-III

Regulations and Treaties relating to Technology Transfer: Licensing; Franchising, joint ventures, patents and trademarks; Regulatory framework relating to commerce.

UNIT-IV

Indian laws and regulations governing international transactions; Taxation of foreign income; foreign investments; setting up offices and branches abroad.

Recommended Readings:

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business. Environments and Operations, Pearson Education.
2. GATT/WTO, various publications.
3. Journal of World Trade Law.
4. Kapoor ND; Commercial Law; Sultan Chand and Co., New Delhi.
5. Lew, Julton D. M. and Clive Standbrook: (eds.), International Trade Law and Practice, Euromoney Publications, London.
6. Ministry of Commerce, (Govt. of India) Handbook of Import- Export Procedures.
7. Motiwal OP, Awasthi HIC: International Trade –the law and practice; Bhowmik and Company, New Delhi.
8. Patrick, H., International Business Agreements, Gower Publishing Co. Pvt.
9. Rao, S., Joint Ventures, Vikas Publication, New Delhi
10. Schmothoff C.R., Export Trade- The Law and Practice of International Trade

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 of Multinational Corporations

Course Code: 21IMG24GI4

L-T-P
3-1-0

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

Course Outcomes

At the end of the course students will be able to:

CO1: understand the functioning of MNCs, global companies, transnational companies.

CO2: understand a variety of issues that are encountered by every professional in discharging professional duties.

CO3: become sensitive in the contemporary world to fulfil the professional obligations effectively.

UNIT-I

A conceptual background of MNC's: Defining MNC's, characteristics, types, growth and evolution of MNC's. A theoretical perspective: Internalisation theory, Oligopoly theory, Tariff jumping hypothesis, Obsolescing bargain theory. The three models of internalisation strategy. Comparative Management: Importance and scope; Approaches of comparative management; management styles and practices in US, Japan, China, Korea, India.

UNIT-II

Strategy and MNC's: The role of strategy, Transferring core competencies, Realizing location economies, Realising experience curve economies, Pressures for cost reductions. Local responsiveness, Multinational strategy, International strategy and Global strategy. Modes of entry and strategic alliances. Organizational structure: Vertical and horizontal differentiation. Control and co-ordination in MNC's.

UNIT-III

Marketing management in MNC's: Product, price, distribution and communication strategy. Operations management in MNC's: Where to manufacture: Country factors, technology factors, customization and cost efficiency, locating manufacturing facilities. Transfer of knowledge from home country to host country: parent subsidiary relationship, new product development. Human resource management in MNC's: HR policies in MNC's, types of staffing policy, employing expatriates in MNC's, Labour relations in MNC's. Financial management in MNC's: Double taxation relief, provisions of Indian Income Tax Act for double taxation, Transfer pricing.

UNIT-IV:

Ethics and social responsibility in MNC's: Stakeholders expectations, Environmental management in MNC's, dealing with corruption and bribery, Marketing issues, Human rights violation by MNC's. Emerging issues in MNC's: Challenges of globalisation towards transnational companies, Enterprise risk management in MNC's. Indian MNC's: Strategic issues for Indian MNC's- Evolution of Indian companies, moving up the value curve, overcoming the liabilities of Indianness, Role of Government.

Recommended Readings:

1. Helen Deresky, International Management, Pearson Education.
2. Hodgetts, "International Management", Tata McGraw Hill, New Delhi.
3. Nagandhi, Anant.R, "International Management", Prentice Hall of India Ltd., New Delhi.
4. Koontz and Wheelrich, "Management: The Global Perspective", Tata McGraw Hill, New Delhi.
5. Adhikary, Manab. "Global Business Management", Macmillan, New Delhi.
6. Thakur, Manab, Gene E. Burton, and B.N. Srivastava, "International Management: Concepts and Cases", Tata McGraw Hill, New Delhi.
7. Christopher Bartlett and Sumantra Ghoshal, "Transnational Management: Text and Cases", 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 Trade Theory and Practice

Course Code: 21IMG24GI5

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: define the concept of International Business environment.
- CO2: evaluate the models & theories of international trade.
- CO3: describe the concept of country risk analysis and responsibilities of International trade.
- CO4: analyze the economic crisis of developing countries.

UNIT-I

Evolution of International Trade: Introduction, Interdependence of Countries, Internal Trade vs. International Trade, Classical Theory of International Trade Theory of Absolute Cost, The Ricardian Theory of Comparative Costs, Gains from International Trade, Comparative Costs Doctrine Expressed in Terms of Money, Evaluation of the Classical Theory of International Trade, General Equilibrium Theory of International Trade, Exchange Rate Mechanism and International Trade, A Complex Model of Ohlin, Criticisms of the Modern Theory of International Trade, Superiority of the Modern Theory of International Trade, Porter's National Competitive Advantage Theory, Product Life Cycle Theory.

UNIT-II

Regional Economic Groupings: Concept of Trade Barriers ,Objectives of Trade Barriers, Types of Tariff Trade Barriers ,Types of Non-tariff Trade Barriers ,Tariff Trade Barriers vs. Non-tariff Trade Barriers, Effects of Trade Barriers, Concept of Regional Economic Groups , Types of Regional Economic Groups , Positive Effects of Regional Economic Groups, Negative Effects of Regional Economic Group, Major Trade Blocs ,Free trade vs. protection, economic effects of tariff, tariff retaliation, anti-dumping/countervailing duties; export subsidies;

UNIT-III

FDI and MNCs: Concept of Multinational Corporations (MNCs), Merits of MNCs, Demerits of MNCs, MNCs in India, Concept of Foreign Direct Investment (FDI), Role and Functions of FDI in Developing Countries, Factors Influencing FDI, FDI Operations in India, FDI Policy in India , Make in India, Foreign Investment Promotion Board (FIPB), Foreign Investment Promotion Council (FIPC), Indian Joint ventures abroad; Project and consultancy exports, Policy on foreign collaborations and counter trade arrangements.

UNIT-IV

India's Foreign Trade: Introduction, Significance or Merits of Foreign Trade, Demerits of Foreign Trade, Growth of India's Foreign Trade, Direction of India's Exports, Direction of India's Imports, Major Exports (Commodities) of India, Major Imports (Commodities) of India, Major Exports (Services) of India India's Share in World Trade and FTP 2015-2020, Prospects for India's Foreign Trade Development, Challenges to India's Foreign Trade Development.

Recommended Readings:

1. Paul R. Krugman, International Trade: Theory and Policy, Pearson Education.
2. Export-Import Procedure and Documentation, Jain. S. Khushpat, Jain.V. Apexa, Himalaya Publishing House.
3. B Gupta, R.K. "Anti-dumping and Countervailing Measures", Sage Publications, New Delhi.
4. Verma, M.L. "International Trade", Commonwealth Publishers, Delhi.
5. Varsheny R.L. and B. Bhattacharya, "International Marketing Management", Sultan Chand and Sons, 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

Course Code: 21IMG24GM1

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 various marketing cues
- CO2: create an communication campaign for marketing purpose
- CO3: understand various kind of media to be utilized in marketing communication
- CO4: find out solution of communication needs

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, Tata McGraw Hill, New Delhi
2. Belch, George and Belch, Michael; Advertising and Promotion, Tata McGraw Hill, New Delhi
3. Moriarty, Sandra and Wells, William. Advertising and IMC, Pearson Education.
4. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi
5. Kenneth E. Clow, Integrated Advertising, Promotion and Marketing Communications, Pearson Education.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Research

Course Code: 21IMG24GM2

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 meaning & role of Marketing Research
- CO2: formulate the hypotheses using exploratory research techniques like literature survey, experience survey & analysis of cases.
- CO3: design questionnaires & observation forms for different marketing research situations
- CO4: explain the Scaling techniques.
- CO5: explain the experimentation in Marketing Research and interpretation of data.

UNIT-I

Introduction to Marketing Research: Importance, Nature and Scope of Marketing Research, Types of Marketing Research; Introduction to Marketing Research Industry; Marketing Intelligence: Marketing Information Systems, Decision Support Systems

UNIT-II

Marketing Research Process: Problem Identification and Definition; Research Designs; Exploratory: Qualitative Research; Descriptive: Survey and Observation; Data Collection: Primary and Secondary Data; Questionnaire Design.

UNIT-III

Attitude Measurement and Scaling Techniques - Introduction to Measurement Scales, Sampling Plan: Universe, Sample Frame and Sampling unit, Sampling Techniques, Sampling and Non-sampling errors, Sample size determination.

UNIT-IV

Data Analysis: Univariate, Bivariate and Multivariate Data Analysis; Report Writing; Market Research Applications: Product Research, Advertising Research, Sales and Market Research; International Marketing Research.

Recommended Readings:

1. Malhotra N., K. & Dash S., Marketing Research: An Applied Orientation, Pearson.
2. Churchill, Lacobucci & Israel, Marketing Research: A South Asian Perspective, Cengage Learning
3. Donald S. Tull & Del I. Hawkins, Marketing Research: Measurement and Method, Prentice Hall.
4. Boyd. H.W. , Westfall, R., & Starsh, S.F., Marketing Research: Text and Cases, Richard D. Irwin, Boston
5. Chisnall, P. M., The Essence of Marketing Research, Prentice Hall, New Delhi.
6. Churchill, Gilbert A., Basic Marketing Research, Dryden Press, Boston.
7. Beri, G., Marketing Research, 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

Product and Brand Management

Course Code: 21IMG24GM3

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 applications of new product management, planning and policy techniques, essentials of branding and approaches to effective branding strategy.
- CO2: understand the important issues in planning and evaluating product and brand strategies.
- CO3: understand contemporary issues in product and branding development and sustainability.

UNIT-I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Sales and Distribution Management

Course Code: 21IMG24GM4

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 concepts of sales and distribution management.
- CO2: appreciate various facets of job of sales manager.
- CO3: make and implement decisions for sales and distribution management.
- CO4: build knowledge, understanding, and skills in Sales and Distribution management.
- CO5: develop and implement Sales and Channel management strategies.
- CO6: analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Channel management.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 Marketing

Course Code: 21IMG24GM5

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: compare the differences and similarities between challenges faced in Consumer Marketing and industrial marketing.
- CO2: recommend appropriate Segmentation, Targeting and positioning strategy for an industrial brand.
- CO3: forecast demand and develop the Marketing Plan for an industrial product.
- CO4: apply buying behavior concepts to design industrial products & services, set prices and distribution and logistics strategies to achieve the Marketing Objective.
- CO5: design Marketing Mix for industrial services to achieve planned marketing objective

UNIT-I

Industrial Marketing: concept, nature and scope of industrial marketing; Difference between industrial and consumer marketing; Economics of industrial demand; understanding industrial markets and environment: Types of industrial customers, Classification of industrial products, Marketing implications for different customers and different product types, Purchase practices of industrial customers, Environmental analysis in industrial marketing.

UNIT-II

Organisational Buying and Buyer behaviour: Buyer motives, Phases in industrial buying decision process, Types of buying situations, Interpersonal Dynamics of industrial buying behaviour, Buyer-Seller relationship, Models of industrial buying behaviour, Industrial Marketing Research process; Industrial market segmentation, target marketing and positioning.

UNIT-III

Product Strategy: Meaning and Concept of an industrial product, Determinants of product mix, Industrial Product Life Cycle and strategies, New product development process; Marketing strategies for product related services and pure services; Industrial pricing decisions: Factors influencing pricing decisions, Pricing strategies, Pricing methods.

UNIT-IV

Industrial distribution channels and marketing logistics: Distinctive nature of industrial distribution channels, Factors affecting the nature of industrial channels, Role of intermediaries, Types of industrial intermediaries, Channel design decisions, Role of logistics and customer services in industrial marketing, Major components/Major decision areas of logistics, Total cost approach; Industrial marketing communication: Role of personal selling and direct marketing in industrial marketing, Personal selling process, Importance of advertising, and sales promotion in industrial marketing, Sales force management, Strategic planning, Implementing and Controlling in industrial marketing.

Recommended Readings:

1. Reeder, Robert R. Industrial Marketing: Analysis, Planning and Control. Englewood Cliffs. New Jersey, Prentice Hall Inc.
2. Havalder, Krishna K., Industrial Marketing, TMH, New Delhi
3. Brennan, R, Canning, L & McDowell, R, Business to Business Marketing, Sage Publications Ltd.,
5. Hill, Richard, etc. Industrial Marketing, Homewood Illinois, Richard D. Irwin.
6. Webster, F E. Industrial Marketing Strategy, New York, John Wiley.
7. Ghosh, P.K, Industrial Marketing, Oxford University Press.
8. Mukerjee, Industrial marketing, Excel Books India

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

Transportation Management

Course Code: 21IMG24G01

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: 21MG24GO2

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

Warehouse Management and Inventory Control

Course Code: 21IMG24GO3

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 basic concepts and various functions of Warehouse and Inventory control.
- CO2: understand various types of warehouses and Inventory and their advantages.
- CO3: identify material storage systems and material handling equipment.
- CO4: understand Inventory management and classification of various types of Inventories.
- CO5: understand the importance of IT in Warehousing.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

Just-In-Time: Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, and other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory; Make or Buy Decisions: Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore, management strategy. Evaluation of performance of Materials function: cost, delivery, quality, inventory turnover ratio methodology of evaluation, Use of ratios and analysis like FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management in JIT Environment

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Sourcing Management

Course Code: 21IMG24GO4

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: apply the basic concepts of Sourcing.
- CO2: discuss each stage of Sourcing process.
- CO3: explain factors driving the need to source and types of Sourcing.

UNIT I

Introduction to Global Sourcing, Trends in Global Sourcing, Supply Management-Strategic Sourcing, Negotiation process, Methods of sourcing, Performance Measurement and Evaluation (Concepts and Metalcraft Case), Sourcing Risk Management identifying, assessing, and controlling risk

UNIT II

Supplier Evaluation and Selection, locate, develop, qualify, and employ suppliers, Master supply agreement, Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses (Plastic Shield case), score card method, supplier research and market analysis

UNIT III

Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models-Integrative Pacific Systems Case (Sourcing Risk, Supplier Financial Analysis)-Electronic Sourcing, solicitation method

UNIT IV

Understanding the environment, concept of sustainability, green sourcing, global and national standards, major sustainability issues, cultural diversity and sourcing process, operational alignment with sourcing strategy.

Recommended Readings:

1. Sunil Chopra, Supply Chain Management, Pearson Education.
2. Fred Sollish MS, John Semanik: Strategic Global sourcing, Wiley
3. Daniel Senft: International Sourcing, Springer.
4. Shah, J. "Supply Chain Management", Pearson Publication
5. Donald J Bowersox, Dand J Closs, M Bixby Coluper, "Supply Chain and Logistics Management", TMH
6. Sahay B.S."Supply Chain Management", Macmillan, New Delhi.
7. Agarwal D.K. "A Text Book of Logistics and Supply chain management", Macmillan, New Delhi.
8. Raghuram G. "Logistics and Supply Chain Management", Macmillan, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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

Supply Chain Analytics

Course Code: 21IMG24G05

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: cope with ever increasing amounts of data and information generated in all kinds of formats and representations, both internally and externally of supply chain.
- CO2: acquire more knowledge of their customers, of their economic environment and of their own internal operations
- CO3: take full advantage of available data for making smarter decisions, for creating value, and for making better use of resources in Supply chain management
- CO4: support business insights and to move to fact-based management by relying on data and on supply chain analytics.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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 mark

Public Policy Evaluation

Course Code: 21IMG24GP1

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. Sapru, 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. Sapru, 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: 21MG24GP2

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

Sustainable Development

Course Code: 21IMG24GP3

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: comprehend the meaning of sustainable development.
- CO2: understand the international and long-term dimensions of sustainable development.
- CO4: understand methods in the field of sustainable development
- CO5: relate to evaluate various sustainability discourse and their assumptions from different actors' perspectives

UNIT I

Meaning and Scope, Corporate Social Responsibility and Corporate Sustainability, Sustainability Terminologies and Meanings, Why is Sustainability an Imperative, Sustainability Case Studies, Triple Bottom Line (TBL)

UNIT II

Corporate Sustainability Reporting Frameworks, Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, International Standards, Sustainability Indices, Principles of Responsible Investment, Challenges in Mainstreaming Sustainability Reporting, Sustainability Reporting Case Studies.

UNIT III

Legal Framework, Conventions, Treaties on Environmental and Social Aspects, Principle of Absolute Liability. UN Conference on Human Environment, UN Environment Programme, Brundtland Commission, UN Conference on Environment and Development, Rio Declaration on Environment and Development, Statement of Forest Principles, UN Framework Convention on Climate Change, Convention on Biological Diversity, Kyoto Protocol, Bali Roadmap, UN Conference on Sustainable Development (Rio+20), Millennium Development Goals, International Labour Organization, Environmental Protection in India, Ecomark

UNIT IV

Contemporary Developments - Integrated Reporting, Rule in Rylands v. Fletcher, Applicability of Rylands Doctrine in India, Industrial Disasters, Hazardous or inherently dangerous industry, Departure from Rylands v. Fletcher, Water Pollution, Corporate Manslaughter and Corporate Homicide Act 2007, UK.

Recommended Readings:

1. Valesquez, Business Ethics: Concepts and Cases, Pearson Education.
2. A.C Fernando, Business Ethics, Pearson Education
3. John F. Steiner and George A. Steiner, Business, Government, and Society: A Management Perspective, Text and Cases, 2012, McGraw Hill, New Delhi.
4. Andrew Crane and Dirk Matten, Business Ethics: Managing Corporate Citizenship and Sustainability in The Age of Globalization, Oxford University Press, UK.
5. Allenby, B R 1993, Industrial Ecology, New York, Prentice Hall.
6. Hand Book of Sustainable Development, 2nd Edn, Cheltenham, UK, Edward Elgar
7. Boatright, J R, 2012, Ethics and the Conduct of Business, Pearson Education.
8. Brown, M T, 2005, Corporate Integrity: Rethinking Organizational Ethics and Leadership, Cambridge: Cambridge University Press.
9. Crane, A. Matten D. and Moon, J, 2008, Corporation and Citizenship, Cambridge: Cambridge Univ. Press.
10. Crane, A. 2000, Marketing, morality and natural environment, London, Routledge.
11. Parkinson, J.E. 1993, Corporate power and responsibility, Oxford University Press
12. Part, A. 2009, Hijacking sustainability, Cambridge, MA, MIT Press
13. Yazji, M. and Doh J. 2009, NGO and Corporations: Conflict and Collaboration, Cambridge: Cambridge University Press.
14. Zadek, S. Pruzan, P. and Evans, R. (eds) 1997, Building Corporate Accountability, Emerging Practices In Social And Ethical Accounting, Auditing And Reporting, London, Earthscan.

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

Rural Development

Course Code: 21IMG24GP4

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: critically analyze with regard to shifts of rural development
- CO2: understand implications on the livelihoods of the poor and schemes to empower them
- CO3: understand the prospects and problems of rural development in India
- CO4: understand Panchayati Raj system in India
- CO5: understand of working of institutions for rural development and management

UNIT I

Introduction: Rural Development: Concept, Elements, Importance and Scope - Approaches: Sectoral Approach, Area Approach, Target Group Approach, Participatory Approach, Integrated Approach - Strategies of Rural Development- Rural Management: Scope and Significance of Rural Management - Economic perspectives of Rural Development: Lack of access to assets, Micro finance, Capital market - Sectoral Issues in Rural development: Agriculture, Industries, Land Reforms

UNIT II

Institutions for Rural Development and Management: Structure, Functions and Role in Rural Development National level Institutions: NITI Aayog, Ministry of Rural Development, Ministry of Panchayati Raj, NIRD, CAPART and NABARD; State Level Institutions: State Planning Board, State Institute of Rural Development and Kerala Institute of Local Administration - District and Other Level Institutions: District Planning Committee; Panchayati Raj Institutions - Community Based Institutions - Scientific inputs and support from the Institutions like ICAR, ISRO, CSIR Institutes etc.

UNIT III

Rural Development Information System (RDIS): Management Information System - Impact of MIS on organization - RDIS: RD professionals" responsibility in phase of RDIS development - RDIS Planning and RDIS Implementation - Emerging Trends in RDIS

UNIT IV

Major Development and Welfare Programmes - Mahatma Gandhi National Rural Employment Guarantee Programme (MGNREGA) – Schemes for self-employment of the rural poor, Schemes for Housing to the rural poor- Rural Health Mission Schemes - Sanitation Programme - Drinking water supply programme - Backward Region Grant Fund (BRGF) - Pradhan Mantri Grameen Sadak Yojana (PMGSY) - Integrated Wasteland Development Programme (IWDP) - Provisions of Urban Amenities in Rural Areas (PURA) - PPP/ CSR Initiatives in Rural Development

Recommended Readings:

1. Prasad, B.K.(2003), Rural Development: Concept, Approach and Strategy, New Delhi: Sarup and Sons.
2. Singh, Katar. (2009). Rural Development - Principles, Policies and management, New Delhi: Sage.
3. Srivastava, Madhuri and Alok Kumar Singh (Eds.) (2008), Rural development in India: Approaches, strategies, and programmes, New Delhi: Deep and Deep Publications.
4. Sundaram, Satya. (2002), Rural Development Mumbai: Himalaya.
5. Government of India. (2012), Greening Rural Development in India, New Delhi: Ministry of Rural Development and UNDP.
6. Singh, Katar and R S Pundir. (2000), Co-operatives and Rural Development in India, IRMA. India Rural Development Report 2013-14, Hyderabad: Orient Blackswan.

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

Indian Social and Political System

Course Code: 21IMG24GP5

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 decipher the workings of the Indian constitution and political system
- CO2: explain the basic ideas and concepts of political science
- CO3: identify sociological institutions
- CO4: develop an understanding of the relationship between individual and the society
- CO5: understand structure of societies

UNIT-I

Significance of the Indian Model of Political System; Nationalist Movement - Socio-economic and philosophical foundation of Indian Constitution; Fundamental rights - Directive principle of state policy; Federalism and Centre-State Relations. Prime Minister - Cabinet and Parliament; Judiciary and Judicial Review; Role of Civil Services - Role of Caste; Religion, Language and Regionalism - Concept of Dominant Caste - Morris Jone's- Three Idioms of Indian Politics

UNIT-II

Political Science- Politics, Political Philosophy, Political Thought, Political Theory, Political Science- Approaches, Debates and Trends, Relationship with Social sciences.

UNIT-III

Sociology: Nature, Scope and Significance; Relationship with History, Economics, Political science, Anthropology and Psychology; Basic Concepts: Society, Community, Association, Social structure, Status and Role, Norms and values. Indian Social Institutions: Kinship, Family, Marriage; Caste and its Changing Dimensions.

UNIT-IV

Societies: Types and Characteristics- Tribal, Rural, Urban, Industrial and Post-Industrial; Processes of Social Change: Characteristic Features of Industrialization, Modernization, Globalization; Social Stratification: Concept and Bases; Forms- Caste, Class, Power and Gender; Social Issues and Problems: Secularism and Religious Minorities, Inequality of Caste, Divorce; Problems of Aged, Corruption

Recommended Readings:

1. Himanshu Roy, Indian Political System, Pearson Education.
2. Ahuja, Ram (2001): Indian Social System, New Delhi: Rawat Publication
3. Fulcher and Scott (2003): Sociology, New York: Oxford University Press.
4. Rajni Kothari, Politics in India, Orient Longman Private Limited, New Delhi
5. Ahuja, Ram (2000): Social Problems in India, New Delhi: Rawat Publications
6. N.D. Arora, Political science, Tata McGraw Hill.
7. Bottomore, T.B. (1972): Sociology: A Guide to Problems and Literature, Bombay: George Allen and Unwin (India).
8. Fulcher and Scott (2003): Sociology, New York: Oxford University Press
9. Inkeles, Alex (1987): What is Sociology? New Delhi: Prentice-Hall of India
10. Ahuja, Ram (1997): Society in India: Concept, Theories and Recent Trends, Jaipur: Rawat Publication

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: 21IMG24GB1

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: 21IMG24GB2

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

Information Economics and its Applications

Course Code: 21IMG24GB3

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 Supply and Demand. Equilibrium Analysis. Marginal Analysis. Positive and Normative Questions
CO2: understand Market Structure--Perfect Competition, Monopoly, and selling environments.

UNIT-I

Introduction to Information Economics; The Principal Agent: Hidden actions (Moral hazard) problem, hidden information problems, monopolistic screening.

UNIT-II

Adverse Selection: Concept, lemons problem, probable solutions. Signalling: Separating and Pooling equilibrium, Insurance market, cheap talk.

UNIT-III

Screening: Second degree price discrimination, Screening in Competitive Insurance Market, Monopoly screening in insurance Market

UNIT-IV

Introduction to Mechanism design: Basic concepts, revelation principle, truthful implementation. Applications of mechanism design to bargaining and auctions: Bidding behaviour in the four standard auctions: First price sealed bid, second price sealed bid, Dutch auction, English auction. Revenue equivalence theorem; Applications to Finance: Credit market rationing.

Recommended Readings:

1. Mas Collel Whinston and Green, Microeconomic Theory (MWG), Oxford University Press.
2. Hart, O., and Holmstrom, B., "The Theory of Contracts." In T. Bewley (ed.), Advances in Economic Theory Fifth World Congress, Cambridge University Press.
3. Varian, Microeconomic Analysis. W. W. Norton and Company; 3rd edition (1992).
4. Akerlof, G. "The market for lemons: Qualitative uncertainty and the market mechanism" Quarterly Journal of Economics 84, 3, 488 – 500. (1970)
5. Spence, A. M. "Job Market Signalling." Quarterly Journal of Economics 87 (1973).
6. Grossman, S. (1981), "The Informational Role of Warranties and Private Disclosure about Product Quality" Journal of Law and Economics, Vol. 24, No. 3.
7. Freixas and Rochet, Microeconomics of Banking. The MIT Press; second edition (2008).

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

Mathematical Statistics

Course Code: 21IMG24GB4

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: perform estimation techniques to capture information from data and into their analysis.
- CO2: use MOM, MLE, MVUE to do parameter estimation and inference.
- CO3: use Chi-squared test to evaluate the homogeneity of populations.
- CO4: use Chi-squared test to evaluate the independence of categorical variables.
- CO5: use Chi-squared test to evaluate the goodness-of-fit of data to a specified distribution.

UNIT-I

Probability and Measure: Sigma fields and measures; measurable functions and distributions, integration of Borel function. Random Variables and Distributions: General properties – Distribution and probability densities, moments, moment generating and characteristic functions.

UNIT-II

Probability Distribution: Discrete random variables and their distributors- Binomial probability distribution, Geometric probability distribution and Poisson probability distribution and, their moments and moments generating functions; Continuous random variables and their probability distributors- Uniform probability distribution, Normal probability distribution, Gamma probability distribution, Beta probability distribution; Basic idea about multivariate probability distributors; sampling distributors and Central limit theorem.

UNIT-III

Estimation and Hypothesis Testing: Point estimators, confidence intervals, properties of point estimators; Hypothesis testing, elements of statistical test large sample test, small sample hypothesis testing for μ and $\mu_1 - \mu_2$, Power of test, Likelihood ratio tests

UNIT-IV

Statistical Analysis: Analysis of variance ; Analysis of Categorical Data-Chi-square test, Non-parametric statistic-Sign test, Wilcoxon, Signed Rank test, Mann – Whitney U test, Kruskal-Wallis test.

Recommended Readings:

1. Robert V. Hogg, Introduction to Mathematical Statistics, Pearson Education.
2. Wackerly, Mendenhall and Scheaffer, Mathematical Statistics with Applications, Duxbury, Thomson Learning.
3. Ross, S.M. Introduction to Probability Models, Pearson Education.
4. Kyburg Henry, Probability Theory, Prentice Hall.
5. Mittelhammer, R.C. Mathematical Statistics for Economics and Business. Springer.
6. Shao Jun, Mathematical Statistics, Springer.
7. Capinski M. and KOPP E., Measure Integral and Probability, Springer.

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

Market Microstructure

Course Code: 21IMG24GB5

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 problem of Economic Organization, Organizational Objectives, and Transaction cost analysis.
- CO2: understand the mechanism of price for coordination and motivation
- CO3: understand the employment and compensation problems

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Paul Milgrom and John Roberts, Economics, Organization and Management, Prentice Hall.
2. Luis M.B. Cabral, Industrial Organization, Jaico Publishing House.
3. Sengupta, D.N. and Anadiya Sen, Economics of Business Policy, Oxford University Press.
4. Luis M.B. Cabral, Introduction to Industrial Organization, Cambridge Mass: The MIT Press.
5. Carlton, D. W. and J.M. Perloff, Modern Industrial Organization, Warper Collins.
6. Caves, R.E., Multinational Enterprise and Economic Analysis, Cambridge University Press.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of 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: 21IMG24GA1

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: 21IMG24GA2

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 (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.

Agri-Business Financial Management

Course Code: 21IMG24GA3

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: understand scope of financial management; classification & credit need in changing agriculture scenario
- CO2: understand factors affecting capital structure
- CO3: analyze need for working capital in agribusiness
- CO4: understand the functioning of cooperative credit institutions, commercial banks, regional rural banks

UNIT-I

Importance, need and scope of financial management; classification and credit need in changing agriculture scenario; finance functions, investment financing; balance sheet, income statement, cash flow statement for agribusiness.

UNIT II

Financial planning and control - assessment of financial requirement of an agribusiness unit; leverage – concept of leverage. Financial and operating leverage; factors affecting capital structure, features of an optimal capital structure.

UNIT III

Working capital management - concept and components of working capital, need for working capital in agribusiness, management of cash and accounts receivables, and inventory for agribusiness.

UNIT IV

Capital budgeting - steps and concept of capital budgeting, appraisal criteria - payback period, average rate of return, net present value, benefit cost ratio and internal rate of return. Agri-business financing system in India - functioning of cooperative credit institutions, commercial banks, regional rural banks, NABARD, Agro- industries Corporation, etc. in agribusiness financing.

Recommended Readings:

1. Chandra P. 2000. Financial Management. Tata McGraw Hill.
2. Khan MY and Jain PK. 2004. Management Accounting. Tata McGraw Hill.
3. Vanhorne and Dhamija, Financial Management and Policy, Pearson Education.
4. Nefson AG and Murrey WG. 1988. Agricultural Finance. Kalyani Publ.
5. Pandey f M. 1997. Financial Management. Vikas Publ. House.
6. Rais, A., 2012, Agriculture, Rural Banking and Micro Finance in India. New Century 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.

Agri-Cultural Marketing Management

Course Code: 21IMG24GA4

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 types of markets and marketing.
- CO2: understand grading and standardization of agricultural products.
- CO3: understand and apply the knowledge about agricultural marketing in promotion and distribution of agricultural products.
- CO4: understand and evaluate the knowledge of students in agricultural marketing, role of credit agencies in India.

UNIT - I

Agricultural marketing, agricultural marketing and economic development. Agricultural market structure, components and dynamics of market structure. Marketing strategy, formulation of marketing strategy. Agribusiness marketing environment, design of marketing mix, market segmentation and targeting. Determinants of consumer's behavior.

UNIT - II

Product management, product management process and decisions. New product development- significance and classification of new product. Stages and estimation of demand of new product, product life cycle. Pricing policies and practices for agribusiness - determinants of price, objectives of pricing policies and pricing methods.

UNIT - III

Logistics- concepts, factors affecting logistics, objectives of logistics management, activities of logistics function order, processing, packaging, transport management inventory, warehousing etc.

UNIT - IV

Promotional management, advertising, planning and execution. Sales promotion, grading and standardization. Distribution management- storage and warehousing, transportation. Management for agricultural products. Marketing agencies/intermediaries, roles and functions of marketing agencies.

Recommended Readings:

1. Kotler, P and Keller, Marketing Management, Pearson Education.
2. Acharya, S. S. and Agarwal, N.L. 2004. Agricultural Marketing in India. 4th Ed. Oxford and IBH.
3. Kohls, R. L and Uhl, J. N. 2005. Marketing of Agricultural Products. 9th Ed. Prentice Hall.
4. Krishnamacharyulu, C and Ramakrishan, L. 2002. Rural Marketing. Pearson Edu.
5. Ramaswamy, V. S and Nanakumari, S. 2002. Marketing Management. 2nd Ed. Mac Millan India.
6. Beri, G.C. Marketing Management, Tata McGraw Hill Publishing Company Ltd, New Delhi.
7. Saxena, R. 2002. Marketing Management. McGraw Hill.
8. Christopher, M. L. Logistics and Supply Chain management.
9. Gupta, S. L. 1999. Marketing Management
10. Mishra, M. N. 1999. Marketing Management.
11. Rajannair, N. 1999. Marketing Management.
12. Ramaswamy. V. S. 1999. Marketing Management.

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.

International Agri-Business Trade

Course Code: 21IMG24GA5

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 various facets of international business management in the field of agriculture trade.
CO2: understand various policies and practices of International agri-business Management.

UNIT - I

International trade – basic concepts, Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India. WTO and its implications for Indian economy in general and agriculture sector in particular.

UNIT - II

TRIPS, TRIMS quotas, anti-dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and red boxes, issues for negotiations in future in WTO; Countervailing Duty Measures and carbon trade, SPS Agreement. Regional economic groupings.

UNIT - III

Composition of India's foreign trade policy; India's balance of payments; inter regional Vs international trade; tariffs and trade control; exchange rate; the foreign trade multiplier. Export promotion institutions with special emphasis on EPCs and commodity boards, MPEDA, APEDA and service institutes. Role of ECGC in insurance.

UNIT - IV

Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, export procedures and documentations. International marketing - market entry methods, international product planning, pricing, promotion, distribution, problems of exporters, legal dimensions of international marketing.

Recommended Readings:

1. Anant, K., Sundaram and Stewart, B. J., The International Business: Text and cases, Pearson Education.
2. Bhalla V. K., 1993, International Economy- Liberalization Process. Anmol, New Delhi.
3. Cherunilam, F., 2010, International Business- Text and Cases. PHI.
4. Economic Survey of India (various issues), Ministry of Finance, GOI.
5. Eiteman, D. K. and Stopnehill, A. L., 1986, Multinational Business Finance. Addition Wesley, New York.
6. Paul, J., 2013, International Business. PHI.
7. Subba Rao, P., 2008, International Business Text and Cases..HPH.
8. Woods, M., 2001, International Business. Palgrave.

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.

SCHEME OF EXAMINATION

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SYLLABI

of

MASTER OF BUSINESS ADMINISTRATION (HONOURS)

(Choice Based Credit System)

FROM THE ACADEMIC SESSION 2021-22



**MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)**

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

First Year: First Semester

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

First Year: Second Semester

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

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

Second Year: Third Semester

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
Core Courses						
17IMH23C1	E-Business	80	20	--	100	3-1-0
17IMH23C2	Strategic Management	80	20	--	100	3-1-0
17IMH23C3	Workshop on Emotional Intelligence	50	--	50	100	3-0-1
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)						
Human Resource Management						
21IMH23GH1	Performance Management	80	20	--	100	3-1-0
21IMH23GH2	Organizational Development	80	20	--	100	3-1-0
Finance						
21IMH23GF1	Management of Financial Services and Institutions	80	20	--	100	3-1-0
21IMH23GF2	Project Management and Infrastructure Finance	80	20	--	100	3-1-0
Information Technology						
21IMH23GT1	Object Oriented Ana. and Design	50	--	50	100	3-0-1
21IMH23GT2	Multimedia & Web Engineering	50	--	50	100	3-0-1
International Business						
21IMH23GI1	Foreign Exchange Management	80	20	--	100	3-1-0
21IMH23GI2	Export Management	80	20	--	100	3-1-0
Marketing						
21IMH23GM1	Consumer Behavior	80	20	--	100	3-1-0
21IMH23GM2	Integrated Marketing Communication	80	20	--	100	3-1-0
Operations Management						
21IMH23GO1	Project Management	80	20	-	100	3-1-0
21IMH23GO2	Total Quality Management	80	20	-	100	3-1-0
Public Policy Management						
21IMH23GP1	Legal Institutional Dynamics	80	20	-	100	3-1-0
21IMH23GP2	Development Economics	80	20	-	100	3-1-0
Business Analytics						
21IMH23GB1	Business Analytics	80	20	-	100	3-1-0
21IMH23GB2	Fundamentals of Data Mining	80	20	-	100	3-1-0
Agri-Business Management						
21IMH23GA1	Agri-business Environment and Policy	80	20	-	100	3-1-0
21IMH23GA2	Food Technology and Process Management	80	20	-	100	3-1-0
Total Credits						35

Second Year: Fourth Semester

Course Code	Title of the Course (s)	External Marks	Sessional/Internal Marks	Practical Marks	Total Marks	Credits (L-T-P)
Core Courses						
17IMH24C1	Business Process Outsourcing	80	20	--	100	3-1-0
17IMH24C2	Project Report	100	100	--	200	8
17IMH24C3	Comprehensive Viva-voce	100	--	--	100	4
Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme)						
Human Resource Management						
21IMH24GH1	Training and Development	80	20	--	100	3-1-0
21IMH24GH2	Talent Management	80	20	--	100	3-1-0
Finance						
21IMH24GF1	Security Analysis and Portfolio Management	80	20	--	100	3-1-0
21IMH24GF2	Financial Derivatives	80	20	--	100	3-1-0
Information Technology						
21IMH24GT1	Programming in Oracle	50	--	50	100	3-0-1
21IMH24GT2	Programming in Visual Basic	50	--	50	100	3-0-1
International Business						
21IMH24GI1	Multinational Financial Management	80	20	--	100	3-1-0
21IMH24GI2	International Banking Management	80	20	--	100	3-1-0
Marketing						
21IMH24GM1	Strategic Brand Management	80	20	--	100	3-1-0
21IMH24GM2	Retail Management	80	20	--	100	3-1-0
Operations Management						
21IMH24GO1	Transportation Management	80	20	-	100	3-1-0
21IMH24GO2	Technology Management	80	20	-	100	3-1-0
Public Policy Management						
21IMH24GP1	Public Policy Evaluation	80	20	-	100	3-1-0
21IMH24GP2	Social Campaign Promotion	80	20	-	100	3-1-0
Business Analytics						
21IMH24GB1	Economics for Business Strategy	80	20	-	100	3-1-0
21IMH24GB2	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

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

Note:-

Students may choose any specialization area from any two groups. Minimum of ten students are required for offering any specialization area from any two groups.

PROGRAM SPECIFIC OUTCOMES

The program specific learning outcomes of Two Year (Four Semester) MBA (Honours) program are in order:

Program Specific Outcomes

- PSO1: Apply multidisciplinary domain knowledge comprising of international business, accounting, finance, operations, marketing and human resources management to select suitable project proposal for a business enterprise;
- PSO2: Apply the conceptual and practical business knowledge to identify and solve organizational problems using a systematic and analytical decision-making approach;
- PSO3: Assess global opportunities and challenges to contribute towards firm's growth through strategies such as mergers, acquisitions, international expansion, and new venture development;
- PSO4: Evaluate the implications of changing environmental factors on organizational choices within a global environment;
- PSO5: Demonstrate knowledge, skills & strive attitude to work individually or as multi-disciplinary teams in a dynamic organizational environment;
- PSO6: Exhibit ability to identify and organize data; synthesize and analyse to abstract meaning from information, in order to share knowledge to the key stakeholders;
- PSO7: Demonstrate critical awareness in current issues in business and management and exhibit ability to lead research and practice;
- PSO8: Be able to design and evaluate viable and sustainable political and socio-economic programs intended to social advancement.

Note:

- The duration of all the end term theory examinations shall be 3 hours.
- The Criteria for awarding internal assessment of 20 marks shall be as under:
 - Class test : 10 marks
 - Assignment and Presentation : 5 marks
 - Attendance : 5 marks

Less than 65% : 0 marks
Upto 70% : 2 marks
Upto 75% : 3 marks
Upto 80% : 4 marks
Above 80% : 5 marks

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

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

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

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

SYLLABI

of

MASTER OF BUSINESS ADMINISTRATION (HONOURS)

(Choice Based Credit System)

FROM THE ACADEMIC SESSION 2021-22



**MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)**

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR
Paper Code: 16IMH21C1

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: Students will be able to describe the process of management, principles and theories of management and display managerial skills;
- CO2: Students will be able to understand the evolution of management and contribution of Management thinkers;
- CO3: Students will be skilled in organizing and controlling;
- CO4: Students will be able to exercise techniques leadership and motivation and can control individual and group behavior.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

MANAGERIAL ECONOMICS
Paper Code: 16IMH21C2

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: Define the basic elements of managerial economics aspects of firm.
- CO2: Identify the role of manager, so as to manage or organize FOP.
- CO3: Forecast demand for a product.
- CO4: Know what to produce, where to, when to, how to, for whom to.
- CO5: Frame policy for production to minimize the cost and maximum the profit.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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.

QUANTITATIVE METHODS
Paper Code: 16IMH21C3

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: Apply time series analysis in market prediction rates;
- CO3: Draw conclusions over the hypothetical situations;
- CO4: Determine the relationship between dependent and independent variables;
- CO5: Measure the trend setting factors for projection of sales and demand curves;

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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 LAWS
Paper Code: 16IMH21C4

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: Draft a simple employment contract;
- CO2: Define the basic elements of contract; classify contract, breach contract and remedies for breach contract;
- CO3: Differentiate sale and agreement to sell, conditions and warranties;
- CO4: Elaborate on different type of negotiable instrument in practice;
- CO5: Define the practical aspects Information Technology Act;

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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: 16IMH21C5

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: Familiarize with the nature of business environment and its components;
- CO2: The students will be able to 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 behaviour in the business world today.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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.

FINANCE AND MANAGEMENT ACCOUNTING
Paper Code: 16IMH21C6

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: Assess the basic financial concepts;
- CO2: Analyse 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

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

Unit-II

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

Unit-III

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

Unit -IV

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

Suggested Readings:

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

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.

WORKSHOP ON IT
Paper Code: 16IMH21C7

L-T-P
3-0-1

External Marks: 50
Practical 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: Able to identify the memory management and storage and retrieval process;
- CO5: Indicate the types of software including the purpose of application software;

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

BUSINESS COMMUNICATION SKILLS

Paper Code: 16IMH21D1

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: Develop an understanding of business communication;
- CO2: Equip and enrich the students with the communication skills for the dynamic business environment.
- CO3: Comprehend the holistic efforts of effective communication for business excellence.

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: 16IMH21D2

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

The students would be able to:

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

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.

STRATEGIC MARKETING
Paper Code: 16IMH22C1

L-T-P

Sessional Marks: 20

External Marks: 80

Time Allowed: 3 Hours

Course Outcomes

The students would be able to:

- CO1: Familiarize the students with concepts and techniques of strategic marketing;
- CO2: Acquaint them in the tools needed in strategic marketing with a view to equip them for the corporate world.
- CO3: Develop the required strategic marketing skills to become an efficient and effective manager;
- CO4: Acquire comprehensive knowledge about how marketing values are created, communicated and delivered to customers.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

STRATEGIC HRM
Paper Code: 16IMH22C2

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: Develop an in-depth understanding of the strategic role performed by human resources in organizations;
- CO2: Gain an insight of the alignment between different HR systems, practices and organizational outcomes.
- CO3: Developing a comprehensive of human resource decisions for organizational excellence;
- CO4: Demonstrate knowledge of developing HR practices as strategic differentiators.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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: 16IMH22C3

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: Have introductory knowledge about financial management;
- CO2: Understand various sources of finance and selection of appropriate source of finance;
- CO3: Know various components of cost of capital and its importance;
- CO4: Describe the working capital policy and its financing.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

MANAGEMENT INFORMATION SYSTEMS

Paper code: 16IMH22C4

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 MIS Tool in their prospective Job

CO2: Get knowledge of technologies related to ERP such as Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM);

CO3: Understand the Management Control system and subsystems

CO4: Understand the concept of responsibility Centre

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

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

Suggested Readings:

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

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

OPERATIONS RESEARCH
Paper Code: 16IMH22C5

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: Develop simulation models;
- CO4: Minimize the resource allocation for project;
- CO5: Maximize the productivity with help of least cost techniques;

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

BUSINESS RESEARCH METHODS
Paper Code: 16IMH22C6

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 relevant ethical and philosophical consideration;
- CO2: Design a good quantitative purpose statement and good quantitative research questions and hypotheses;
- CO3: Familiar with good practices in conducting a qualitative interview and observation;
- CO4: Recognize how to distinguish between a population and a sample and to determine the sample size;
- CO5: Identify the various types of quantitative sampling techniques and conditions to use;

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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: 16IMH22D1

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 appreciate the strategic framework of supply chains;
- CO2: Ability to plan and manage inventories in a supply chain, design inventory control system;
- CO3: Knowledge to plan transportation networks and warehousing;
- CO4: Understanding of role & benefits of information technology in supply chain;
- CO5: Understanding of issues related to supply chain integration and restructuring.

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.

ENTREPRENEURSHIP
Paper code: 16IMH22D2

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: Techniques to test a business model to ensure its viability.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

E-BUSINESS
Paper code: 17IMH23C1

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 foundations and importance of E-Business;
- CO2: Demonstrate an understanding of retailing in E- Business;
- CO3: Analyse the impact of E-business on business models and strategy;
- CO4: Describe the infrastructure needed for E-business;
- CO5: Explain the key features of internet, intranets and extranets and how they are related to each other;

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

STRATEGIC MANAGEMENT
Paper Code: 17IMH23C2

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;
- CO5: Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

WORKSHOP ON EMOTIONAL INTELLIGENCE
Paper Code: 17IMH23C3

L-T-P

Workshop Marks: 50

External Marks: 50

(Internal)

Time Allowed: 3 Hours

Course Outcomes:

After completing the course students would be able to:

- CO1: Develop an awareness of EI models;
- CO2: Expand your knowledge of emotional patterns in yourself and others;
- CO3: Understand how you use emotion to facilitate thought and behaviour;
- CO4: Discover how you can manage your emotions, and positively influence yourself and other.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

BUSINESS PROCESS OUTSOURCING
Paper Code: 17IMH24C1

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 essential knowledge about the Business Process Outsourcing industry and learn about the BPO business process framework and its key components;
- CO2: Understand the dynamics of each BPO process component to help better manage operations;
- CO3: Will be able to the necessary knowledge, competencies and skills to begin or continue their career in management of Business Process Outsourcing;
- CO4: Demonstrate knowledge of and use communication technology in a BPO environment;
- CO5: Learn, develop and practice the skills required to make an effective contribution in Business Process Outsourcing environment.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

PERFORMANCE MANAGEMENT
Paper Code: 21IMH23GH1

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: Understanding of basic concepts of Performance management system;
- CO2: Ability to design the performance management systems;
- CO3: Can develop the sound feedback system in the business organization;
- CO4: Will be able to define capability requirements as per performance required.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

ORGANISATION DEVELOPMENT
Paper Code: 21IMH23GH2

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

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

TRAINING AND DEVELOPMENT
Paper Code: 21IMH24GH1

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 prepare training need assessment to determine whether training is necessary;
- CO2: Able to design training programmes and choose appropriate training methods;
- CO3: Ability to evaluate the effectiveness of learning and development programmes;
- CO4: Ability to match the needs with the sources of assessment and incorporate the right training;
- CO5: Understand importance & methods of management development.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

TALENT MANAGEMENT
Paper Code: 21IMH24GH2

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: Match the right talented individuals to the right roles, to enable long-term success for company;
- CO2: Allowing employees to develop their professional skills typically results in higher workplace productivity, innovative approaches and creativity;
- CO3: Aligning resources with the company's overall business strategy allows employees to develop skills that help them contribute to the company's success;
- CO4: Talent retention makes work meaningful for each employee, by establishing a productive and safe working environment and rewarding employees who work collaboratively to solve company problems.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS
Paper Code: 21IMH23GF1

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 objectives, strategies, policies and practices of major financial institutions in India;
- CO2: Identify the various financial services;
- CO3: Identify the risk associated with financial services;
- CO4: Apply different methods to measure those risks to suit different contexts;
- CO5: Propose methods to manage the risks based on international standards of banking practice.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE

Paper Code: 21IMH23GF2

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: Students will know about project planning and analysis;
- CO2: Understanding of project appraisal system and environment appraisal system by the corporate;
- CO3: Students will able to plan, organize and control the project;
- CO4: Developing knowledge of systems of infrastructure projects.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Paper Code: 21IMH24GF1

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

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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: 21IMH24GF2

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: Techniques to test a business model to ensure its viability;
- CO5: Write a business plan;
- CO6: Understand the role of ethics, values, and integrity in entrepreneurial businesses.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

OBJECT-ORIENTED ANALYSIS & DESIGN
Paper Code: 21IMH23GT1

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: 21IMH23GT2

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: 21IMH24GT1

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: 21IMH24GT2

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 OPSS 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.

FOREIGN EXCHANGE MANAGEMENT
Paper Code: 21IMH23GI1

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 Identify the linkages between international financial prices;
- CO3: Understand the costs and benefits of different monetary systems;
- CO4: Identify and measure political risk associated with a sovereign nation;
- CO5: Measure the impact of exchange rate movements on the cash flows of a firm.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

EXPORT MANAGEMENT
Paper Code: 21IMH23GI2

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: Communicate effectively using basic international business vocabulary with specific emphasis on terms associated with international trade and import / export operations;
- CO2: Select between common modes of export in order to fit the business needs of exporting organizations;
- CO3: Identify factors that indicate strong potential export markets in order to define market selection models or drive market selection systems;
- CO4: Identify major product decisions that are necessary for export markets in order to facilitate product adaptation to the markets in question.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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.

MULTINATIONAL FINANCIAL MANAGEMENT
Paper Code: 21IMH24GI1

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: 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

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

INTERNATIONAL BANKING MANAGEMENT
Paper Code: 21IMH24GI2

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

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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: 21IMH23GM1

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: 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

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

INTEGRATED MARKETING COMMUNICATION
Paper Code: 21IMH23GM2

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

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

Project Management

Course Code: 21IMH23G01

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: 21IMH23GO2

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: 21MH23GP1

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: 21IMH23GP2

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: 21IMH23GB1

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: 21IMH23GB2

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:
2IMH23GA1

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: 21IMH23GA2

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.

STRATEGIC BRAND MANAGEMENT
Paper Code: 21IMH24GM1

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: Students will understand how brands deliver value to a range of stakeholders be it in functional, financial or emotional terms;
- CO2: Students will feel confident enough to apply for brand related roles;
- CO3: Ability to converse with both academic and practitioner brand specialists on a range of brand related issues;
- CO4: Appreciate the challenges of managing a brand over time and geographical boundaries.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

RETAIL MANAGEMENT
Paper Code: 21IMH24GM1

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: Skills to manage a retail store;
- CO2: Ability to understand consumer behaviour in retailing;
- CO3: Skills to manage distribution and availability of goods.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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

Transportation Management

Course Code: 21MH24GO1

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; 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: 21MH24GO2

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: 21MH24GP1

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. Sapru, 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. Sapru, 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: 21MH24GP2

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: 21IMH24GB1

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: 21IMH24GB2

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: 21IMH24GA1

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: 21MH24GA2

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 (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.

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	Practical Marks	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	Practical Marks	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.

Second Year: Third Semester

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
Core Courses						
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)						
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

Second Year: Fourth Semester

Course Code	Title of the Course (s)	External Marks	Sessional/Internal Marks	Practical Marks	Total Marks	Credits (L-T-P)
Core Courses						
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

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

Note:-

Students may choose any specialization area from any two groups. Minimum of ten students are required for offering any specialization area from any two groups.

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, evolution 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:

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

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

of

MASTER OF BUSINESS ADMINISTRATION (BUSINESS ECONOMICS)

(Choice Based Credit System)

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 grievances 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: 21IMB23GI1

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 andAnalysing, 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. Sapru, 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. Sapru, 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: 21IMB24GP2

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 (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.