

SCHEME OF EXAMINATION
&
SYLLABI
OF
2-YEAR
MASTER OF BUSINESS ADMINISTRATION

(Based on Curriculum and Credit Framework and formative assessment guidelines for UG Programs under NEP 2020)



MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)

To be applicable on the students w.e.f. session 2024-25 (3rd Semester onwards) and on the students w.e.f. session 2025-26 (1st semester onwards)

**SCHEME OF EXAMINATION OF
2-YEAR
MASTER OF BUSINESS ADMINISTRATION
PROGRAMME
(Based on National Education Policy (NEP) - 2020)**

PROGRAM SPECIFIC OUTCOMES

The program-specific outcomes of the 2-Year (Four Semester) MBA 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 the 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 entrepreneurs.
- PSO7:** Ability to offer commercially feasible and socially acceptable, managerial solutions to technical/non-technical problems.
- PSO8:** Turning out graduates can demonstrate strong leadership skills, effective communication skills, professional etiquette, and a desire to be lifelong learners.

Structure for 2-Year MBA Programme

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

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC 1)						
24IMSI201DS01	Management Process and Organizational Behaviour	70	30	-	100	3-1-0
24IMSI201DS02	Finance for Managers	70	30	-	100	3-1-0
24IMSI201DS03	Managerial Economics	70	30	-	100	3-1-0
24IMSI201DS04	Business Environment	70	30	-	100	3-1-0
24IMSI201DS05	Business Research Methods	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 1)						
24IMSI201SE01	Business Ethics and Communication Skills	-	100	-	100	2-0-2
Vocational Course (VOC 1)						
24IMSI201MV01	IT for Managers-1	50	-	50	100	2-0-2
Internship 1						
24IMSI201IN01	Internship Report	-	--	100	100	4
Total Credits						24
Note: - The duration of all the end-term theory examinations shall be 3 hours. - The Criteria for awarding the formative assessment of 30 marks throughout the Programme shall be as under: - Sessional Examination : 20 marks. - Assignments/Presentations/Seminars and Class Participation : 5 marks - Attendance : 5 marks <i>(Less than 65%- 0 marks; Upto 70%- 2 marks; Upto 75%- 3 marks; Upto 80%- 4 marks; Above 80%- 5 marks)</i> - The Criteria for awarding the formative assessment of 15 marks for a practicum examination of (15+35=50) fifty marks throughout the Programme shall be as under: - Practicum Assignments/Practicum File : 10 marks - Attendance (Criteria as mentioned above in 2(c)) : 5 marks - The panel of examiners for end-semester theory examinations shall be prepared and approved by the PG BOS of IMSAR of the internal/external examiners based on their expertise/specialization/area of interest. - The panel of examiners based on the examiners' expertise/specialization/area of interest for practicum/viva-voce examination shall be recommended by the PG BOS of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the internal examiners. - The students are required to choose either SEC 1 or VOC 1 or Internship 1. - In the 1st and 2nd Semester, students shall be offered three optional papers (Skill-Enhancement Course/ Vocational Course/ Internship) in each semester. Each student must choose one subject in each semester. The subject opted in the 2nd semester shall be the continuation of the subject opted in the 1st semester. - The formative assessment criteria for Skill-Enhancement Courses will be as follows: Written Test (2X10) = 20 Marks Lab Work (Practical File)/ Field Work (Report)/ Portfolio = 30 Marks Case Study/ Mini Project (1X15) = 15 Marks Assignment/ Seminar/ Presentation (3X10) = 30 Marks Attendance (Criteria as mentioned above in 2(c)) = 05 Marks - The criteria for Internship Evaluation will be as follows: After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation. Suggested distribution of marks will be as below: <i>Assessment by Mentor - 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)</i> <i>Internship Report - 40 Marks</i> <i>Viva-Voce - 30 Marks</i>						

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

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC 2)						
24IMSI202DS01	Strategic Marketing	70	30	-	100	3-1-0
24IMSI202DS02	Strategic Human Resource Management	70	30	-	100	3-1-0
24IMSI202DS03	Management Information System	70	30	-	100	3-1-0
24IMSI202DS04	Total Quality Management	70	30	-	100	3-1-0
24IMSI202DS05	Emotional Intelligence	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 2)						
24IMSI202SE01	Personality and Soft Skills Development	-	100	-	100	2-0-2
Vocational Course (VOC 2)						
24IMSI202MV02	IT for Managers-2	50	-	50	100	2-0-2
Internship 2						
24IMSI202IN01	Internship Report	-	--	100	100	4
Total Credits						24
Note: - Students exiting the programme after the second semester i.e. after the first year on completion of 48 credits will be awarded PG Diploma in Business Administration. - The students are required to choose either SEC 2 or VOC 2 or Internship 2. In the 1st and 2nd Semester, students shall be offered three optional papers (Skill-Enhancement Course/ Vocational Course/ Internship) in each semester. Each student must choose one subject in each semester. The subject opted in the 2nd semester shall be the continuation of the subject opted in the 1st semester. - Immediately after completing the second semester, the students shall proceed to their Summer Internship (SI). The duration of the internship is 120 hours during summer vacation. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the third Semester as a compulsory course.						
Total Credits (24+24=48) for PG Diploma in Business Administration						48

Second year of 2-Year MBA Program (NHEQF Level 6.5)
(STUDENT SHOULD SELECT ANY ONE OPTION FOR THE SECOND YEAR OF 2 YEAR PG PROGRAM)

Option 1: (Only Course Work)

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

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
25IMSI203DS01	Strategic Management	70	30	-	100	3-1-0
Marketing						
25IMSI203DS02	Consumer Behavior	70	30	-	100	3-1-0
25IMSI203DS03	Social Media Marketing	50	-	50	100	3-0-1
25IMSI203DS04	Retail Management	70	30	-	100	3-1-0
Finance						
25IMSI203DS05	Indian Financial System and Financial Services	70	30	-	100	3-1-0
25IMSI203DS06	Project Management	70	30	-	100	3-1-0
25IMSI203DS07	Business Taxation	70	30	-	100	3-1-0
Human Resource Management						
25IMSI203DS08	Compensation Management	70	30	-	100	3-1-0
25IMSI203DS09	Management of Industrial Relations	70	30	-	100	3-1-0
25IMSI203DS10	Cross Cultural Human Resource Management	70	30	-	100	3-1-0
Information Technology						
25IMSI203DS11	E-Commerce and Applications	70	30	-	100	3-1-0
25IMSI203DS12	Multimedia and Web Development	70	30	-	100	3-1-0
25IMSI203DS13	Advanced Database Management System	50		50	100	2-0-2
International Business						
25IMSI203DS14	International Trade Theory And Practices	70	30	-	100	3-1-0
25IMSI203DS15	Export Import Management and Documentation	70	30	-	100	3-1-0
25IMSI203DS16	Foreign Exchange Management	70	30	-	100	3-1-0
Agri-Business						
25IMSI203DS17	Agri-Business Environment and Policy	70	30	-	100	3-1-0
25IMSI203DS18	Agri-Business Management	70	30	-	100	3-1-0
25IMSI203DS19	Agri-Business Entrepreneurship	70	30	-	100	3-1-0
Operations Management						
25IMSI203DS20	Technology Management	70	30	-	100	3-1-0
25IMSI203DS21	Supply Chain and Logistics Management	70	30	-	100	3-1-0
25IMSI203DS22	Operations Research	70	30	-	100	3-1-0
Business Analytics						
25IMSI203DS23	Basics of Business Analytics	70	30	-	100	3-1-0
25IMSI203DS24	Applied Multivariate Analysis	70	30	-	100	3-1-0
25IMSI203DS25	Information Economics and its Applications	70	30	-	100	3-1-0
Public Policy						
25IMSI203DS26	Public Policy Formulation and Evaluation	70	30	-	100	3-1-0
25IMSI203DS27	Sustainable Development	70	30	-	100	3-1-0
25IMSI203DS28	Rural Development	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC3)						
25IMSI203SE01	Digital Marketing	-	100	-	100	2-0-2

Internship 3						
25IMSI203IN01	Summer Internship Report	-	--	100	100	4
Project Work 1						
25IMSI203PD01	Project Report	-	-	100	100	4
Note:						
1. Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of ten students are required to offer any specialization area from any two groups. The specialization area opted for in the 3 rd Semester would remain the same in the 4 th semester also.						
GROUP A		GROUP B		Group C		
HUMAN RESOURCE MANAGEMENT		MARKETING		FINANCE		
BUSINESS ANALYTICS		PUBLIC POLICY		INTERNATIONAL BUSINESS		
INFORMATION TECHNOLOGY		AGRI-BUSINESS		OPERATIONS MANAGEMENT		
2. The students are required to choose either SEC3 or Internship 3 or Project Work 1.						
3. In case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.						
4. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits						24

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

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
25IMSI204DS01	Entrepreneurship Development	50	-	50	100	3-0-1
Marketing						
25IMSI204DS02	Integrated Marketing Communication	70	30	-	100	3-1-0
25IMSI204DS03	Product and Brand Management	70	30	-	100	3-1-0
25IMSI204DS04	Sales and Distribution Management	70	30	-	100	3-1-0
Finance						
25IMSI204DS05	Financial and Commodity Derivatives	70	30	-	100	3-1-0
25IMSI204DS06	International Financial Management	70	30	-	100	3-1-0
25IMSI204DS07	Investment Management	70	30	-	100	3-1-0
Human Resource Management						
25IMSI204DS08	Training and Development	70	30	-	100	3-1-0
25IMSI204DS09	Performance Management Systems	70	30	-	100	3-1-0
25IMSI204DS10	Organizational Change and Intervention Strategies	70	30	-	100	3-1-0
Information Technology						
25IMSI204DS11	Information Security And Cyber Laws	70	30	-	100	3-1-0
25IMSI204DS12	Systems Analysis and Design	70	30	-	100	3-1-0
25IMSI204DS13	Programming in Visual Basic	50	-	50	100	3-0-1
International Business						
25IMSI204DS14	Cross Cultural And Global Management	70	30	-	100	3-1-0
25IMSI204DS15	Management Of Multinational Corporations	70	30	-	100	3-1-0
25IMSI204DS16	International Logistics	70	30	-	100	3-1-0
Agri-Business						
25IMSI204DS17	Agricultural Input Marketing And Post-Harvest Management	70	30	-	100	3-1-0
25IMSI204DS18	Life Stock Business Management	70	30	-	100	3-1-0
25IMSI204DS19	Agricultural Marketing Management	70	30	-	100	3-1-0
Operations Management						
25IMSI204DS20	Transportation Management	70	30	-	100	3-1-0
25IMSI204DS21	Warehouse Management And Inventory Control	70	30	-	100	3-1-0
25IMSI204DS22	Supply Chain Analytics	70	30	-	100	3-1-0
Business Analytics						
25IMSI204DS23	Economics for Business Strategy	70	30	-	100	3-1-0
25IMSI204DS24	Econometrics for Business Analytics	70	30	-	100	3-1-0
25IMSI204DS25	Predictive Business Analytics	70	30	-	100	3-1-0
Public Policy						
25IMSI204DS26	Public Finance Administration	70	30	-	100	3-1-0
25IMSI204DS27	Risk and Disaster Management	70	30	-	100	3-1-0
25IMSI204DS28	Developmental Economics	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC4)						
25IMSI204SE01	Data Analysis using Excel	-	100	-	100	2-0-2
Internship 4						
25IMSI204IN01	Summer Internship Report	-	--	100	100	4

Project Work 2						
25IMSI204PD01	Project Report	-	-	100	100	4
Note: 1. The students are required to choose either SEC 4 or Internship 4 or Project Work 2. 2. In the case of Project Work 2, the topic of the Research Project to be submitted for evaluation in the fourth Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director. 3. Each student in the course of Entrepreneurship Development will present a business idea developed during the semester and the same will be evaluated by a panel of external examiner(s) comprising one from industry and the other from academia recommended by the PG BOS of IMSAR along with one internal examiner recommended by the Director of IMSAR. 4. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits						24
Total Credits (24+24+24+24) for 2-Year MBA						96

Option 2: (Coursework and Research)**Second year of 2-Year MBA Program (NHEQF Level 6.5): Third Semester**

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
25IMSI203DS01	Strategic Management	70	30	-	100	3-1-0
Marketing						
25IMSI203DS02	Consumer Behavior	70	30	-	100	3-1-0
25IMSI203DS03	Social Media Marketing	50	-	50	100	3-0-1
25IMSI203DS04	Retail Management	70	30	-	100	3-1-0
Finance						
25IMSI203DS05	Indian Financial System and Financial Services	70	30	-	100	3-1-0
25IMSI203DS06	Project Management	70	30	-	100	3-1-0
25IMSI203DS07	Business Taxation	70	30	-	100	3-1-0
Human Resource Management						
25IMSI203DS08	Compensation Management	70	30	-	100	3-1-0
25IMSI203DS09	Management of Industrial Relations	70	30	-	100	3-1-0
25IMSI203DS10	Cross Cultural Human Resource Management	70	30	-	100	3-1-0
Information Technology						
25IMSI203DS11	E-Commerce and Applications	70	30	-	100	3-1-0
25IMSI203DS12	Multimedia and Web Development	70	30	-	100	3-1-0
25IMSI203DS13	Advanced Database Management System	50		50	100	2-0-2
International Business						
25IMSI203DS14	International Trade Theory And Practices	70	30	-	100	3-1-0
25IMSI203DS15	Export Import Management and Documentation	70	30	-	100	3-1-0
25IMSI203DS16	Foreign Exchange Management	70	30	-	100	3-1-0
Agri-Business						
25IMSI203DS17	Agri-Business Environment and Policy	70	30	-	100	3-1-0
25IMSI203DS18	Agri-Business Management	70	30	-	100	3-1-0
25IMSI203DS19	Agri-Business Entrepreneurship	70	30	-	100	3-1-0
Operations Management						
25IMSI203DS20	Technology Management	70	30	-	100	3-1-0
25IMSI203DS21	Supply Chain and Logistics Management	70	30	-	100	3-1-0
25IMSI203DS22	Operations Research	70	30	-	100	3-1-0
Business Analytics						
25IMSI203DS23	Basics of Business Analytics	70	30	-	100	3-1-0
25IMSI203DS24	Applied Multivariate Analysis	70	30	-	100	3-1-0
25IMSI203DS25	Information Economics and its Applications	70	30	-	100	3-1-0
Public Policy						

25IMSI203DS26	Public Policy Formulation and Evaluation	70	30	-	100	3-1-0
25IMSI203DS27	Sustainable Development	70	30	-	100	3-1-0
25IMSI203DS28	Rural Development	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC3)						
25IMSI203SE01	Digital Marketing	-	100	-	100	2-0-2
Internship 3						
25IMSI203IN01	Summer Internship Report	-	--	100	100	4
Project Work 1						
25IMSI203PD01	Project Report	-	-	100	100	4
Note:						
1. Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of ten students are required to offer any specialization area from any two groups. The specialization area opted for in the 3 rd Semester would remain the same in the 4 th semester also.						
GROUP A		GROUP B		Group C		
HUMAN RESOURCE MANAGEMENT		MARKETING		FINANCE		
BUSINESS ANALYTICS		PUBLIC POLICY		INTERNATIONAL BUSINESS		
INFORMATION TECHNOLOGY		AGRI-BUSINESS		OPERATIONS MANAGEMENT		
2. The students are required to choose either SEC3 or Internship 3 or Project Work 1.						
3. In the case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within the first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.						
4. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits						24

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

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 4)						
25IMSI204SE01	Data Analysis using Excel	-	100	-	100	2-0-2
Internship 4						
25IMSI204IN01	Summer Internship Report	-	--	100	100	4
Research Thesis/Project						
25IMSI204PD01	Research Thesis/Project	--	--	500	500	20
Note:						
1. The students are required to choose either SEC4 or Internship 4.						
2. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits (24+24+24+24) for 2-Year MBA						96

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

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

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 3)						
25IMSI203SE01	Digital Marketing	-	100	-	100	2-0-2
Internship 3						
25IMSI203IN01	Summer Internship Report	-	--	100	100	4
Research Thesis/ Project						
25IMSI203PD01	Research Thesis/ Project	--	--	500	500	20
Note: - The students are required to choose either SEC3 or Internship 3. - Students who opted for option 3 should submit a project report/synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners. - In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits						24

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

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 4)						
25IMSI204SE01	Data Analysis using Excel	-	100	-	100	2-0-2
Internship 4						
25IMSI204IN01	Summer Internship Report	-	--	100	100	4
Research Thesis/ Project						
25IMSI204PD01	Research Thesis/ Project	--	--	500	500	20
Note: - The students are required to choose either SEC4 or Internship 4. - Students who opted for option 3 should submit a project report/synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners. - The student should continue the research work in the fourth semester based on the project work/synopsis submitted at the end of the third semester. The final thesis/project report will be evaluated by the internal and external examiners. - In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits (24+24+24+24) for 2-Year MBA						96

Instructions for the conduct of Practicum and Viva-Voce of the 2-Year Master of Business Administration Programme

A Board of Examiners shall conduct computer Practicum and Viva Voce, wherever applicable, on an invitation of the concerned Principal/Director of the affiliated College/Institute of the University. The Practicum/viva voce examination(s) of the courses

(relating to IT/Computer or wherever specified) other than assessment of the Project reports/Dissertation/Research Project shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Principal/Director of the concerned College/Institute and one external examiner out of the panel recommended by the PG BOS of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the internal examiners.

The viva voce in respect of the Research Project/Dissertation shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Director and two external examiners from the Industry and Academic field (ordinarily not below the rank of Associate Professor and/or any professional working at a senior position from industry) out of the panel proposed/recommended by the PG BOS of IMSAR (two members shall form the quorum).

The concerned Principal/Director of the College/Institute shall request the examiner(s) at his level and 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 the attendance of the candidates and eligibility proof of examiner duly signed by both the examiner(s) 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 University will reimburse the same after submitting the bills to the Controller of Examinations duly verified by the concerned Principal/Director of the College/Institute. The Colleges/Institutes are also advised to invite the examiners from nearby stations only. In case the examiner(s) is/are invited beyond 100 km distance (one way), the permission of the Controller of Examination, Maharshi Dayanand University, may be sought.

SYLLABI

OF

2-YEAR

MASTER OF BUSINESS ADMINISTRATION

(Based on Curriculum and Credit Framework and formative assessment guidelines for UG Programs under NEP 2020)



MAHARSHI DAYANAND UNIVERSITY

ROHTAK (HARYANA)

To be applicable on the students w.e.f. session 2024-25 (3rd Semester onwards) and on the students w.e.f. session 2025-26 (1st semester onwards)

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

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Paper code: 24IMS1201DS01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course, students would be able to:

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

UNIT- I

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

UNIT- II

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

UNIT- III

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

UNIT- IV

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

Recommended Readings:

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

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

FINANCE FOR MANAGERS
Course Code: 24IMS1201DS02

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-1

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

UNIT-2

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

UNIT -3

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

UNIT-4

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

Recommended Readings:

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

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

MANAGERIAL ECONOMICS
Course Code: 24IMS1201DS03

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

BUSINESS ENVIRONMENT
Course Code: 24IMS1201DS04

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

1. To enable students to evaluate business and its environment.
2. To allow students to understand business and society.
3. To enable students to discuss the contemporary issues in business.
4. To allow students to examine and evaluate business in an International Environment.

Course Outcomes

After completing the course students would be able to:

1. Understand relationship between environment and business and applying the environmental analysis techniques in practice
2. Understand Economic, Socio-Cultural and Technological Environment
3. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BUSINESS RESEARCH METHODS

Course Code: 24IMS1201DS05

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

1. To develop an understanding of the basic framework of the research process.
2. To develop an understanding of various research designs and techniques.
3. To identify multiple sources of information for literature review and data collection.
4. Understand some basic concepts of research and its methodologies.

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

BUSINESS ETHICS AND COMMUNICATION SKILLS
24IMSI201SE01

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

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

L-T-P

2-0-2

Course Objectives

1. To make the students understand the importance of ethical behavior.
2. To expose the students to the ethical practices to be followed in business.
3. To sensitize the students to become responsible persons who will uphold ethics in business when they pursue their careers.
4. To make the students understand the ethical practices towards consumers and other stakeholders of business.

Course Outcomes

After completing the course students would be able to:

1. Demonstrate an understanding of various ethical theories and principles, including their application to business contexts.
2. Articulate the need for organizational ethics programs and develop codes of conduct.
3. Master the concepts, features, and importance of business communication.
4. Develop advanced skills in written communication.
5. Integrate ethical considerations into their communication practices.

UNIT-I

Business Ethics: Importance and need for Business Ethics, Theories of Ethics, Ethical Issues in Business, Ethics and Management. Ethics and values, Norms, Beliefs, Morality; Ethical Decision Making process. Framework for ethical decision making.

UNIT-II

Ethical Dilemma and Values: Concept of ethical dilemma, resolving ethical dilemmas, Ethical dilemmas in different business areas. Professional values for business. Managerial values.

UNIT-III

Business Communication– Concept, Process, Importance and Limitations, Types of Communication- written, oral and non-verbal, formal and informal communication, 7 Cs of Communication, Process of Communication; Barriers to Communication.

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, resume and curriculum vitae.

Recommended Readings:

1. Murthy CSV, Business Ethics, Himalaya Publishing House
2. Hartman L, Chatterjee, A Perspectives in Business Ethics, McGraw Hill Publishing Co. Ltd
3. Ananda Das Gupta, Business Ethics –An Indian Perspective, Springer Publications
4. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education
5. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
6. K. K. Sinha Business Communication Galgotia Publishing Company Ltd.
7. R.S.N. Pillai and Bagavathi, Commercial Correspondence and Office Management; S. Chand & Company Ltd.

IT FOR MANAGERS-1
Course Code: 24IMSI201MV01

L-T-P
2-0-2

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

1. To empower students with the practical application of MS Office software.
2. To discuss the basic concepts of Email, Internet and websites, domains and security therein.
3. To illustrate the security aspects in IT for business operations and transactions.
4. To explain the basic concepts of Information Technology and its role in management facilitation.

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Microsoft Office Complete Reference. BPB Publication.
2. Rajaraman V. (Feb. 2010). Fundamentals of Computers. PHI.
3. Sinha P.K. (2004). Computer Fundamentals. 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.

First Year of 2-Year MBA Program (NHEQF-Level 6): Second Semester
STRATEGIC MARKETING
Course Code: 24IMS1202DS01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

1. Be able to investigate control mechanisms in an organization operating globally.
2. Be able to produce a strategic marketing plan.
3. Be able to promote and implement the marketing plan in support of the strategic objective.

Course Outcomes

After completing the course students would be able to:

1. Distinguish between nominal and real economic measures;
2. To understand behaviour of economic agents and their inter-dependence;
3. Explain the important measures of the aggregate performance of an economy;
4. Develop a critical ability to analyse public policy; and
5. Understand the challenges in meeting macroeconomic performance targets.

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

Recommended Readings:

1. Colin Gilligan, Richard M.S. Wilson. Strategic Marketing Planning,
2. Cravens, D.W. and Piercy, N.F. (2013). Strategic Marketing, 10th Edition. McGraw-Hill, New York.
3. Keith John Blois, The Oxford Textbook of Marketing.
4. Kerin & Peterson. Strategic marketing problems: Cases & Comments, Pearson 2012.
5. Lal, Rajiv, John Quelch and V Rangan. Marketing Management– Text and Cases, McGraw Hill Education.
6. Pride and Ferrell. Marketing: Planning, Implementation, Control, Cengage, 2010.
7. Ranchod & Gurau. Marketing Strategies, A contemporary approach by, Pearson India, 2012.
8. Tony Proctor. Strategic Marketing: An Introduction, Psychology Press.
9. Xavier, Strategic Marketing, Response Books, 2010.

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

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: 24IMS1202DS02

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

MANAGEMENT INFORMATION SYSTEM
Course Code: 24IMS1202DS03

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

1. To understand and assess the importance of information and its role in business.
2. To develop data analyzing skills in students to evaluate information and the tools used for information processing.
3. To imbibe theoretical knowledge of MIS in the students and prepare the students technologically competitive and make them ready to self-upgrade with the higher technical skills, either in their post graduation program or in the workplace.

Course Outcomes

After completing the course students would be able to:

1. Demonstrate a comprehensive understanding of the need for Management Information Systems (MIS).
2. Explain the components and classifications of Decision Support Systems (DSS).
3. Analyze the strategic role of information systems in gaining competitive advantage.
4. Develop skills in planning, designing, and implementing MIS.
5. Evaluate system implementation strategies and processes.

UNIT-I

Data and Information. MIS- need and concepts, factors influencing MIS and characteristics of MIS. Technology of MIS. Structure of MIS. Decision Making and role of MIS. Data communication. Basic H/W required, Channel features and concept of Distributed Data bases, Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, group decision support system

UNIT-II

Information system for strategic advantage, strategic role for information system, breaking business barriers, business process reengineering, improving business qualities.

UNIT-III

Planning for MIS; System Development Methodologies; Conceptual and detailed designs of MIS. Information system analysis and design, information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods.

UNIT-IV

System implementation Strategies and process; System Evaluation and Maintenance. Applications– cross–functional MIWS; ERP; CRM; SCM; Transaction Processing; Artificial Intelligence technologies in business: neural network, fuzzy logic, virtual reality; Executive information system.

Suggested Readings:

1. Jawadekar, Management Information Systems , TMH, N Delhi.
2. Brien, James, Management Information System, Tata McGraw Hill, Delhi.
3. Stair, Principles of Management System, Thomson Learning, Bombay.
4. Mckeown, Information Technology and the Networked Economy, Thomson Learning, Bombay.
5. Brady, Cases in MIS , Thomson Learning, Bombay.
6. Murdick & Ross, Management Information System, PHI, Delhi.
7. Kanter, J., Management Information System, PHI, Delhi.

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

TOTAL QUALITY MANAGEMENT
Course Code: 24IMS1202DS04

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

TQM Tools: Benchmarking - Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) - Concept, Improvement Needs. Quality System: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 - Concept, Requirements and Benefits.

Recommended Readings:

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

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

EMOTIONAL INTELLIGENCE
Course Code: 24IMS1202DS05

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

1. Gained an insight into emotional intelligence, what it is, and how you can use it
2. Developed an awareness of the Bar-On EQ-i model, used to measure emotional intelligence
3. Developed self-awareness and self-management of personal emotions
4. Explored ways to advance personal emotional intelligence.
5. Recognized emotions in others, responding to those emotions to inspire high-performance
6. Understood the consequences of behavior and weighed decisions before action.

Course Outcomes

After completing the course students would be able to:

1. Develop an awareness of EI models;
2. Expand your knowledge of emotional patterns in yourself and others;
3. Understand how you use emotion to facilitate thought and behaviour;
4. 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. Boyatzis, Richard and Annie McKee, Resonant Leadership, Harvard Business Review Press
6. Nadler, Reldan S – Leading with Emotional Intelligence, Tata McGraw Hill, New Delhi

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

PERSONALITY AND SOFT SKILLS DEVELOPMENT

Course Code: 24IMS1202SE01

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

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

L-T-P

2-0-2

Course Objectives

To encourage the all-round development of students by focusing on soft skills.

1. To make the engineering students aware of the importance, the role, and the content of soft skills through instruction, knowledge acquisition, demonstration and practice.
2. To develop and nurture the soft skills of the students through individual and group activities.
3. To expose students to the right attitudinal and behavioral aspects and to build the same through activities.

Course Outcomes

After completing the course students would be able to:

1. Read on Soft skills and their importance in our lives
2. Explain SWOT analysis-learning to maximize success using SWOT, how to do a personal SWOT
3. Determine Communication styles-types with examples, perception of each type of communication, quiz
4. Focus on various communication skills/listening/ stress management etc.
5. Explain Etiquette-social and corporate-Types, Presentation skills, Interview techniques etc.

UNIT -I

Personality: Introduction to Personality; Understanding Self-Concept and Self-Esteem; Emotional Intelligence; Personal Values and Goal Setting; Stress Management and Resilience; Time Management

UNIT -II

Interpersonal Skills: Conflict Resolution and Negotiation; Teamwork and Collaboration; Leadership Skills; Professional Etiquette; Networking and Relationship Building

UNIT -III

Essential Soft Skills: Introduction to Soft Skills; Communication Skills; Problem-Solving and Critical Thinking; Creativity and Innovation; Work Ethics and Dependability; Emotional Intelligence and Self-Confidence, Managing emotions, empathy, and self-regulation.

UNIT -IV

Advanced Soft Skills: Team Dynamics and Collaboration; Professionalism and Work Ethics; Career Development and Networking; Cross-Cultural Communication; Cultivating optimism and a growth mindset.

Recommended Readings:

1. "Personality Development and Soft Skills" by Barun K. Mitra, Oxford University Press.
2. "Soft Skills and Professional Communication" by Peter S. J., Francis, Tata McGraw-Hill Education, 2011.
3. Communication and soft skill development "by Ashwini Deshpande, Career Publications.
4. Communication Skills and Soft Skills: An Integrated Approach, by Suresh Kumar, Sreehari and Savithri, Pearson India.
5. Business Communication From Principles To Practice , by Matthukutty m. Monippally, McGraw Hill

IT FOR MANAGERS-2
Course Code: 24IMSI202MV02

L-T-P
2-0-2

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

1. To empower students with the practical application of MS Office software.
2. To discuss the basic concepts of Email, Internet and websites, domains and security therein.
3. To illustrate the security aspects in IT for business operations and transactions.
4. To explain the basic concepts of Information Technology and its role in management facilitation.

Course Outcomes

After completing the course students would be able to:

1. Describe the digital technologies and channels being leveraged by businesses.
2. Explain the role of data governance and cloud services in determining the success or failure of a business system.
3. Explain the competitive advantage of data management and business intelligence.
4. Identify opportunities to apply IT infrastructure to improve business efficiency.
5. 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.

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

STRATEGIC MANAGEMENT

Course Code: 25IMS1203DS01

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

CONSUMER BEHAVIOR
Course Code: 25MSI203DS02

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

SOCIAL MEDIA MARKETING
Course Code: 25IMSI203DS03

L-T-P
3-0-1

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

To provide students with a comprehensive understanding of social media marketing principles, strategies, and best practices. It will familiarize students with the various social media platforms and their respective features, audiences, and advertising capabilities.

Course Outcomes

After successful completion of this course, students would be able to –

1. Understand targeting, content, engagement, and metrics in social media marketing.
2. Evaluate platforms to align strengths with specific marketing goals.
3. Use tools and platforms to manage successful social campaigns.
4. Analyze data to optimize performance and improve campaign results.
5. Create original, engaging campaigns that connect with target audiences.

UNIT-I

Introduction to Social Media Marketing: Definition and purpose of Social Media Marketing (SMM), Importance of SMM in the digital landscape, Overview of different social media platforms and their significance;
Facebook Marketing: Creating and managing a Facebook business page, Strategies for engaging with the audience on Facebook, Utilizing Facebook advertising tools and creating effective ad campaigns

UNIT-II

LinkedIn Marketing: Leveraging LinkedIn for business marketing and networking, Crafting a LinkedIn marketing strategy, Lead generation techniques and content strategy on LinkedIn
Influencer Marketing: Understanding the role of influencers, Identifying and collaborating with influencers
X Marketing: Developing content strategies for X, Utilizing X advertising tools for promoting businesses, Engaging with the audience and building brand presence on X

UNIT-III

YouTube Marketing: Optimizing video content, Promoting businesses through YouTube ads and sponsored content, Monetization strategies and leveraging YouTube analytics
Email Marketing: Understanding different types of email marketing tools, Building and managing mailing lists for effective email campaigns, Implementing email marketing automation and analyzing email deliverability
Content Marketing and SEO: Introduction to content marketing and its importance in SMM, Creating and optimizing content for social media platforms, Overview of SEO techniques for improving website visibility and Google rankings

UNIT-IV

Mobile Marketing: Exploring the role of mobile devices in marketing strategies, Understanding mobile advertising and engagement techniques, Developing mobile-specific campaigns and measuring mobile marketing ROI
Emerging Trends and Web Analytics: Exploring new and emerging trends in social media marketing, Understanding how to leverage trends like live streaming, augmented reality, and chatbots, Introduction to web analytics and tools like Google Analytics

Recommended Readings:

1. Seema Gupta, Digital Marketing, McGraw Hill Education, 2nd Edition
2. Punit Singh Bhatia, Fundamentals of Digital Marketing, Pearson, 2nd Edition
3. Damian Ryan, Calvin Jone. Kogan Page, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, 4th Edition
4. Evans, L. (2010). Social media marketing: strategies for engaging in Facebook, Twitter & other social media. Pearson Education.
5. Heinze, A., Fletcher, G., Rashid, T., & Cruz, A. (Eds.). (2020). Digital and social media marketing: a results-driven approach. Routledge.
6. Tuten, T. L., & Solomon, M. R. (2017). Social media marketing. Sage.

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.

RETAIL MANAGEMENT
Course Code: 25IMSI203DS04

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To equip students with knowledge of retail operations, consumer understanding, merchandising, location strategy, and emerging trends in global and digital retailing.

Course Outcomes

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

1. Understand the concepts of effective retailing
2. Know the recent trends in retailing in India
3. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

INDIAN FINANCIAL SYSTEM AND FINANCIAL SERVICES

Course Code: 25IMS1203DS05

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

1. Understand the working of financial system.
2. Understand the structure and role of financial markets, need for regulations and implications of the same on society.
3. Understand various types of financial services with respect to rules and regulations prescribed by the regulators.
4. Design and formulate strategies for various financial services products

UNIT-I

Financial System- Meanings, components and functions; Money Market and its segments, Capital Market- New issue market; Stock Exchange and its functions; trading in stock exchange; NSE, BSE; Role and Functions of SEBI

UNIT-II

Commercial Banks; NBFCs; EXIM Bank, RBI, Micro Finance; Financial Inclusion

UNIT-III

Financial Services– Silent features, scope and problems; regulatory and theoretical frame work of leasing; Merchant Banking and its services. Credit Rating Agencies– Objectives, functions, importance, Factoring and Forfeiting- meaning, types and mechanism.

UNIT-IV

Housing Finance– Evolution and Role, Housing Finance Institutions and types of loans; Investor Protection Fund- objectives and grievances redressal mechanism under investor protection fund; Venture capital- meaning and role, venture capital investment process, Private Equity- meaning, working and types; Mutual Funds- concepts, organization and types of mutual fund schemes.

Recommended Readings:

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

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

PROJECT MANAGEMENT
Course Code: 25IMSI203DS06

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

BUSINESS TAXATION
Course Code: 25IMS1203DS07

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

The objective of the course is to acquaint the participant with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

Course Outcomes

After completing the course students would be able to:

1. Understand rules and regulations of Income Tax Act
2. Understand computation of Taxable Income under different heads
3. Understand computation of Tax Liabilities and Tax Planning issues
4. 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. Singhania, V., K. and Singhania, Monica, Students' Guide to Income Tax, Taxmann
2. Singhania, V., K. and Singhania, Kapil, Direct Taxes Law and practice, Taxmann
3. Singhania, V., K. and Singhania, 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

COMPENSATION MANAGEMENT
Course Code: 25IMS1203DS08

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

MANAGEMENT OF INDUSTRIAL RELATIONS

Course Code: 25IMS1203DS09

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To provide comprehensive understanding of industrial relations, trade unions, labor laws, and global practices for managing workplace harmony and effective employee relations.

Course Outcomes

After completing the course students would be able to:

1. Understand the conceptual and practical aspects of industrial relation at the micro and macro levels.
2. Investigate solutions to industrial relation problems based on research and assessment of current practices.
3. Understand IR institutions such as employers' associations, trade unions and industrial tribunals.
4. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

Course Code: 25IMS1203DS10

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

E-COMMERCE AND APPLICATIONS
Course Code: 25IMS1203DS11

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To understand the technological, strategic, and operational aspects of e-commerce and intranet applications across retail, manufacturing, banking, and corporate functions.

Course Outcomes

After doing this course, students should be able to:

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

UNIT- I

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

UNIT-II

E-Commerce and Retailing: Changing Retail Industry Dynamics, Mercantile Models from the 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

MULTIMEDIA AND WEB DEVELOPMENT
Course Code: 25IMS1203DS12

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To provide foundational knowledge in multimedia systems, data compression, web design, and practical skills for creating and managing multimedia applications and websites.

Course Outcomes

After doing this course, students should be able to:

1. Developed understanding of technical aspect of Multimedia Systems.
2. Understand various file formats for audio, video and text media.
3. Design interactive multimedia software.
4. Apply various networking protocols for multimedia applications.
5. To evaluate multimedia application for its optimum performance.
6. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

ADVANCED DATABASE MANAGEMENT SYSTEM

Course Code: 25IMS1203DS13

L-T-P
2-0-2

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

To provide in-depth knowledge of database design, normalization, object-oriented databases, distributed systems, and advanced data models for web and semi-structured data.

Course Outcomes

After doing this course, students should be able to:

1. Understand and model entities, relationships, and constraints in database design using UML diagrams.
2. Apply normalization techniques to eliminate redundancy and refine database schemas.
3. Learn object-oriented, parallel, and distributed database concepts for advanced data management.
4. Implement XML-based web databases and understand advanced data models like GIS.

UNIT I

Introduction to Database Design: Entities, Attributes, Entity Sets, Relationships, Key Constraints, Participation Constraints, Weak Entities, UML Class Diagrams, Subclasses, Superclasses, Inheritance, Specialization, Generalization, Constraints and Characteristics of Specialization and Generalization Hierarchies, Modelling of UNION Types Using Categories, Representing Specialization and Generalization In UML Class Diagrams, Data Abstraction, Knowledge Representation and Ontology Concepts.

UNIT II

Databases Design Theory: Problems Caused by Redundancy, Decompositions, Problems Related to Decomposition, Reasoning About FD's, FIRST, SECOND, THIRD Normal Form, BCNF, Fourth Normal Form, Lossless Join Decomposition, Dependency Preserving Decomposition, Schema Refinement in Data Base Design, Multi Valued Dependencies.

UNIT III

Object- Oriented, Parallel and Distributed Databases: Overview of Object-Oriented Concepts, Object Identity, Object Structure, Type Constructor, Encapsulation of Operations, Methods and Persistence; Architectures for Parallel Databases, Parallel Query Evaluation, Parallelizing Individual Operations, Sorting Joins, Distributed Database Concepts, Data Fragmentation, Replication and Allocation Techniques for Distributed Database Design, Query Processing in Distributed Databases, Concurrency Control and Recovery in Distributed Databases.

UNIT IV

Databases on the Web and Semi-Structured Data: Web interface, XML, structure of XML data, querying XML data, storage of XML data, XML applications, semi-structured data model, indexes for text data. Enhanced Data Models for Advanced Applications: Active database concepts, temporal database concepts, spatial databases: concept and architecture, deductive databases and query processing, mobile databases, Geographic Information Systems (GIS).

Recommended Readings:

1. Elmasri and Navathe, Fundamentals of Database Systems, 6th Edition, Wesley (2003).
2. Ramakrishnan and Gehrke, Database Management Systems, 3rd edition, McGraw-Hill (2002).
3. Korth, Silberschatz, Sudarshan, Database System Concepts, 5th edition, (2010)
4. Rob and Coronel, Database Systems: Design, Implementation and Management,
5. Date and Longman, Introduction to Database Systems.
6. Subramanian V. S., Principles of Multimedia Database Systems, Elsevier Publishers, 2013
7. Shio Kumar Singh, Database Systems: Concepts, Design and Applications, 2nd edition, Pearson Publishing, (2011).

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.

INTERNATIONAL TRADE THEORY AND PRACTICES

Course Code: 25IMS1203DS14

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To explore international trade theories, regional economic groups, FDI, MNCs, and India's foreign trade dynamics, fostering a comprehensive understanding of global trade policies and challenges.

Course Outcomes

After completing the course students would be able to:

1. Define the concept of International Business environment.
2. Evaluate the models & theories of international trade.
3. Describe the concept of country risk analysis and responsibilities of International trade.
4. Analyze the economic crisis of developing countries.

UNIT-I

Evolution of International Trade: Introduction, Internal Trade vs. International Trade, Theories of International Trade, 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, Porter's National Competitive Advantage Theory, Product Life Cycle Theory.

UNIT-II

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

UNIT-III

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

UNIT-IV

India's Foreign Trade: Introduction, Merits and Demerits of Foreign Trade, Growth of India's Foreign Trade, Direction of India's Exports and Imports, 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

EXPORT IMPORT MANAGEMENT AND DOCUMENTATION

Course Code: 25IMS1203DS15

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To understand export procedures, documentation, policy incentives, financing, and methods of entering international markets, enhancing practical knowledge of foreign trade operations.

Course Outcomes

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

1. Understand Import/export trade organizations
2. Understand the procedure of licensing
3. Understand Export-Import trade regulatory framework in India.
4. Understand export sales contract and its processing
5. Understand documents required at the time of export and import.
6. Understand institutional set up for export promotion and export assistance in India.

UNIT-I

Preliminaries for Export: Meaning of Exports and Imports, Categories of Exporters Strategy and Preparation for Foreign Trade, Methods of Entering International Market, Constraints in Entering Foreign Markets, Export Contract, Force Majeure in Export Contract. Exchange Earner's Foreign Currency (EEFC) Account.

UNIT-II

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

UNIT-III

Policy Assistance and Incentives: Incentives and Assistance for Exporters, Duty Drawback (DBK) Procedure, Exports from India Scheme, Export Promotion Capital Goods (EPCG) Scheme, Towns of Export Excellence, Deemed Exports, Export Oriented Units, Electronic Hardware Technology Parks, Software Technology Parks and Bio-technology Parks, Agri Export Zones, Special Economic Zones, Quality Control and Trade Disputes, Assistance to States for Developing Export Infrastructure and Allied Activities

UNIT-IV

Methods of Payments and Export Finance: Conditions for Realisation of Export Proceeds, Methods of Export Payment, Types of Export Finance, Procedure for Obtaining Export Finance, Import Procedure Introduction, Categories of Importers, Import Licence, Import Contract, Pre-import Procedure, 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

FOREIGN EXCHANGE MANAGEMENT
Course Code: 25IMS1203DS16

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To provide a comprehensive understanding of foreign exchange markets, exchange rate determination, risk management, and financial instruments like futures, options, and swaps.

Course Outcomes

After completing the course students would be able to:

1. Understand why firms and nations seek out and benefit from international business activities.
2. Analyze and identify factors that cause exchange rates to change.
3. Identify the linkages between international financial prices.
4. Understand the costs and benefits of different monetary systems.
5. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

AGRI-BUSINESS ENVIRONMENT AND POLICY

Course Code: 25IMS1203DS17

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To analyze the role of agriculture in India's economy, explore globalization impacts, agribusiness trends, and understand policy frameworks for agricultural development.

Course Outcomes

At the end of course student will be able to:

1. Understand the role of agriculture in development process
2. Understand the importance of agricultural finance in modern agriculture and inter linkage of agricultural credit and other input markets and product markets.
3. Demonstrate production and processing trends in exports and imports of major agricultural commodities.
4. 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 in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

AGRI-BUSINESS MANAGEMENT
Course Code: 25IMS1203DS18

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To understand farm business management principles, decision-making, resource management, and strategies for addressing risks and uncertainties in farm operations.

Course Outcomes

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

1. Learn agri-business scope, farm vs non-farm, demand and supply factors.
2. Understand costs, pricing, value principles, and agricultural economic measurements.
3. Explore agro-processing industries, their management, challenges, and future prospects.
4. Study emerging trends: e-choupal, contract and precision farming, logistics.

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

AGRI-BUSINESS ENTREPRENEURSHIP
Course Code: 25IMS1203DS19

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To explore agripreneurship concepts, strategies, business planning, financing, and government policies for developing successful agricultural ventures and managing business growth.

Course Outcomes

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

1. Understand the development of entrepreneurship as a field of study and as a profession.
2. Understand the creative process of opportunity identification and screening.
3. Understand the importance of innovation in the creation of sustainable competitive advantage.
4. Use business models, pro-forma statements and cash flow projections to understand venture processes.
5. Use a number of techniques to test a business model to ensure its viability.
6. Describe a new business in a well-written venture plan.
7. Understand the reasons for a choice of legal formation.
8. 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 in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

TECHNOLOGY MANAGEMENT
Course Code: 25IMS1203DS20

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Recommended Readings:

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

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

SUPPLY CHAIN AND LOGISTICS MANAGEMENT
Course Code: 25IMS1203DS21

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

OPERATIONS RESEARCH
Course Code: 25IMS1203DS22

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Paneerselvam, Operations Research, PHI, N. Delhi.
2. Taha, Operations Research: An Introduction, Pearson Education.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand and Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BASICS OF BUSINESS ANALYTICS
Course Code: 25IMS1203DS23

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

The objectives of this course are:

1. To understand the basic concepts of business analytics, data sets and decision models.
2. To understand the purpose of using business analysis tools within an organization.
3. To analyze a dataset for making a business decision.
4. To provide know-how to evaluate various alternatives by gaining insight from past performance in the essence of business analytics
5. To effectively encourage the students in the project-oriented world of data-driven decisions.

Course Outcomes

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

1. Critically analyze the business problems and apply analytical knowledge in big data environment.
2. Recognize, understand and apply the language, theory and models of the field of business analytics.
3. Improve cognitive skills on the applications of business analytics.
4. Understand data visualization and time series analysis related to various sectors.
5. Do big data-based forecasting research in a better way that help reduce uncertainty and offer more reliable predictions.

Unit-1

Business Analytics: Definition, Need, Scope; Types of Data, Big Data; Models in Business Analytics; Problem Solving with Analytics; Classification of Analytical Methods

Unit-2

Machine Learning: Introduction and Concepts, Differentiating Algorithmic, Frameworks; Descriptive Analytics, Predictive Analytics, Prescriptive Analytics, Web Analytics

Unit-3

Descriptive Analytics: Descriptive Statistical Measures: Measures of Location, Dispersion, Shapes, and Association; Visualizing and Exploring Data: Overview, Tables, Charts, Advanced Data Visualization, Data Dashboards

Unit-4

Linear Optimization Model; Solving Linear Optimization Models; Using Optimization Models for Prediction and Insight; Application of Analytics in Finance, Marketing, Human Resource Management, Supply Chain, Healthcare, and Social Media

Recommended Readings:

1. Lin, N. (2014). Applied Business Analytics: Integrating Business Process, Big Data, And Advanced Analytics. FT Press.
2. Pochiraju, B., & Seshadri, S. (2019). Essentials of Business Analytics. An Introduction to the Methodology and its Applications, Champaign: Springer.
3. Camm, J. D., Cochran, J. J., Fry, M. J., & Ohlmann, J. W. (2020). Business Analytics. Cengage AU.
4. Schniederjans, M. J., Schniederjans, D. G., & Starkey, C. M. (2014). Business Analytics Principles, Concepts, and Applications: What, Why, and How. Pearson Education.
5. Liebowitz, J. (Ed.). (2013). Business Analytics: An Introduction. CRC Press.
6. Hardoon, D. R., & Shmueli, G. (2013). Getting Started with Business Analytics: Insightful Decision-Making. CRC Press.
7. Kimbrough, S. O., & Lau, H. C. (2018). Business Analytics for Decision Making. Chapman and Hall/CRC.
8. Sharma, J. K. (2012). Business Statistics. Pearson Education India.
9. Jank, W. (2011). Business Analytics for Managers. New York: Springer.
10. Harris, R. J. (2001). A Primer of Multivariate Statistics. Psychology Press.

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

APPLIED MULTIVARIATE ANALYSIS

Course Code: 25IMS1203DS24

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

The objectives of this course are:

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

Course Outcomes

After completing the course students will be able to:

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Recommended Readings:

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

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

INFORMATION ECONOMICS AND ITS APPLICATIONS
Course Code: 25IMSI203DS25

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

The objectives of this course are:

1. To introduce students to the effect of asymmetric information on the efficiency properties of market outcomes.
2. To develop practical and theoretical tools required for analyzing situations of asymmetric information.
3. To improve decision making under uncertainty.
4. To understand how economic agents, make contracts when faced with uncertainty and asymmetric information.

Course Outcomes

After completing the course students will be able to:

1. Understand supply and demand. Equilibrium analysis. Marginal analysis. Positive and normative questions.
2. Understand how information affects economic decisions, market structures, and policy outcomes.
3. Critically evaluate the role of information in shaping economic behavior and outcomes.
4. Ability to analyze complex economic problems, identify the role of information, and evaluate potential solutions.
5. Models of risk sharing, moral hazard, signaling, and mechanism design to real-world situations.

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-Colell, A., Whinston, M. D., & Green, J. R. (1995). *Microeconomic Theory* (Vol. 1). New York: Oxford university press.
2. Hart, O. D., & Holmström, B. (1986). *The Theory of Contracts*.
3. Varian, H. R., & Varian, H. R. (1992). *Microeconomic Analysis* (Vol. 3). New York: Norton.
4. Akerlof, G. A. (1978). The market for "lemons": Quality Uncertainty and the Market Mechanism. In *Uncertainty in Economics* (pp. 235-251). Academic Press.
5. Spence, M. (1973). Job Market Signaling. *The Quarterly Journal of Economics*, 87 (3). MIT Press, 355, 374.
6. Grossman, S. J. (1981). The Informational Role of Warranties and Private Disclosure about Product Quality. *The Journal of Law and Economics*, 24(3), 461-483.
7. Freixas, X., & Rochet, J. C. (2008). *Microeconomics of Banking*. MIT press.
8. Koutsoyiannis, A. (1975). *Modern microeconomics*. Springer.
9. Mankiw, N. G. (1998). *Principles of Microeconomics* (Vol. 1). Elsevier.
10. Cowell, F. A. (2018). *Microeconomics: Principles and Analysis*. Oxford University Press.

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

PUBLIC POLICY FORMULATION AND EVALUATION

Course Code: 25IMSI203DS26

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To examine policy evaluation processes, including approaches, criteria, impact assessment, and ethics, focusing on public policy analysis and its implications in a globalized context.

Course Outcomes

After completing the course students would be able to:

1. Analysis practical problems of government, communities and regions
2. Sense alternative approaches to the examination of public policy and of their respective strengths and limits.
3. Understand complexity of policy evaluation in terms of mixes of values, interests, competing orientations, and other factors
4. Develop critical thinking about public policy issues and the ability to conduct professional analyses

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

SUSTAINABLE DEVELOPMENT

Course Code: 25MSI203DS27

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To explore corporate sustainability, reporting frameworks, legal aspects, and contemporary developments in environmental and social responsibility, with a focus on global standards and case studies.

Course Outcomes

After completing the course students would be able to:

1. Comprehend the meaning of sustainable development.
2. Understand the international and long-term dimensions of sustainable development.
3. Understand methods in the field of sustainable development
4. 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, UNIT-ed Nations 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. Yaziji, M. and Doh J. 2009, NGO and Corporations: Conflict and Collaboration, Cambridge: Cambridge University Press.

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

RURAL DEVELOPMENT
Course Code: 25IMSI203DS28

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To understand rural development concepts, strategies, institutional frameworks, rural management, information systems, and welfare programs, focusing on sustainable growth and empowerment.

Course Outcomes

After completing the course students would be able to:

1. Critically analyze with regard to shifts of rural development
2. Understand implications on the livelihoods of the poor and schemes to empower them
3. Understand the prospects and problems of rural development in India
4. Understand Panchayati Raj system in India
5. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

DIGITAL MARKETING
Course Code: 25IMSI203SE01

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

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

L-T-P

2-0-2

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Lab: Practical on Social Media marketing

Recommended Readings:

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

Second year of 2-Year MBA Program (NHEQF Level 6.5): Fourth Semester
ENTREPRENEURSHIP DEVELOPMENT
Course Code: 25IMSI204DS01

L-T-P
3-0-1

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Note: Each student in the course of Entrepreneurship Development will present a business idea developed during the semester and the same will be evaluated by a panel of external examiner(s) comprising one from industry and the other from academia recommended by the PG BOS of IMSAR along with one internal examiner recommended by the Director of IMSAR.

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 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.

INTEGRATED MARKETING COMMUNICATION

Course Code: 25IMS1204DS02

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

PRODUCT AND BRAND MANAGEMENT

Course Code: 25IMS1204DS03

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Recommended Readings:

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

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

SALES AND DISTRIBUTION MANAGEMENT
Course Code: 25IMS1204DS04

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Still, Cundiff, Govoni and Sandeep Puri, Sales and Distribution Management, Pearson Education.
2. Anderson R, Professional Sales Management, Englewood Cliff, New Jersey, Prentice Hall, India.
3. Spiro, Rosann L., Gregory A. Rich, and William J. Stanton, Management of a Sales Force, McGraw-Hill Irwin, Boston.
4. Dalrymple, Douglas J., and William L., Sales Management: Concepts and Cases, New York, NY: Wiley
5. Panda, T. K., Sahadev, S., Sales And Distribution Management, Oxford Publishing, India
6. Hughes, G. David, Daryl McKee, Charles H. Singler, Sales Management: A Career Path Approach, Cincinnati, OH: South-Western College Publishing
7. Peppers, D. and Rogers, M., „The short way to long-term relationships“. Sales and Marketing Management

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

FINANCIAL AND COMMODITY DERIVATIVES

Course Code: 25IMSI204DS05

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objective

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

Course Outcomes:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings

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

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

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: 25IMSI204DS06

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

This course is designed to provide an understanding of international financial products, financial markets, and institutional structures necessary to be effective financial managers in modern corporations.

Course Outcomes

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

1. Demonstrate the understanding of international financial theory and applications pertaining to, e.g. exchange rate determinants and foreign exchange exposure
2. Develop a framework to identify, evaluate and solve problems pertaining to international finance.
3. 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
3. Sharan, V., International Financial Management, PHI, New Delhi
4. Allen Shapiro, Multinational Financial Management, PHI, New Delhi
5. Levi, Maurice D., International Finance, McGraw Hill
6. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

INVESTMENT MANAGEMENT
Course Code: 25IMSI204DS07

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objective

The course aims to familiarize learners with different aspects of investment management and risks, introduce them to the framework of securities analysis and valuation and highlight the process of portfolio management.

Course Outcomes

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

1. Analyze the environment of investment and risk return framework.
2. Describe bonds in terms of valuation, yields, and risks.
3. Analyze equity shares using different approaches and models.
4. Construct, analyze, select, and evaluate portfolios along with a deep understanding of capital market theory and associated models.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

TRAINING AND DEVELOPMENT

Course Code: 25IMS1204DS08

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Recommended Readings

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

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

PERFORMANCE MANAGEMENT SYSTEMS

Course Code: 25IMSI204DS09

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To develop understanding of performance management systems, appraisal techniques, planning, competency mapping, and ethical employee development strategies to enhance organizational effectiveness.

Course Outcomes

After completing the course students would be able to:

1. Understand the importance of performance management in business organizations.
2. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

Course Code: 25IMSI204DS10

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To understand organizational change and development, models and interventions, cultural transformation, and strategies to manage resistance and facilitate continuous improvement in organizations.

Course Outcomes

After completing the course students would be able to:

1. Learn about the change facilitators using the knowledge and techniques of behavioral science.
2. Plan and implement change at the individual group and organizational level.
3. Understand models and theories of change management.
4. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

INFORMATION SECURITY AND CYBER LAWS

Course Code: 25IMSI204DS11

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

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

Course Outcomes

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

SYSTEMS ANALYSIS AND DESIGN
Course Code: 25IMSI204DS12

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

1. Kendall and Kendall, System Analysis and Design, Pearson Education.
2. Shelly, Cashman, Rosenblatt, System Analysis and Design, Cengage Learning.
3. Satzinger, System Analysis and Design, Cengage Learning.
4. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

PROGRAMMING IN VISUAL BASIC

Course Code: 25IMSI204DS13

L-T-P

3-0-1

External Marks: 50

Practicum Marks: 50

Time: 3 Hours

Course Objectives

To develop practical skills in Visual Basic for client-server programming, database connectivity, interface design, and building scalable software solutions using ActiveX components.

Course Outcomes

After completing the course students would be able to:

1. Learn different type of client server architectures and introduction to VB6 tool and its related objects.
2. Learn the various programming constructs, syntax of various controls used in VB.
3. 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.
4. 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.

CROSS CULTURAL AND GLOBAL MANAGEMENT
Course Code: 25IMSI204DS14

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To understand and manage cross-cultural variables in global organizations through effective leadership, communication, HR practices, ethics, and international business strategies.

Course Outcomes

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

1. Demonstrate relevant knowledge, skills, and abilities when presented with cross-cultural management problems in multinational organizations.
2. Demonstrate understanding and respect for culture difference.
3. Apply theoretical frameworks in analyzing culture and related management problems.
4. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

MANAGEMENT OF MULTINATIONAL CORPORATIONS

Course Code: 25IMSI204DS15

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To understand the complexities of managing multinational corporations, including strategies, marketing, HR, financial management, and ethical considerations in a global context.

Course Outcomes

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

1. Understand the functioning of MNCs, global companies, transnational companies.
2. Understand a variety of issues that are encountered by every professional in discharging professional duties.
3. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

INTERNATIONAL LOGISTICS

Course Code: 25IMS1204DS16

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To explore the key aspects of international logistics, export procedures, financing, documentation, and government support for promoting export activities.

Course Outcomes

After completing the course students would be able to:

1. 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.
2. Learn discussion of terms of trade, insurance, proper packaging procedures and outcomes.
3. Discuss current practices, issues, and concerns in the field of international logistic operations.
4. Understand the reason of existence of International Trade.
5. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

AGRICULTURAL INPUT MARKETING AND POST- HARVEST MANAGEMENT

Course Code: 25IMS1204DS17

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To understand agricultural input marketing, distribution channels, seed, fertilizer, plant protection chemicals, farm machinery marketing, and post-harvest management in India's agricultural sector.

Course Outcomes

After completing the course students would be able to:

1. Understand the concept of different types of post-harvest practices for value addition
2. Visualize the post-harvest problems likely to be confronted
3. Know the tricks of the trade and how to increase the longevity of the produce
4. Understand different marketing concept and marketing system in context of agricultural inputs;
5. 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 in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

LIFE STOCK BUSINESS MANAGEMENT

Course Code: 25IMSI204DS18

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To explore livestock business, including production, consumption, trade, marketing channels, livestock products, international regulations, and standards for animal products in India.

Course Outcomes

After completing the course students would be able to:

1. Understand the livestock business in India
2. Specify marketable livestock commodities
3. 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 in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

AGRICULTURAL MARKETING MANAGEMENT

Course Code: 25IMS1204DS19

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To understand agricultural marketing strategies, product management, pricing, logistics, promotional management, and distribution for agribusiness, including market dynamics and consumer behavior.

Course Outcomes

After completing the course students would be able to:

1. Understand the types of markets and marketing.
2. Understand grading and standardization of agricultural products.
3. Understand and apply the knowledge about agricultural marketing in promotion and distribution of agricultural products.
4. 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 Ramakrishnan, 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 in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

TRANSPORTATION MANAGEMENT

Course Code: 25IMS1204DS20

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To examine urban transportation systems, planning, operations, historical development, travel demand forecasting, and the socio-economic impacts of transport policies and infrastructure.

Course Outcomes

After completing the course students would be able to:

1. Appreciate the role of Transportation and Warehouse Management
2. Explain essentials of statutory requirements related to Logistics Management
3. 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.

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

WAREHOUSE MANAGEMENT AND INVENTORY CONTROL
Course Code: 25IMS1204DS21

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Recommended Readings:

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

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

SUPPLY CHAIN ANALYTICS
Course Code: 25IMS1204DS22

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

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

Course Outcomes

After completing the course students would be able to:

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Recommended Readings:

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

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

ECONOMICS FOR BUSINESS STRATEGY

Course Code: 25IMS1204DS23

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

The objectives of this course are:

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

Course Outcomes

After completing the course students will be able to:

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Recommended Readings:

1. Campbell, D., Stonehouse, G., & Houston, B. (2002). Business Strategy: An Introduction. Routledge.
2. Spender, J. C. (2014). Business Strategy: Managing Uncertainty, Opportunity, and Enterprise. OUP Oxford.
3. Stonehouse, G., & Houston, B. (2003). Business Strategy. Routledge.
4. Aaker, D. A. (2001). Developing Business Strategies. John Wiley & Sons.
5. Culp, C. L. (2001). The Risk Management Process: Business Strategy and Tactics. John Wiley & Sons.
6. Salvatore, D. (1998). Marginal Economics in a Global Economy. McGraw Hill Publication Co. Ltd.
7. Petersen, H. C., & Lewis, W. C. (1994). Managerial economics. Macmillan Publishing Company.
8. Andrade, G., & Stafford, E. (2004). Investigating the Economic Role of Mergers. *Journal of Corporate Finance*, 10(1), 1-36.
9. Hall, B. H., & Rosenberg, N. (Eds.). (2010). Handbook of the Economics of Innovation (Vol. 1). Elsevier.
10. Corsini, F., Fontana, S., Gusmerotti, N. M., Iovino, R., Iraldo, F., Mecca, D., ... & Testa, F. (2024). Bridging Gaps in the Demand and Supply for Circular Economy: Empirical Insights into the Symbiotic Roles of Consumers and Manufacturing Companies. *Cleaner and Responsible Consumption*, 15, 100232.
11. Saad, M. B., Brahim, M., Schaffar, A., Guesmi, K., & Saad, R. B. (2023). Economic Complexity, Diversification and Economic Development: The Strategic Factors. *Research in International Business and Finance*, 64, 101840.
12. Wu, M., Ran, Y., & Zhu, S. X. (2022). Optimal pricing strategy: How to Sell to Strategic Consumers? *International Journal of Production Economics*, 244, 108367.
13. Hossain, M. S. (2021). Merger & Acquisitions (M&As) as an Important Strategic Vehicle in Business: Thematic Areas, Research Avenues & Possible Suggestions. *Journal of Economics and Business*, 116, 106004.
14. Teece, D. J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning*, 43(2-3), 172-194.
15. Ferlito, R., & Faraci, R. (2022). Business Model Innovation for Sustainability: A New Framework. *Innovation & Management Review*, 19(3), 222-236.

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

ECONOMETRICS FOR BUSINESS ANALYTICS

Course Code: 25IMS1204DS24

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

The objectives of this course are:

1. To measure economic relationship using economic data and applying mathematical and statistical tools.
2. To provides an outline to methods and statistical techniques used to test empirical validity to economic theory and analyze economic data.
3. To analyze markets, create forecasts based on current and past data, study the effect of economic policies.

Course Outcomes

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

1. Prove economic theories mathematically and analyses how to maximize profit of the firms and industries.
2. To estimate causal relationships between variables.
3. Understand the basics of time series data and perform forecasting with time series data.
4. To analyze policy interventions and assess their potential impact.

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 Estimation

Unit-II

Multiple Linear Regression Analysis: Method of least squares, Econometric Problems: Multicollinearity, Autocorrelation and Heteroscedasticity, Dummy Variables-Nature and uses, Dummy Variables in Regression Models, Regression on Dummy Dependent Variable, Linear Probability Model (LPM), Probit and Logit Models, Dynamic Econometric Models

Unit-III

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)

Unit-IV

Stochastic process, Stationarity, Unit Roots, Testing Unit Roots – Dickey and Fuller, Phillips and Perron tests, Autoregressive (AR) models, Moving Average (MA) models, autoregressive integrated moving average (ARIMA) model, VAR analysis, Cointegration – Eagle-Granger Methodology, Johanson approach, Error Correction Models, Granger Causality, Modelling Volatility: ARCH, GARCH

Recommended Readings:

- Wooldridge, J. M. (2010). Econometric Analysis of Cross Section and Panel Data. MIT press.
- Davidson, R., & MacKinnon, J. G. (2004). Econometric theory and methods (Vol. 5, pp. 189-196). New York: Oxford University Press.
- Wooldridge, J. M. (2002). Introductory Econometrics: A Modern Approach. Language.
- Gelman, A., & Hill, J. (2007). Data Analysis Using Regression and Multilevel/Hierarchical Models. Cambridge University Press.
- Greene, W. H. (2003). Econometric Analysis. Pretence Hall.
- Studenmund, A. H. (2014). Using Econometrics, a Practical Guide. Pearson education limited.
- Johnston, J., & DiNardo, J. (1997). Econometric Methods, Ed. New York: McGraw-Hill.
- Gujarati, D. N. (2002). Basic Econometrics 4th ed., McGraw-Hill.
- Stock, J. H., & Watson, M. W. (2020). Introduction to Econometrics. Pearson.
- Maddala, G. S., & Lahiri, K. (1992). Introduction to Econometrics (Vol. 2, p. 525). New York: Macmillan.

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

PREDICTIVE BUSINESS ANALYTICS

Course Code: 25IMS1204DS25

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

The objectives of this course are:

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

Course Outcomes

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

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Recommended Readings:

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

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

PUBLIC FINANCE ADMINISTRATION

Course Code: 25IMS1204DS26

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To provide students with insights into public finance principles, taxation, expenditure, debt, and fiscal policy to evaluate government economic interventions and budgeting systems.

Course Outcomes

After completing the course students would be able to:

1. Understand the meaning of public finance and its importance
2. Know about the various committees regarding public finance
3. Get knowledge about the Indian tax system, sources of revenue and its relation with economic growth
4. Develop understanding about the financial issues in a federal set up
5. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

RISK AND DISASTER MANAGEMENT

Course Code: 25IMS1204DS27

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To equip students with knowledge and skills for disaster risk assessment, preparedness, response, and recovery through institutional frameworks and community-based strategies.

Course Outcomes

After completing the course students would be able to:

1. Understand the disaster phenomenon, its different contextual aspects and impacts
2. Understand the process of disasters and related management aspects
3. Know about importance of community involvement in disaster management
4. Develop a deep understanding of disaster resilience, risk mitigation, and recovery policies
5. 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. Kafle, 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

DEVELOPMENTAL ECONOMICS

Course Code: 25IMS1204DS28

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives

To provide understanding of economic development concepts, poverty, inequality, growth theories, and sustainable development with policy-oriented perspectives.

Course Outcomes

After completing the course students would be able to:

1. Demonstrate familiarity with some central themes and issues of economic development
2. Analyze empirical evidence on the patterns of economic development
3. Demonstrate the understanding of the difference between growth and development and the measurement of inequality
4. 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 seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

DATA ANALYSIS USING EXCEL

Course Code: 25IMS1204SE01

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

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

L-T-P

2-0-2

Course Objectives:

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

Course Outcomes:

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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