

MBA 5-YEAR INTEGRATED PRACTICE-ORIENTED PROGRAMME (IPOP)
(Applicable w.e.f. Academic Session 2010-11)

SCHEME OF EXAMINATION (REVISION: FIRST)

SEMESTER-I (TOTAL MARKS: 600)

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-101	: Conceptual Foundations of Management	100 (70+30)
IMS-102	: Business Mathematics	100 (70+30)
IMS-103	: Fundamentals of Accounting	100 (70+30)
IMS-104	: Fundamentals of Sociology	100 (70+30)
IMS-105	: Computer Fundamentals	100 (70+30)
IMS-106	: Proficiency in English	100 (70+30)

SEMESTER-II (TOTAL MARKS: 600)

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-201	: Understanding Human Behaviour	100 (70+30)
IMS-202	: Business Statistics- I	100 (70+30)
IMS-203	: Financial Accounting & Auditing	100 (70+30)
IMS-204	: Vyavharik Hindi	100 (70+30)
IMS-205	: Business Laws	100 (70+30)
IMS-206	: Business Communication	100

SEMESTER-III (TOTAL MARKS: 600)

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-301	: Environment Management	100 (70+30)
IMS-302	: Business Statistics- II	100 (70+30)
IMS-303	: Business Economics -I	100 (70+30)
IMS-304	: Corporate Laws	100 (70+30)
IMS-305	: Cost Accounting	100 (70+30)
IMS-306	: Corporate Profile Presentation	100 (70+30)

SEMESTER-IV (TOTAL MARKS: 600)

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-401	: Financial Management	100 (70+30)
IMS-402	: Human Resource Management	100 (70+30)
IMS-403	: Business Economics -II	100 (70+30)
IMS-404	: Marketing Management	100 (70+30)
IMS-405	: Business Research Methods	100 (70+30)
IMS-406	: Data Base Management System	100 (70+30)

SEMESTER-V (TOTAL MARKS: 600)

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-501	: Consumer Behaviour	100 (70+30)
IMS-502	: Production and Operation Management	100 (70+30)
IMS-503	: Management Accounting and Financial Analysis	100 (70+30)
IMS-504	: Business Environment	100 (70+30)
IMS-505	: Management Information System	100 (70+30)
IMS-506	: Term Paper Presentation (Based on Corporate Training)*	100

SEMESTER-VI (TOTAL MARKS: 600)

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-601	Taxation Laws	100 (70+30)
IMS-602	Entrepreneurial Development	100 (70+30)
IMS-603	Principles of Banking & Insurance	100 (70+30)
IMS-604	Sales Management	100 (70+30)
IMS-605	International Business	100 (70+30)
IMS-606	Comprehensive Viva-Voce	100

Grand Total Marks (from I to VI Semesters): 3600

SEMESTER-VII (TOTAL MARKS: 700)**Compulsory Papers:**

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-701	Indian Ethos and Business Ethics	100 (70+30)
IMS-702	Organizational Behavior	100 (70+30)
IMS-703	Term Paper Presentation (Based on Corporate Training)*	100

Optional Papers:

The students are required to opt for 4 theory papers in all from specialization areas viz., Marketing, Finance and Human Resource Management by selecting two papers each from any two specialization areas. The specializations once opted will remain the same for further Semesters also and will not be changed in any case.

Marketing:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-704	Rural Marketing	100 (70+30)
IMS-705	Advertising Management	100 (70+30)
IMS-706	Logistics Management	100 (70+30)

Finance:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-707	Financial Institutions & Markets	100 (70+30)
IMS-708	Multinational Financial Management	100 (70+30)
IMS-709	Security Analysis and Investment Management	100 (70+30)

Human Resource Management:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-710	Human Resource Development	100 (70+30)
IMS-711	Managing Interpersonal Group Processes	100 (70+30)
IMS-712	Industrial Relations	100 (70+30)

SEMESTER-VIII (TOTAL MARKS: 600)**Compulsory Papers:**

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-801	Business Policy and Strategic Management	100 (70+30)
IMS-802	Management Science	100 (70+30)

Optional Papers:

The students are required to opt for 4 theory papers in all by selecting two papers each from their specialization areas.

Marketing:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-803	: Services Marketing	100 (70+30)
IMS-804	: International Marketing	100 (70+30)
IMS-805	: Business Marketing	100 (70+30)

Finance:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-806	: Working Capital Management	100 (70+30)
IMS-807	: Foreign Exchange Management	100 (70+30)
IMS-808	: Portfolio Management	100 (70+30)

Human Resource Management:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-809	: Global Human Resource Management	100 (70+30)
IMS-810	: Labour Legislation in India	100 (70+30)
IMS-811	: Manpower Development for Technical Change	100 (70+30)

SEMESTER – IX (TOTAL MARKS: 700)**Compulsory Papers:**

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-901	: E-Commerce	100 (70+30)
IMS-902	: Export & Import Management	100 (70+30)
IMS-903	: Term Paper Presentation (Based on Corporate Training)*	100

Optional Papers:

The students are required to opt for 4 theory papers in all by selecting two papers each from their specialization areas.

Marketing:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-904	: Integrated Marketing Communication	100 (70+30)
IMS-905	: Retail Marketing	100 (70+30)
IMS-906	: Marketing of Non-Profit Organization	100 (70+30)

Finance:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-907	: Strategic Financial Management	100 (70+30)
IMS-908	: Insurance Procedures and Documentation	100 (70+30)
IMS-909	: Financial Derivatives	100 (70+30)

Human Resource Management:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-910	: Counseling Skills for Managers	100 (70+30)
IMS-911	: Organizational Change and Stress Management	100 (70+30)
IMS-912	: Performance Management	100 (70+30)

SEMESTER-X (TOTAL MARKS: 700)**Compulsory Papers:**

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-1001	: Project Management	100 (70+30)
IMS-1002	: Research Project	100 (70+30)
IMS-1003	: Comprehensive Viva-Voce	100

Optional Papers:

The students are required to opt for 4 theory papers in all by taking two papers each from their specialization areas.

Marketing:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-1004	: Strategic Marketing Management	100 (70+30)
IMS-1005	: Product and Brand Management	100 (70+30)

Finance:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-1006	: Management of Financial Services	100 (70+30)
IMS-1007	: Bank Management	100 (70+30)

Human Resource Management:

<u>Paper Code</u>	<u>Title of the Subject /Paper</u>	<u>Max. Marks (Ext.+Int.)</u>
IMS-1008	: Cross Cultural Management	100 (70+30)
IMS-1009	: Compensation Management	100 (70+30)

Total Marks (from I to VI Semesters): 3600

Total Marks (from VII to X Semesters): 2700

Grand Total Marks (from I to X Semesters): 6300

***Special Note about Corporate Training:**

Every student shall be required to undergo 6-8 weeks corporate training after the end of 4th, 6th and 8th Semester/s in an Industrial/Commercial/Co-operative Institution in Private/Public/ Co-operative/Joint Sector as approved by the Director/Head of the Institute. After completion of the training every student shall be required to prepare and submit a report within 15 days of commencement of the 5th, 7th and 9th Semester/s respectively. The students are to make presentation for the same before a Panel of Experts on the date/s as notified by the Institute. The report should comprise of 40-60 typed/printed pages, in Times New Roman, Font 12, One and Half space and in spiral binding form. The students are required to submit the training report as per the above specifications/stipulations.

Note: - The duration of Each Theory Paper will be Three Hours.

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DETAILED SYLLABUS

SEMESTER – I

IMS-101: Conceptual Foundations of Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To facilitate an understanding of concepts, principles and functions of management.

- Unit-I : Nature, Scope and Significance of Management; Process of Management; Management as an Art, Science and Profession; Management and Administration; Role of Managers; Principles of Management; Levels of Management.
- Unit-II : Evolution of Management Thought : Classical, Neoclassical and Contingency; Contemporary Management Thinkers : Peter F. Drucker, Michael Porter and C. K. Prahlad.
- Unit-III : Planning : Meaning and Importance of Planning; Planning Process; Making Planning Effective; Types of Plans; Decision Making : Concept, Nature, Types of Decision, Process and Techniques, Creativity in Decision Making . Management by Objectives.
- Unit-IV : Organizing – Nature, Importance, Process and Principles of Organizing Departmentation, Decentralization, Centralization, Delegation, Authority and Responsibility Relationship - Line, Staff and Functional; Formal vs. Informal Organizations. Directing: Concept, Nature and Importance
- Unit-V : Motivation: Concept and Significance, Theory X and Theory Y, Maslow's Theory of Motivation. Leadership: Meaning, Importance and Characteristics of a Good Leader, Control: Nature, Process and Significance, Control Methods: Pre-action Control, Steering Control and Post-action Control, Control Techniques.

Suggested Readings:

1. Koontz, H. and Wechrich, H.: Management, 10th ed., McGraw - Hill, New York, 1995.
2. Robbins, S.P. : Management, 5th ed., Englewood Cliffs, Prentice Hall Inc., New Jersey, 1996.
3. Stoner, J. etc: Management, 6th ed., Prentice Hall of India, New Delhi, 1996.
4. Luthans, F.: Organizational Behaviour, 7th ed., Mc Graw Hill, New York, 1995.
5. Rao, V. S. P.: Management, 1st ed., Excel Books, New Delhi, 2002.
6. Prasad L.M.: Principles of Management,

IMS-102 : Business Mathematics**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To familiarize the students with a broad based knowledge of mathematics with focus on business applications.

Unit-I	Theory of Sets: Meaning, Elements, Types, Presentation and Equality of Sets; Union, Intersection, Compliment and Difference of Sets; Venn Diagrams; Cartesian Product of Two Sets; Application of Set Theory.
Unit-II	Matrices : Types, Properties, Addition, Multiplication, Transpose and Inverse of Matrix. Properties of Determinants; Solution of Simultaneous Linear Equations; Business Application of Matrices.
Unit-III	Indices and Logarithms; Arithmetic, Geometric and Harmonic Progressions and their Business Applications; Sum of Squares and Cubes of First Natural Numbers.
Unit-IV	Permutations and Combinations; Binomial Theorem
Unit-V	Functions: Concept, and Types. Differential and Integral Calculus - An Introduction; Applications of derivatives

Suggested Readings:

1. Sharma, J. K.: Business Mathematics (Theory & Applications); Ane Books Pvt. Ltd., New Delhi, 2008
2. Sancheti, D.C.and Kapoor, V. K.: Business Mathematics; Sultan Chand & Sons, New Delhi, 2004
3. Raghavachari, M.:Mathematics for Management – An Introduction; Tata McGraw Hills Publishing Company Ltd., New Delhi, 2004
4. Aggarwal, B.M.: Business Mathematics & Statistics; Anne Books Pvt. Ltd., New Delhi, 2009.
5. Srinivasa, G. & George Deepa: Business Mathematics & Statistics; New Age, New Delhi, 2003.
6. Zamirudin, KhannaV. K: Business Mathematics; Vikas Publishing House, New Delhi, 2003.

IMS-103 : Fundamentals of Accounting**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To develop conceptual understanding of the fundamentals of financial accounting system.

- Unit-I : Accounting: Nature, Scope, Functions and Limitations, Types of Accounting and Accounting System, Accounting Concepts and Conventions, Accounting Equation
- Unit-II : Accounting Process: Journal and Ledger, Trial Balance including Rectification of Errors, Subsidiary Books.
- Unit-III : Capital and Revenue, Classification of Income, Expenditure and Receipts. Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments)
- Unit-IV : Depreciation: Concept, Causes, Features, Objectives and Methods. Valuation of Stock, Bank Reconciliation Statement.
- Unit-V : Computer and Accounting: Role of Computer in Accounting; Flow Chart, Software Packages for Accounting, Accounting for Non- Profit Organizations.

Suggested Readings:

1. Khan, M.Y. and Jain: Financial Management, 5th ed., Tata McGraw Hills Publishing Company Ltd., New Delhi
2. Goyal, V. K.: Financial Accounting, 3rd ed., Excel Books, 2009.
3. Hingorani, N. L. and Ramanathan, A. R.: Management Accounting, 5th ed., Sultan Chand & Sons, New Delhi, 1992.
4. Bhattacharya's. K. and dearden J.: Accounting for Management - Text And Cases, Vikas Publishing House, New Delhi,
5. Jawahar Lal: Cost Accounting, Vikas Publishing House, New Delhi.
6. Gupta, R. L. and Ramaswamy: Advanced Accounting, Vol.1 & 2, Sultan Chand & Sons, New Delhi

IMS-104 : Fundamentals of Sociology**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To familiarise the students with basic concepts and theories of sociology.

- Unit-I : Introduction: Nature and Scope of Sociology; Methods of Sociology; Fundamental Concepts of Sociology; the Relationship between Man and Society.
- Unit-II : Social Structure: Meaning, Elements and Types; Social Institutions and Their Functions; Social Process: Co-operation, Conflict, Competition and Assimilation.
- Unit-III : Socialization and Social Action: Meaning of Socialization; Socialization as a Process of Learning; Stages and Agencies of Socialization. Social Action: Elements, Rationality of Means; Economic, Political and Religious Integration of Ends.
- Unit-IV : Social Change and Institution: Meaning, Types and Factors in Social Change; Social Problems: Meaning, Causes and Remedies. Social Institution: Family, Religion and Marriage; Social Stratification in India.
- Unit-V : An Overview of Different Branches of Sociology. Basic Concepts of Industrial Sociology: Attitude Formation and Change. Morale Audit; Values and Norms; Power and Politics; Bureaucracy.

Suggested Readings :

1. Bhusan, Vidya: Sociology, Kitab Mahal, New Delhi, 2005
2. Sachadeva, V.B.: Introduction to Sociology
3. Sankar Rao, C.N.: Sociology, Sultan Chand and Sons, 2007
4. Mike O' Donnell: Introduction to Sociology
5. Johnson, Harry M: Sociology Allied Publications Pvt. Ltd. New Delhi, 2003

IMS-105 : Computer Fundamentals**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of the course is to make the students understand the basics of computer and its applications.

- Unit-I : Fundamentals of Computers: Introduction to Computer, Types (Analog, Digital and Hybrid); Characteristics of Computers; Evolution of Computers (History, Generation), Basic Components of a Computer, Their Functions and Inter-relation; RAM, ROM; Computer Hardware and Software; Computer Languages; Types of Computer Systems: Personal-Micro, Mini, Mainframe and Super Computer.
- Unit-II : Data Representation : Number Systems (Binary, Octal and Hexadecimal) and Their Inter-Conversions; Binary Arithmetic; Internal Data Representation; Organization of Memories; Representation of Number (Fixed-point and Floating-Point); Representation of Alphanumeric Character Codes.
- Unit-III : Data Storage: Primary Storage; Secondary Storage; Input and Output Devices. Concept of Data Communication and Network Topology
- Unit-IV : Operating System: Introduction to Operating System; Types of Operating Systems. Word Processor: Meaning and Applications.
- Unit V : Windows: Basic Functionality; MS Office: MS Word, MS Excel, MS PowerPoint, Internet: Usage and Applications.

Suggested Readings :

1. Sinha , P. K.: Computer Fundamentals, 3rd ed., BPB Publications, New Delhi.
2. Raman Raja: Fundamentals of Computer, Prentice Hall of India, New Delhi, 2007.
3. Jaiswal, S.: Computer science Question Bank Bible, Galgotia Publishers, New Delhi, 1997.
4. Dhunnna Mukesh, Dixit J.B.: Information Technology in Business Management, University Science Press New Delhi (An imprint of Laxmi Publications, New Delhi), 2010
5. Gill N.S.: Computer Network, Krishna Publishing House, New Delhi
6. Douglas, E. Comer: Computer Network and Internet, Pearson Education, New Delhi

IMS-106 : Proficiency in English**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit.

Course Objective: The objective of the course is make the students aware about the basics of English language and make them proficient in reading, writing, comprehension and speaking skills.

Unit I: Basic Grammar: Spotting the errors pertaining to Articles, Nouns, Pronouns, Adjectives, Adverbs, Subject Verb Concord, Active & Passive voice, Reporting Speech.

Unit II: Reading and writing skills – Paragraph Writing, Outline Development, Slogan Writing, Dialogue Writing, Comprehension Passage.

Unit III: Vocabulary, Antonyms, Synonyms, Idioms and Phrases, Words often Confused, One Word Substitution, Homonyms and Formation of words (Suffixes, Prefixes and Derivatives)

Unit IV: Introduction to Principal Components of Spoken English- Transcription, Word Accent and Intonations

Unit V: Techniques of developing proficiency in English language: Newspaper, Magazine Reading, reviewing and rewriting, Audio Visual Aids for language skill enhancement, Book Review Writing. Writing for Media and Advertising, Group Discussion, Problem Solving Exercise & Visual Interpretation

Suggested Readings :

1. Wren and Martin: High School Grammar & Composition: Sultan Chand & Sons, New Delhi
2. S.D.Sharma, Communication Skill in English:, Natraj Publishing House
3. Anjana Neira Dev, Anuradha Marwah & Swati Pal, Creative writing – A Beginner's Manual, Pearson Publishing India. 2009.
4. Textbook of English Phonetics : For Indian Students, T Balasubramania Macmillan Publishers India.
5. English Phonetics for Indian Students: A Workbook by Balasubramania, Macmillan India Pvt. Ltd.

SEMESTER: II**IMS-201 : Understanding Human Behaviour****Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To facilitate an understanding of human behaviour and its varied determinants.

- Unit-I : Definition of Behaviour; Psychology in Historical Perspective - Behaviourism, Gestalt Psychology, Psychoanalysis; An overview of different branches of Psychology - Clinical, Industrial, Social, Experimental and Para Psychology.
- Unit-II : Perception - Meaning and Significance of Perception; Perceptual Organization -Laws of Organization; Perceptual Abnormalities - Illusions & Hallucinations.
- Unit-III : Learning - Meaning and Process; Types of Learning; Learning Theories - Classical Conditioning, Operant Conditioning, Social Learning Theories, Learning Curves; Problem Solving and Thinking.
- Unit-IV : Motivation - Meaning and Significance; Theories of Motivation, Emotion - Meaning; Theories; Management of Emotion; Emotional Intelligence - Meaning, Significance and Assessment; Attitude and Value: Meaning, Components, Theories of Attitudes.
- Unit-V : Personality - Definition; Types, Determinants and Assessment of Personality. Theories of Personality. Self-concept, Self- Esteem, Self – Efficacy.

Suggested Readings :

1. Robert, A. Baron: Psychology, Pearson, New Delhi, 2003.
2. Morgan, C.T. and King: Introduction to Psychology, Mc Graw Hill, New Delhi, 2005.
3. Baren and Greenberg : Behaviour in Organisations, Pearson Education
4. Luthans, Fred : Organisations Behaviour, Tata Mc Graw Hill, New Delhi

IMS-202: Business Statistics- I

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To acquaint the students with the basics of statistical techniques and their applications to business problems.

- Unit-I Statistics: Meaning, Scope, Significance, Functions, and Limitations; Collection of Data: Types of Data, Methods of Collecting Primary Data; Sources of Secondary Data; Classification and Tabulation of Data; Organizing Numerical Data: Ordered Array, and Frequency Distribution; Cumulative and, Percentage Frequency Distributions; Bi-variate Frequency Distributions; Diagrammatic and Graphic Presentation of Data.
- Unit-II Measures of Central Tendency: Mean Median, Mode, Geometric Mean, and Harmonic Mean; Partition Values - Quartiles, Deciles, and Percentiles. Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variance, Coefficient of Variation; Measures of Skewness; and Kurtosis.
- Unit-III Correlation Analysis: Concept, Types and Significance; Karl Pearson's and Spearman's Coefficients of Correlation. Regression Analysis: Concept, and Significance, Two Lines of Regression.
- Unit-IV Multiple Correlation and Regression Analysis: Estimation of Multiple Regression Equation; Calculation of Multiple Correlation Coefficient; Time Series Analysis: Meaning, Components and Trend Analysis; Seasonal Variations.
- Unit-V : Index Numbers: Meaning, Types, and Uses; Methods of constructing Index Numbers; Tests of Adequacy. Chain Index Numbers. Special Problems: Base Shifting, Splicing, and Deflation of Index Numbers. Problems in the Construction of Index Numbers; Important Index Numbers.

Suggested Readings:

1. Gupta, B. N. : Statistics (Theory & Practice); Sahitya Bhawan Publishers and Distributors (P) Ltd., Agra.
2. Beri, G. C. : Statistics for Management; Tata McGraw Hills Publishing Company Ltd., New Delhi.
3. Hooda, R. P. : Statistics for Business and Economics; MacMillan India Ltd., New Delhi.
4. Gupta, S. P. and Gupta M. P.: Business Statistics; Sultan Chand and Sons, New Delhi.
5. Gupta, S. P. : Statistical Methods; Sultan Chand and Sons, New Delhi.
6. Sharma, J. K.: Business Statistics; Prentice Hall of India, New Delhi, 2003.

IMS-203 : Financial Accounting & Auditing**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of the course is to provide advanced knowledge of accounting along with auditing procedures of corporate.

Unit- I: Concept of Partnership Firm; Partnership Deed, Accounting for partnership; Admission of new partner; Valuation of Goodwill, Sacrifice ratio, Retirement and death of a partner, Dissolution of firm.

Unit-II: Meaning, formation and types of companies; Company Accounts- Accounting for issue, forfeiture and reissue of shares. Debenture-Meaning and types of debentures, Issue of debentures, purpose of issue, Accounting for issue and redemption of debentures.

Unit-III: Final Accounts of a company- Profit and Loss Account, Balance Sheet, Managerial Remuneration, Valuation of shares.

Unit-IV: Amalgamation, Absorption and Reconstruction- Nature of purchase, purchase consideration, Accounting in the books of transferor and Transferee Company. Inter company holdings.

Unit-V: Auditing- concept, functions of an Auditor, procedure of auditing, internal control and audit, qualifications of company auditor, Auditor's report.

Suggested Readings:

1. Rajesh Kothari, 'Management Accounting- Concepts and Applications, MacMillan India Ltd., 2007.
2. S.N.Maheshwari, S.K.Mahaeshwari, : Accounting for Management, Vikas Publishing House Pvt. Ltd., 2006.
3. M.A.Sahaf, : Management Accounting- Principles and Practice, Vikas Publishing House Pvt. Ltd., 2006.
4. M.N.Arora, 'Cost and Management Accounting' Vikas Publishing House Pvt. Ltd., 2006.
5. Prof. S. Jayapandian, 'Accounting for Managers - effective techniques for decision making.
6. Ambrish Gupta, : Financial Accounting for Management, Dorling Kindersley (India) Pvt. Ltd., 2009

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

उद्देश्य : प्रस्तुत प्रश्न-पत्र का उद्देश्य वाणिज्य एवं प्रबन्धन से जुड़े विद्यार्थियों को राजभाषा / राष्ट्रभाषा हिन्दी का व्यावहारिक ज्ञान प्रदान करना है, ताकि वे जनसामान्य तक अपनी बात, उनकी अपनी भाषा में, समझा सकें ।

सामान्य टिप्पणी : समूचा प्रश्न-पत्र पांच खण्डों में विभक्त है । प्रत्येक खण्ड से सामान्यतया दो प्रश्न पूछे जायेंगे, जिनमें से

किसी एक प्रश्न का उत्तर देना होगा । प्रत्येक खण्ड के लिए 14 अंक निर्धारित हैं ।

खण्ड -क

राजभाषा अधिनियम, राष्ट्रपति के आदेश तथा केन्द्रीय सरकार की हिन्दी शिक्षण -योजना ।

खण्ड -ख

पत्राचार के विविध रूप (मूल पत्र, पत्रोत्तर, पावती, अनुस्मारक, अर्द्धसरकारी, ज्ञापन, परिपत्र, आदेश, पृष्ठांकन, अन्तःविभागीय टिप्पण, निविदा सूचना, विज्ञापन, प्रैस विज्ञापित, प्रैस नोट, प्रतिवेदन)

खण्ड - ग

- (क) अनुवाद : स्वरूप, प्रकृति, प्रक्रिया, वर्गीकरण, व्यावहारिक अनुवाद (प्रदत्त अंग्रेजी/हिन्दी अनुच्छेद का अनुवाद), अनुभाषण (आशु अनुवाद)
- (ख) पल्लवन : परिभाषा, प्रक्रिया और गुण
- (ग) संक्षेपण : परिभाषा, विधि और गुण

खण्ड -घ

पारिभाषिक शब्दावली (मंत्रालयों, उपक्रमों, निगमों, बैंकों, रेलवे-क्षेत्रों, रेडियो तथा दूरदर्शन में प्रयुक्त पारिभाषिक शब्दों और वाक्यांशों का अध्ययन)

नोट इस खण्ड के अन्तर्गत विकल्प -रहित 14 पारिभाषिक शब्द अथवा 07 पारिभाषिक वाक्यांश दिए जाएंगे, जिनमें से सभी का स्वीकृत पारिभाषिक अर्थ लिखना होगा ।

खण्ड - ड.

निबन्ध-लेखन (निम्नलिखित विषयों में से चार-पांच विषय दिए जायेंगे, जिनमें से लगभग 300 शब्दों पर आधारित एक निबन्ध लिखना होगा)

1. वाणिज्य अध्ययन में हिन्दी की उपयोगिता
2. उपमोक्ता, बाजार और वाणिज्य
3. बैंक और वाणिज्य
4. कुशल प्रबन्धन और वाणिज्य
5. विज्ञापन और वाणिज्य
6. वाणिज्य विकास में कम्प्यूटर की भूमिका
7. श्रमिक असंतोष का उद्योग जगत पर प्रभाव
8. जनसंख्या वृद्धि का राष्ट्र-समृद्धि पर प्रभाव
9. अन्तर्राष्ट्रीय व्यापार और अन्तर्राष्ट्रीय मुद्रा-कोष
10. निजीकरण का भारतीय अर्थव्यवस्था पर प्रभाव
11. वैश्वीकरण और भारतीय उद्योग
12. महंगाई
13. काला घन
14. ऊर्जा संकट
15. लघु उद्योगों का भविष्य

आन्तरिक मूल्यांकन

संदर्भ ग्रन्थ

1. प्रयोजनमूलक हिन्दी : राजनाथ भट्ट, हरियाणा साहित्य अकादमी, पंचकूला-2004.
2. अनुवाद विज्ञान : राजमणि शर्मा, हरियाणा साहित्य अकादमी, पंचकूला -2004.
3. प्रामाणिक आलेखन और टिप्पण : विराज, राजपाल एण्ड सन्ज़, दिल्ली -2005.
4. प्रयोजनमूलक हिन्दी के छः अध्याय, दर्शन कुमार जैन, लिपि प्रकाशन, अम्बाला छावनी-1996.

IMS-205 : Business Laws

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To give an exposure to the students of some of the major commercial laws affecting business.

- Unit I: Indian Contract Act 1872: Meaning and Essentials of a Valid Contract, Void Agreements, Capacity to Contract, Free Consent Quasi Contracts.
- Unit-II: Performance of Contract, Breach of Contract and its Remedies, Contracts of Indemnity, Guarantee, Bailment, Pledge.
- Unit-III: Law of Agency: Meaning and Essentials of a Contract of Sale, Conditions and Warranties, Transfer of Property, Unpaid Seller and his Rights.
- Unit-IV: The Negotiable Instruments Act 1881: Meaning, Characteristics and Types of Negotiable Instruments; Holder and Holder-in-due-course; Negotiation by Endorsements; Crossing of a Cheque and Dishonour of Cheque. Indian Partnership Act 1932.
- Unit-V: Consumer Protection Amendment Act, 2002, Intellectual Property Rights, Right to Information Act.

Suggested Readings:

1. Aggarwal, S. K., Singhal, K., *Business Laws*, Galgotia Publications, New Delhi, 2004.
2. Datey, V. S., *Business and Corporate Laws*, Taxmann Allied Services (P) Ltd., New Delhi.
3. Gulshan, S. S., *Business Law*, New Age International Publication, New Delhi.
4. Kapoor, N. D., *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi, 2004.
5. Kuchhal and Prakash, *Business Legislation for Management*, Vikas Publishing House Pvt. Ltd., New Delhi, 2007.
6. Maheshwari, S. N. and Maheshwari, S. K., *A Manual of Business Law*, 2nd Edition, Himalaya Publishing House, New Delhi.
7. Tulsian P. C., *Business Law*, Tata McGraw Hill, 2nd Edition, New Delhi, 2000.

IMS-206 : Business Communication**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To develop Written and Oral Communication Skills.

- Unit-I : Communication : Meaning, Objectives and Importance; Communication Process, Barriers in Communication ;Essentials of Effective Communication; Verbal and Non-Verbal Communication; Effective Listening; formal & Informal Communication; Ethical Issues in Communication.
- Unit-II : Business Messages: Memo Writing, Proposal Writing, Office Orders, Office Circulars; Report Writing: Types and Formats; Persuasive Message Writing.
- Unit-III : Public Speaking: Strategies for Oral Presentations, Informative and Persuasive Speaking; Interpersonal Communication: Dyadic, Interviewing, Telephonic Conversation, Dictating.
- Unit-IV : Communication Outside the Organization: Agenda, Quotations, Tenders, Business Letters, Complaints and Follow-up Letters; Business & Group Meetings: Purpose, Types and Responsibility in Business Meetings.
- Unit-V : Job Application Process: Written Job Presentation , Interview and Follow-Up, Use of Visual Aids in Business Communication.

Suggested Readings :

1. Hilderbrandth and Murphy: Effective Business Communications, Irwin McGraw Hill, 7th edition,USA.
2. Sinha, K.K.: Business Communication, Galgotia Publishing Company.
3. Pradhan, Homai, et al: Business Communication, Himalaya Publishing House.
4. Paul, Rajendra and Korthalli, J.S.:Business Communication, Sultan Chand & Sons.
5. Chaturvedi and Chaturvedi : Business Communication, Pearson Publishing

SEMESTER: III**IMS-301 : Environment Management****Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To familiarise the students with some environmental issues.

Unit-I: Environment Management – Meaning, Nature and Scope. Ecological Systems and Environmental Systems, Components of the Eco-System.

Unit-II: Man and Ecosystem and Environmental Systems, Conservation and Management, Global Warming and Control Measures.

Unit-III: Eco-Friendly Business – Corporate Social Responsibility, Green Marketing, Environment Ethics, Sustainable Development.

Unit-IV: Approaches for Environmental Management – Management Based on Standards, Management Based on Best Practicable Means, Other Measures for Environment.

Unit-V: Major Provisions of the Environment (Protection) Act, 1986; Environment Audit; Role of NGO's and other Institutions in Environment Protection.

Suggested Readings:

1. Chary S.N. and Vyasulu, Vinod: Environment Management, MacMillan India, 2001
2. Oberoi N.K.: Environment Management, Excel Books, 2007
3. G.N. Pandey: Environment Management, Vikas Publications New Delhi, 2004

IMS-302 : Business Statistics- II**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with inferential statistical techniques and their applications to business problems.

Unit-I	Probability Theory: Basic Concepts and Approaches; Addition and Multiplication Rules; Bayes' Theorem. Probability Distribution: Meaning and Types; Characteristics and Applications of Binomial, Poisson and Normal Distributions.
Unit-	Sampling: Need, Significance and Methods of Sampling; Sampling and Non-sampling Errors; Law of Large Numbers; Central Limit Theorem; Large and Small Sampling Distributions.
Unit- III	Statistical Estimation: Estimates and Estimators, Point and Interval Estimation of Population Mean, Proportion, and Variance. Statistical Testing: Hypotheses and Errors, Large and Small Sample Tests – z test, t -test, and F test.
Unit- IV	Non-Parametric Tests: Chi-square Tests of Goodness of Fit, Independence and Homogeneity, Tests of Equality of several Population Proportions; Sign Test, Wilcoxon Signed-Rank Test, Wald-Wolfowitz Test, Kruskal-Wallis H Test.
Unit-V	Role of Statistics in Quality Management: Significance and Introduction; Statistical Quality Control : Quality Control Charts for Variables, for Attributes; Acceptance Sampling.

Suggested Readings:

1. Aczel Amir D. and J. Sounderpandian: Business Statistics; Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Hooda, R.P.: Statistics for Business and Economics; MacMillan India Limited, New Delhi.
3. Levin Richard I. and David S. Rubin: Statistics for Management; Prentice Hall of India Private Limited, New Delhi.
4. Kohlar Heinz & Harper Collins: Statistics for Business and Economics, New York.
5. Gupta, S. P. and Gupta M. P.: Business Statistics; Sultan Chand and Sons, New Delhi.
6. Sharma, J. K.: Business Statistics; Prentice Hall of India, New Delhi, 2003.

IMS-303 : Business economics –I

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To introduce basic concepts, analytical tools and theories of business economics.

Unit-I	:	Economics: Meaning, Nature and Scope; Micro & Macro Economics; Central Problems of an Economy, Economic Systems – Types and Features
Unit-II	:	Introduction to Business Economics: Nature and Scope of Business Economics; Decision Process; Fundamental Concepts in Business Decisions, Basic Tools in Economic Analysis, Functional Relationship Between

Economic Variables, the Function; Objectives of a Firm, Baumol's Theory and Behavioral Model, Profit Maximisation as the Goal of Corporate Firms. Limitations of Economic Theories.

- Unit-III : Theory of Demand: Meaning, Law of Demand; Types of Demand; Factors Affecting Demand; Marginal Utility Analysis and Analysis of Consumer Behaviour: Cardinal and Ordinal Utility Approach; Elasticity of Demand; Measurement of Elasticity of Demand and its Implications in Decision Making Process; Introduction to Demand Forecasting - its Role, Types and Methods.
- Unit-IV: Production and Cost Analysis; Meaning of Production; Production Function, Least Cost Combination of Inputs; Factor Productivity and Returns to Scale; Cost Concepts. Traditional and Modern Theory of Cost in Short and Long Run; Economies of scale
- Unit-V : Market Structures and firm's equilibrium, Concepts of Revenue, Break-Even Analysis, CVP analysis

Suggested Readings:

1. Dean, Jod: Managerial Economics, New Delhi, Prentice Hall.
2. Haynes, W. W., V. L. Mote and S. Paul (1970): Managerial Economics-Analysis and Cases, Bombay.
3. Truett, C. J. and D. B. Truett (1984): Managerial economics, 2nd ed., Cincinnati, South Western Publication.
4. Dwivedi, D. N.: Managerial Economics, 7th ed., Vikas Publication, 2008.
5. Koustosiannis, A: Modern Micro Economics, 2nd ed., Mc Millan, 1979.

IMS-304 : Corporate Laws

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this paper is to acquaint the students with major provisions of the Company Law, 1956.

- Unit-I: Nature and Administration of the Companies Act, 1956 ; Company : Meaning, Salient Features, Types of Companies ; Difference between a Company and Partnership Firm.
- Unit-II: Formation of Company : Promotion, Registration of Companies, Floatation & Commencement of Business. Memorandum of Association : Meaning, Contents and its Alteration. Doctrine of Ultra vires. Articles of Association : Meaning, Contents, and its Alteration. Principle of Constructive Notice.

Unit-III: Prospectus and its Contents. Liability for Mis-statement. Shares and Share Capital. Members and Shareholders

Unit-IV: Company Meetings and Proceedings. Managerial Remuneration. Power, Duties, Liabilities and Meetings of Directors.

Unit-V: Winding of a Company; Company Secretary: Definition, Qualifications and Statutory Liabilities, Corporate Governance.

Suggested Readings:

1. Gulshan S.S.: Company Law, Excel Books New Delhi, 2009
2. Ashok K. Bagrail: Company Law, Vikas Publications New Delhi, 2005
3. Kapoor N.D.: Company Law, Sultan Chand and Sons New Delhi, 2007
4. Avtar Singh : Company Law
5. S.C. Kucchal : Company Law

IMS-305 : Cost Accounting

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of the course is to provide knowledge of basic concepts to the students in cost accounting.

Unit-I: Cost Accounting: Meaning, Definition, Objectives, Advantages and Limitations; Difference between Cost Accounting and Financial Accounting. Installation of a Costing System. Difficulties in Installing a Costing System. Methods and techniques of Cost Accounting ;Cost Units and Cost Centers; Elements and Classification of Cost. Cost Sheet and Components of Total Cost.

Unit-II: Materials Control : Meaning, Need, Purchasing and Function of Purchase Department. Purchase Procedure. Stores Control: Maximum Level, Minimum Level, Safety Level, EOQ, Material Records, Stores Ledger, Perpetual Inventory System, Continuous Stock- taking.

Unit-III: Labour Cost, System of Wage Payment, Time Wage System and Piece Rate System. Premium and Bonus Plans. Marginal Costing: Meaning, Characteristics, Merits and Limitations.

Unit-IV: Overheads: Introduction, Classification, Codification, Source of Collection, Departmentalization, Allocation and Apportionment. Job and Batch Costing, Process Costing.

Unit-V: Contract Costing: Reconciliation of Cost and Financial Accounts, Cost Audit and Cost Reduction.

Suggested Readings:

1. Saxena, V. K.: Basics of Cost Accounting, Excel Books, New Delhi,2004.
2. Arora, M. N.: Cost Accounting Principles and Practices, Vikas Publishing House, New Delhi,2009.
3. Pillai: Cost Accounting, S. Chand, New Delhi,2005.
4. Thakur, K. S.: Cost Accounting Theory and Practice, Excel Books, 2009.
5. Jain: Cost Accounting, Prentice Hall, New Delhi, 2005.
6. Kishore Ravi: Cost & Management Accounting, Taxman Allied Services, New Delhi,2005.

IMS-306 : Corporate Profile Presentation

Maximum Marks: 100

The students would be given an Industry/Sector/Company/Business House/Business Concept/Non-Profit Organization/Business Idea or any other Entity at the end of theory examinations of 2nd semester. During the summer vacation students would be working on the same & prepare a detailed profile in the form of a report to be submitted in hard copy along with PDF file in soft version within the first week of commencement of 3rd semester. The Report would carry 100 marks including 50 marks for class room presentation. There would be a Panel of Two Experts for evaluation of Report and Class Room Presentation to be appointed by the Director/Head of the Institute.

SEMESTER: IV

IMS-401 : Financial Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To familiarize the students with basics and important aspects of financial management.

- Unit-I: Nature, Scope, Functions and Objectives of Financial Management, Organization of Finance Function, Time Value of Money, Source of Long-term and Short-Term Finance.
- Unit-II: Cost of Capital: Concept, Computation of Cost of Capital, Capital Budgeting- Conventional & Discounting Methods.
- Unit-III: Leverages: Operating, Financial & Combined Leverages. Capital Structure: Theories & Determinants of Capital Structure
- Unit-IV: Dividend Policy: Introduction, Approaches to Valuation of Stock & Dividend Models.
- Unit-V: Working Capital Management: Management of Cash, Inventories Management and Receivables Management.

Suggested Readings :

1. Pandey, I. M. : Financial Management , Vikas Publication,2003.
2. Khan, M. Y. : Financial Management, Tata Mc Graw Hill, 2003.
3. Chandra Prasanna : Financial Management,Vikas Publication , 2003
4. James C.Van Horne:Financial Management and Policy, Prentice Hall of India, New Delhi.
5. John Hampton: Financial Decision–Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.

IMS-402 : Human Resource Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to familiarise the students with the basic functions and processes of Human Resource Management.

- Unit-I: HRM: Historical Development, Definition, Objectives, Scope, Significance and Functions of HRM; Human Resource Planning.
- Unit-II: Recruitment: Process, Sources, Methods and Techniques; Selection: Process, Tests, Interview; Placement and Induction.
- Unit-III: Training: Process, Principles, Methods, Types; Training need Assessment and Process Evaluation; Development: Nature, Process, Methods, Techniques and Evaluation.

Unit-IV: Compensation Management: Wages, Salaries, Incentives, Fringe Benefits, Bonus; Job Evaluation; Performance Appraisal; Potential Appraisal; Performance Management.

Unit-V: Career Planning and Development; Industrial Relations: Concept, Trade Unionism; Industrial Disputes; Grievance Handling; Workers Participation in Management. Present and future trends in HRM. Competitive challenges influencing HRM.

Suggested Readings:

1. R.S. Dwivedi: Personal Management in Indian Enterprises.
2. Armstrong, M.A.: Handbook of HRM Practices.
3. Aswathappa, K.: Human Resource & Personnel Management, McGraw Hill, New Delhi, 2005.
4. Dessler, G.: Human Resource Management, Pearson, New Delhi, 2005.
5. Rao, V. S. P.: Human Resource Management, Pearson, New Delhi, 2005.
6. Mamoria, C.B.: Human Resource Management, Himalaya Publication House, New Delhi, 2005.
7. Gomez, M. & Louis, R.: Managing Human Resources, PHI, New Delhi, 2006.
8. Cascio, W. F.: Managing Human Resources, Tata McGraw Hill, New Delhi, 2005.

IMS-403 : Business economics – II

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To introduce basic concepts, analytical tools and theories of business economics.

UNIT-I : Product Pricing and Market Structures: Market Structures and firm's equilibrium; Pricing under Different Types of Market Structures i.e. Perfect, Monopoly, Monopolistic and Oligopoly;

Unit-II : Pricing Strategies - Cost-Plus, Life Cycle, Transfer Pricing, Peak-Load Pricing; Administered Pricing System; Dual Pricing System; Differential Pricing System; Popular Pricing Strategies; Linear Programming and Economic Analysis

Unit-III : Factors of Production; Supply and wage determination; Ricardian and Modern Theory of Rent; Theory of Interest-classical and Loanable Funds Theory, Keynes' Liquidity Preference Theory

- Unit-IV : Analysis of National Income-Variou Concepts, Determination of National Income, Keynesian Perspective, Consumption Function & Multiplier-Accelerator- Business, Business Cycle,
- Unit-V : Inflation; Deflation; Stagflation; Monetary & Fiscal policy : Balance of Payments; Global Economic Trends

Suggested Readings :

1. Dean, Joel: Managerial Economics, New Delhi, Prentice Hall.
2. Truett, C. J. and D. B. Truett(1984): Managerial economics, 2nd ed., Cincinnati, South Western Publication.
3. Dwivedi, D. N.: Managerial Economics, 7th ed., Vikas Publication, 2008.
4. Koustosiannis, A: Modern Micro Economics, 2nd ed., Mc Millan, 1979.
5. Manab adhikary: Business economics, 2nd ed., Excel Books, 2006.
6. Atamanand: managerial economics, 5th ed., Excel Books, 2006.

IMS-404 : Marketing Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to familiarise the students with the basic concepts, functions and processes of Marketing.

- Unit-I: Marketing- Definition, Nature & Scope, Core Marketing Concepts, Evolution of Marketing, Marketing Mix, STP(Segmenting, Targeting & Positioning) Approach to Marketing, Marketing Environment. Value Concept & Framework. Recent trends in Marketing Management.
- Unit-II: Product-Meaning, Levels, Product Mix, New Product Development Process, Product Life Cycle- Concept & Application, Branding & Packaging.
- Unit-III: Promotion Mix- An Introduction to Advertising, Sales Promotion, Personal Selling, Direct Marketing & Public Relations. Pricing- Objectives, Methods & Policies
- Unit-IV: Distribution Channels- Planning & Management, Retailing, Wholesaling, Physical Distribution & Logistics Decisions.
- Unit-V: Selected Applications: Marketing Research & Information System, Internet Marketing, Green Marketing, Network Marketing.

Suggested Readings:

1. Marketing Management: Phillip Kotler, Kevin Lane Keller, Prentice Hall of India. 12th edition, 2006
2. Marketing Management- A South Asian Perspective, Philip Kotler, Koshi & Zha. Pearson Education India. 13th edition, 2009
3. Marketing Management-Global Perspective Indian context, V S Ramaswamy & S Namakumari, Macmillian India. 4th edition 2009
4. Marketing Management by Arun Kumar & N Meenakshi, Vikas Publishing House. 1st edition.
5. Marketing Concept & Cases, W.J Stanton & Ajay Pandit, Tata McGraw Hill Publishing. 13th edition, 2008.

IMS-405 : Business Research Methods

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts and basics of research methodology.

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| Unit-I | Introduction to Research Methodology: Research-Meaning, Nature, Scope Objectives and Types; Research Process. Hypothesis- Qualities of Good Hypothesis, Null, Alternative Hypothesis, Scientific Method of Research. Recent Trends in Usage of Research in Indian Corporate Sector. |
| Unit-II | Research Design- Meaning and Need of a Research Design, Exploratory, Descriptive, Experimental Research Design, Qualitative Research, Observation Studies, Surveys, Experiments & Test Markets. |
| Unit-III | Sources of Data- Nature and Types, Sampling Techniques-Nature and Types, Sampling Errors, Scaling & Measurement Techniques |
| Unit-IV | Data Editing, Coding and Tabulation, Analysis & Interpretation of Data ,Business Research Reports-Format, Criterion for Judgment of good research report., |
| Unit-V | Advance Techniques of Data Analysis: Factor analysis, Conjoint Analysis, Cluster Analysis & Multidimensional Scaling. Use of SPSS & Other Software's in Research. Use of Statistical Tools such as Correlation, Regression, and Tests of Hypothesis in Research. |

Suggested Readings:

1. Malhotra, Naresh K.: Marketing Research an Applied Orientation, 5th edition, Pearson.
2. Cooper and Schindler: Business Research Methods, 8th edition, Tata McGraw Hill.
3. Boyd & Westfall: Marketing Research, Prentice Hall.
4. Kothari, C. R.: Research Methodology, New Age International Publishers.
5. Shekharan & Uma: Business Research Methods-A Skill- Building Approach, 7th ed., New York, John Willy, 2002.
6. Creswell, John W.: Research Design-Qualitative & Quantitative Methods, New York, John Willy,2002.

IMS-406 : Data Base Management System

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To inculcate the knowledge of Data Base & their effective usage in managerial Decision making.

- Unit-I Database: Concept, Objectives, Advantages, & Limitations ; Architecture of Database System; Schema, Subschema, Components of Database System.
- Unit-II Logical & Physical Data Independence, Database Administration, Entity, Attributes, E-R Diagram, Entity-Relationship (One-To-One, One-To-Many, Many-To-One).
- Unit-III Hierarchical, Network & Relational Data Models, Functional Dependency, Transitive Dependency, Normalization.
- Unit-IV Structured Query Language(SQL), Components of SQL, Data types in SQL, Operators in SQL, DDL, DML, & DCL Commands.
- Unit-V Database Security, Concurrency.

Suggested Readings:

- 1 Korth, Abraham: Database System Concepts, 4th ed., McGraw Hill.
- 2 Navathe: Fundamental of Database System, Addison Wesley.
- 3 Date, C. J.: Introduction to Database System, 7th ed., Addison Wesley.
- 4 Fred R. McFadden, Jeffery A. Hoffer & Marry B. Prescott: Modern Database Management,5th ed., Pearson Education.
- 5 Datey, Y. S.: An Introduction to Database System, Pearson, New Delhi, 2006

- 6 Rameez Elmasri: Foundation of Database System, Pearson, New Delhi, 2006.
- 7 Elmasri, Navathe, Somayajulu and Gupta: Fundamentals of Database Systems, Pearson Education, 2007
- 8 Kumar Muneesh: Business Information System, Vikas Publishing House, 2006

SEMESTER: V

IMS-501 : Consumer Behaviour

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to impart the knowledge to students regarding consumer's behaviour and its implications for marketers.

- Unit-I: Consumer Behaviour: Meaning, Nature, Scope and Historical Development; Consumer Behaviour as a Discipline: Contribution of Other Disciplines in the Formation of Consumer Behaviour Theories and Models; Consumer Research: Meaning, Process; Factors Influencing Consumer Behavior- An Overview.
- Unit-II: Psychological Factors Affecting Consumer Behaviour: A Study of Concepts of Motivation, Personality, Perception and their Marketing Implications.
- Unit-III: Psychological Factors Affecting Consumer Behavior: Learning, Self- Concept and Attitude Formation and Change and their Marketing Implications.
Cultural Influences on Consumer Behavior: Cultural Influences; a Study of Culture, Subculture and Social Class; Social and Economic Influences on Consumer Behavior.
- Unit-IV: Social Influences: A Detailed Study of Reference Groups and Family Influences, Consumer Influence & The Diffusion of Innovation: Meaning of Innovation and Factors Affecting its Diffusion. Adopter Categories; Concept of Opinion Leadership
- Unit-V: Consumer decision Making: Levels, Process and Marketing Implications. Various Decision Making Models: Nicosia Model, Howard-Sheth Model, Blackwell Model. Consumerism: Meaning & Implications for India, Cross Cultural Consumer Behavioral Perspective & Implications.

Suggested Readings:

1. Schiffman L.G. & Kanuk, L.L.: Consumer Behaviour, PHI, New Delhi.
2. Stuart Henderson, Britt :Consumer Behaviour in Theory and in Action.
3. Benett Peter D. & Kassarjan, Harold H.: Consumer Behaviour, PHI, New Delhi.
4. Engel, James, Kollat, DT & Miniard, PW: Consumer Behaviour, Silligrade Dryden

- Press,
5. David L. Loudon: Consumer Behaviour, Tata McGraw Hill, New Delhi.
 6. Del L. Hawkins :Consumer Behaviour, Tata McGraw Hill, New Delhi.

IMS-502 : Production and Operation Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The basic objective of this course is to familiarise the students one of the important functional areas of Management i.e. production.

Unit-I: Production - Definition, Nature, Scope and Importance, Production as a Functional Area of Management, production Systems - Job, Batch and Flow Production, Continuous and Intermittent Production.

Unit-II: Facility Location, and Layout: Need, Meaning, and Types of Plant Layout, Plant Layout and Material Handling, Inventory Management: Techniques of Inventory Control.

Unit-III: Production Forecasting - Concept, Importance and Methods. Production Planning and Control, Master Production Scheduling, Materials Requirement Planning.

Unit-IV: Method Study - Concept, Application, Procedure. Relevance of Forms, Charts and Reports in Method Study. Work Measurement Time Study - Concept, Application, Procedure, Determination of Standard, Actual and Normal Time, Performance Rating, Work Sampling.

Unit-V: Managing for Quality: Meaning of Quality, Principles, TQM, Six Sigma and Statistical Quality Control.

Suggested Readings:

1. Starr, Martin K. : Production and Operations Management, Biztantra, New Delhi, 2005
2. Aswathappa, K. and Bhat, K. Shridhara : Production and Operations Management, Himalaya Publishing House Pvt Ltd, Mumbai, 2008
3. Panneerselvam, R. : Production and Operations Management, Prentice Hall of India Pvt Ltd, New Delhi, 2005
4. Chunawalla, K. and Patel, D. R. : Production and Operations Management, Himalaya Publishing House Pvt Ltd, Mumbai, 2008
5. Kachru, Upendra : Production and Operations Management, Excel Books, New Delhi, 2007

IMS-503 : Management Accounting and Financial Analysis**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this paper is to make the students capable in understanding and analyzing the financial statements so as to facilitate in managerial decision-making.

Unit-I: Management Accounting: Nature, scope, functions and significance. Distinction between Financial Accounting and Management Accounting, Responsibility Accounting.

Unit-II: Budgeting Process; Performance Budgeting, Zero base budgeting, Programme budgeting and Activity based budgeting. Budgetary control: Nature, objectives and significance. Types of Budgets: Operational Budgets, Financial budgets and Master Budget.

Unit-III: Marginal Costing: Nature, Significance and Limitations, CVP Analysis and Break even analysis. Distinction between Marginal Costing and Standard Costing.

Unit-IV: Financial Analysis: Nature and tools; Ratio Analysis: Meaning and Significance, Types- Profitability ratios, Efficiency ratios, Liquidity ratios, Solvency ratios and Risk ratios; Common Size Statements and Comparative statements.

Unit-V: Cash flow statements; Management reporting: Meaning and significance, Types of reports, Principles of reporting.

References:

1. Rajesh Kothari, 'Management Accounting- concepts and applications, MacMillan India Ltd., 2007.
2. S.N.Maheshwari, S.K.Mahaeshwari, 'Accounting for Management, Vikas Publishing House Pvt. Ltd., 2006.
3. M.A.Sahaf, 'Management Accounting- Principles and Practice' Vikas Publishing House Pvt. Ltd., 2006.
4. M.N.Arora, 'Cost and Management Accounting' Vikas Publishing House Pvt. Ltd., 2006.
5. Prof. S. Jayapandian, 'Accounting for Managers- effective techniques for decision making' 2006.
6. Ambrish Gupta, 'Financial Accounting for Management' Dorling Kindersley (India) Pvt. Ltd., 2009.

IMS-504 : Business Environment**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The main objective of this course is to apprise the students of Economic Policies of Government of India and to help them understand the parameters of Indian Macro Economic Environment.

- Unit-I : Concept of a Welfare State. Directive Principles under the Constitution of India relating to Welfare State. Rights of a citizen in a Modern Welfare State and Liberalized Economic Environment. Fundamental Duties of Citizens.
- Unit-II : Preamble to the Constitution of India; Fundamental Rights in India ; Economic Roles of Government - Planning, Entrepreneurial, Regulatory & Promotion, Major Problems of Indian Economy - Economic Growth, Poverty, Population and Unemployment. Role of Economic Planning, India Economic Planning.
- Unit-III: Business Environment: Various Components; New Economic Policy & Economic Reforms; Recent Industrial Policy, Monetary Policy
- Unit-IV: Union Budget and Fiscal Policy; Role of Public Sector Enterprises in Indian Economy, Concepts of Liberalization, Privatization, Globalization Disinvestment, CSR and MNC's.
- Unit-V : Foreign Trade Policy (EXIM Policy) Role of WTO, IMF & World Bank, Balance of Payment, Foreign Exchange Management Act.

Suggested Readings:

1. Cherunilam, Francis: Business Environment, Himalaya Publishing House.
2. Joshi, Rosy & Kapoor Sangam: Business Environment, Kalyani Publishers, 2009.
3. Aswathappa, K.: Essentials of Business Environment, 7th ed., Himalaya Publishing House.
4. Mishra, S.K. & Puri, V.K.: Economic Environment of business, Himalaya Publishing House.
5. Frank, T. Paine & William Naumes: Organizational Strategy & Policy, The Dreyden press, Chicago, 1982.
6. Glueck, William: Business Policy & Strategic Management, McGraw Hill International Book Co., Auckland, 1972.

IMS-505 : Management Information System**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with Information Systems in Management.

Unit-I : MIS - Definition, Nature, Scope. The Impact of Information Systems on Organizational Decision Making. Information- Types, Characteristics. Types of Information System in organizations & their interrelationships.

Unit-II : System Development Life Cycle, Role of System Analyst, System Analysis And Design. IT infrastructure and platforms.

Unit-III: Telecommunications, Networks and the Internet. Role and Importance of Wireless Communication in Organizations, New trends in wireless communication.

Unit-IV: MIS Applications: Operational Excellence and Customer Intimacy through Information Systems, Knowledge Management Systems, Decision Support Systems, Executive Support Systems.

Unit-V: Selected Topics in MIS—Managing Global Systems, E-commerce, M-commerce Ethical and Social Issues in Information Systems, Security Issues in MIS.

Suggested Readings:

1. Kenneth C Laudon., Jane P. Loudon: Management Information System –Managing the Digital Firm, Pearson Education India, 2009
2. James O Brien: Management Information System, Tata McGraw-Hill Publishing, 2005
3. D.P. Goyal: Management Information System, Macmillan Publishing, 2000

**IMS-506 : Term Paper Presentation
(Based on Corporate Training undergone after the 4th Semester)****Maximum Marks: 100 (Report: 50 Marks, Presentation: 50 Marks)**

NOTE: The students are required to submit the Training Report within 15 days of commencement of the 5th Semester and make presentation before the Panel of Two Experts on

the date/s as notified by the Institute. The reports will not be accepted after the stipulated date except under special circumstances and with the permission of Director/Head of the Institute along with a fine of Rs.500. The format of the title page and the contents of the report should be as laid down by the Institute.

SEMESTER: VI

IMS-601 : Taxation Laws

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: This paper is aimed at making the students to learn direct tax laws which in turn would help them in assessing tax liability of different entities.

Unit I: Income Tax Act 1961 -Basic Concepts: Assessment Year, Previous Year, Person, Assesse, Income under Income Tax Act 1961, Agricultural Income, Capital Expenditure & Revenue, Residential Status, Incidence of Tax, Income Exempted from Tax.

Unit II: Heads Classification & Computation of Income Tax : Salaries, Income from House Property.

Unit III: Heads Classification & Computation of Income Tax: Income from Business or Profession, Capital Gains & Income from Other Sources, Aggregation of Income, Set Off & Carry Forward of Losses.

Unit IV: Deductions from Gross Total Income & Tax Liability. Rebates from Income Tax, Assessment of Individual Income Tax, Assessment of Company's Income Tax, TDS.

Unit V: An Overview of Income Tax Authorities of India, Tax Planning and Tax Management, Money Laundering, An Introduction to Service Tax, CENVAT, VAT & GST.

Suggested Readings:

1. Lal, B. B.& Vashisht Nitin: Income Tax & Central Sales Tax- Law & Practice, Pearson Education.
2. Singhanian, Vinod K. & Singhanian Monica: Students Guide to Income tax, Taxman.
3. Mehrotra: Indian Taxation Laws, Sahitya Bahvan.
4. Ahuja, G. K.& Ravi Gupta: Systematic Approach to Income Tax
5. Lokhotia, R.N.: Corporate Tax Planning, Latest Edition, (Vision Publications, Delhi)
6. Singhanian, V.K.: Direct Tax Planning & Management, (Taxman Publication, Delhi).
7. K.C. Jain & V.K. Gaur: Taxation – Law & Practice (Kalyani Publications).

IMS-602 : Entrepreneurial Development**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts of entrepreneurship, focus areas in the development of entrepreneur.

Unit-I	Entrepreneurship : Meaning and Significance, Relationship between Entrepreneurship Development and Economic Development, Types of Entrepreneurs, Entrepreneurial Competencies, Factors Affecting Entrepreneurial Growth,-Economic & Non Economic Factors, Role of Entrepreneurship in India.
Unit-II	Influence on Entrepreneurial Development: Socio Cultural, Political, Economical and Psychological Influence on E.D., Problems Associated with Entrepreneurship in India, Role of Innovation and Creativity in Entrepreneurship.
Unit-III	Role of Government, Promotional Agencies and Institutions in Entrepreneurship Development, Incentives and Various Financial Schemes available for Entrepreneurs.
Unit-IV	New Venture Development : Methods and Procedures. Overcoming Hurdles in New Venture Development. Feasibility study : Preparation of Feasibility Reports, Selection of Factory Location, Market Potential, Demand Analysis, Measurement, Working Capital Requirement, Profit and Tax Planning.
Unit-V	Small Scale Industry: Definition, Role and Problems of SSI; New Industrial Policy for SSI; Industrial Sickness: Causes, Consequences and Remedial Measures; financing of SSI.

Suggested Readings:

1. Desai, Vasant: Dynamics of Entrepreneurship Development; Himalaya Publications.
2. Drucker, Peter: Innovation & Entrepreneurship; Heinemann, London.
3. Dollinger, Marc J.: Entrepreneurship: Strategies & Resources, Pearson.
4. McClelland, D. C. & Winter, W. G. :Motivating economic achievement, Free Press, New York.
5. Monk, Ellen & Bert: Concept in Enterprise Resource Planning, Thompson, UK.

IMS-603 : Principles of Banking & Insurance**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this subject is to acquaint students with the contemporary issues in the banking and insurance sectors. It also imbibes knowledge of managerial issues related to life insurance and general insurance.

- Unit-I Insurance-Concept, Nature, Classification-Life & Non-life, Functions, Importance and Principles of Insurance; IRDA Act 1999 – Organization, guidelines for life & Non-life insurance.
- Unit-II Life Insurance –Concept; Public & Pvt. Sector companies in India – their products, schemes & plans; LIC Act 1956-An overview.
- Unit-III General Insurance – Concept, Types; Public & Pvt. Sector companies in India – their products, schemes & plans.
- Unit-IV Bank – Concept, Classification their objectives & functions. Bank Management – Concept, Functions, Importance. Legal framework of regulation of banks: Banking Regulation Act 1949 and main amendments, RBI Act 1934 and main amendments.
- Unit-V Banking forms - Corporate Banking, Rural Banking, Retail Banking, International Banking, e-banking. Banker-customer relationship: Payment and collection of cheques; special services rendered by banks to customer. Reforms in banking after 1991.

Suggested Readings:

1. Nalini Prave Tripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.
2. Justin Paul and Padmalatha Suresh, 'Management of Banking and financial services'. TMH 2009.
3. M. Ravathy Sriram and P.K. Bamanan, 'Core banking solution' PHI 2008
4. Jyotsna Sethi and Nishevan Bhatia, ' Elements of Banking and Insurance' PHI 2008.
5. Vijayaragavan Iyengar, 'Introduction to Banking' Excel Books Pvt. Itd. 2007.
6. Viganim, BML, 'Banking, law and practice' Konak Publication 2005
7. K.C. Shekhar, Lakshmy Shekhar, 'Banking, theory and practice' Pearson publications, 2009.

IMS-604: Sales Management**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective The main objective of this course is to acquaint students with the nature of Sales Force Management and its application in corporate sector.

Unit- I Sales Management: Concept, Objectives and Functions; Personal Selling: Concept & Importance, Classification of Sales Jobs; Buyer-Seller Dyads; Personal Selling process; Theories of selling. Sales Force Management challenges.

Unit - II 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 Organization Structures; Organizing for Global Sales, Determining Size of Sales Force.

Unit- III Managing the Sales Force: Recruitment, Selection, Training, Compensation, Motivating and Leading the Sales-Force; Sales Meetings and Contests.

Unit- IV Territory and Quota Management: Need, Procedure for setting up Sales Territories; Time Management; Sales Quotas: Purpose, Types of Quotas, Administration of Sales Quota.

Unit -V Control process: Analysis of Sales Volume, Cost and Profitability; Management of Sales Expenses, Evaluating Sale-Force Performance; Ethical Issues in Sales Management. Role of IT in Sales Management.

Suggested Readings:

1. Spiro, Stanton & Rich : Management of a Sales Force, Tata McGraw-Hill : 11th edition, 2003.
2. Still, Cundiff & Govoni : Sales Management, 5th edition 2007.
3. Tapan k. Panda, Sunil Sahadev: Sales and Distribution Management , Oxford University Press, 2008
4. Tanner, Honeycutt, Erffmeyer :Sales Management, Pearson Education India , 1st edition, 2009
5. S.A.Chunawala : Sales and Distribution Management , Himalaya Publishing House, 2nd edition, 2008.
6. Gupta, S. L.: Sales and Distribution Management , Excel Books, 1st Edition, 2005.
7. David Jobber, Geoff Lancaster : Selling and Sales Management, Pearson Education India 6th edition, 2003.

IMS-605 : International Business**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts of international business, focus areas in the international trade and globalisation trends.

- Unit-I Concept and Evolution of Foreign Trade and International Business. Theories of International Trade- Absolute cost theory, Comparative Cost advantage theory, PLC theory, Leiontoff Paradox. Nature, Importance and Growth of International Business in India, Recent trends in export and import in India.
- Unit-II Technology transfers-importance and types; Foreign investment: Nature, types and theories, Foreign investment flows and barriers, BOP status in India, Capital and current account convertibility, Kelkar committee recommendations.
- Unit-III Environmental impact of factors in International business: Cultural, political, legal and economic. Rationale for Government intervention and control , Trade Barriers, Facilities provided by Govt. to business enterprises operating internationally.
- Unit-IV Modes of entry in International business, Meaning and Types of MNE's, Impact of MNE's, International business strategies- Geographical, Collaborative & Control Strategy.
- Unit-V International economic and business integrations- role in promoting international business, India's relationship with WTO, NAFTA, SAFTA, EU, BRIC, BIMSTEC, IBSA.

Suggested Reading :

1. Apte, International Financial Management, TMH.
2. Arya P.P. and B.B. Tondon: Economic Reforms in India Deep and Deep, New Delhi.
3. Bhattacharya, B: Going International – Response Strategies Indian Sector, Wheeler Publishing House Co., New Delhi.
4. Black and Sundaram: International Business Environment Prentice Hall of India, New Delhi.
5. Buckely, Ardin: The Essence of International Money Prentice Hall of India, New Delhi.
6. Daniels, Johan and Lee H. Redebaugh: International Business Environment and Operations, Readings.
7. Eiteman, Maffett, Multinational Business Finance, Pearson India Ltd., New Delhi.
8. Leith, Johan M.: International Economic Policies and Theoretical Foundation, Academic Press, New York.
9. Shapiro: International Financial Management, PHI.
10. Soderesten, B.O. : International Economics, McMillan, London.
11. V. Sharan, International Financial Management, TMH Anant R. Nagandhi, International Management

**IMS-606 : Comprehensive Viva-Voce
Maximum Marks: 100**

NOTE: The Viva – Voce will be based on the subjects/papers studied by the students in all the three years (from 1st to 6th Semester). It will be conducted jointly by External and Internal Examiners.

SEMESTER: VII

IMS-701 : Indian Ethos and Business Ethics

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Unit- I: Business Ethics: Meaning, Nature, Scope & Purpose of Ethics; Corporate social Responsibility; Ethics and Decision Making; Ethics of Advertising and Investment Decisions.

Unit- II: Human Values: Morals, Values&Ethics; Work Ethics: Features, types & Relevance of Values; Variety of Moral Issues; Moral Dilemmas; Models of Professional Roles- Theories about Action, Custom & Religion.

Unit-III: Ethical Vision of Management- Vedantic approach, relevance of Teachings of the Gita to modern Management Methods; the Law of Karma; Conflicts resolution- lessons from Bhagwat Gita.

Unit- IV: Professional Ethics: Ethics & Religion; HRM & Ethics; Creating Work-committed cultures in Organizations; Quality of Work Life.

Unit- V: Miscellaneous Aspects of Ethics in Management: Management of Mind; Commonsense Management; Respect for Authority; Occupational Crime; Ethics & Environment; Cultivating Talents & Virtues for Excellence.

Suggested Readings:

1. Anubhavananda, S. & Kumar, A.: Ethics in Management: Insights from Ancient Indian Wisdom, Anne Books India, 1st ed., 2007.
2. Suresh, J. & Raghavan, B. S.: Human Values & Professional Ethics: Values & Ethics of Profession, S. Chand Company Ltd., 3rd revised ed., 2009.
3. Ghosh, B.: Indian Ethos in Management, Vikas Publishing House Pvt. Ltd., 2nd ed. Reprint, 2009.
4. Balchandran, S. Raja K. C. R. and Nain B. K.: Ethics, Indian Ethos & Management, Shroff Publishers & Distributors Ltd., New Delhi.
5. Bowie, N. E.: Business Ethics-A Kankan Prespective, Malden, Mars, Blackwell, 1999.
6. Ruth, J. K.: International Encyclopedia of Ethics, S. Chand & Company Ltd., New Delhi, 2000.

IMS-702 : Organizational Behavior**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To familiarize the students with the basic concepts, theories and techniques in the fields of organisational design and group dynamics.

Unit-I: Organisational Behaviour: Meaning, Nature, Scope and Historical Background. The Hawthorne Studies, Ahmadabad Experiment.

Unit-II: Work Motivation: Meaning and Theories of Work Motivation. Perception: Nature and importance of perception; Process of perception; Laws of perception; Perceptual Abnormalities; Perceptual distortion. Impression Management. Personality: Types and theories of personality.

Unit-III: Foundations of Group Behaviour: Definition and Types of Groups, Teams in Work Places. Leadership: Nature & Leadership Styles in Organization.

Unit-IV: Conflict: Nature and Types, Approaches to Management of Organisational Conflict; Empowerment & Participation.

Unit-V: Organisational Change and Development: Definition and Goals, Approaches to Organisational Change. Prerequisites to Organisational Development, Steps in Organisational Development, Organisational Development Works in India.

Suggested Readings:

1. Davis, K.: Human Behaviour at Work: Organisational Behaviour, Tata McGraw-Hill Publishing Co. New Delhi.
2. Luthans, F. : Organisational Behaviour, McGraw-Hill Publishing Co.,New Delhi.
3. Robbins, S.P. : Organisational Behaviour, Prentice Hall of India, New Delhi.
4. Dwivedi, R.S. : Human Relations and Organisational Behaviour, Oxford & IBH Publishing Co. New Delhi.
5. Dwivedi, R.S. : Corporate Excellence: An External Search, McMillan India.
6. Schermerhorn : Managing Organisational Behaviour, et at. John Wiley & Sons, New Delhi.
7. Kreitner and Kinier : Organizational Behaviour, McGraw Hill Publishing Co.

**IMS-703 : Term Paper Presentation
(Based on Corporate Training undergone after the 6th Semester)
Maximum Marks: 100 (Report: 50 Marks, Presentation: 50 Marks)**

NOTE: The students are required to submit the Training Report within 15 days of commencement of the 7th Semester and make presentation before the Panel of Two Experts on the date/s as notified by the Institute. The reports will not be accepted after the stipulated date except under special circumstances and with the permission of Director/Head of the Institute

along with a fine of Rs.500. The format of the title page and the contents of the report should be as laid down by the Institute.

IMS-704 :Rural Marketing

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: Course objective is to acquaint students with the complexities of Marketing in Rural Areas and making them aware about Marketing of Agricultural Products.

- Unit-I Rural Marketing - Meaning, Nature & Characteristics; Rural vs. Urban Marketing, Rural Markets – Prospects & Potential. Rural Marketing Environment, Consumer Behaviour, Determinants of Consumer Behaviour – Rural Perspective, MR Issues in Rural Markets.
- Unit-II Segmenting, Targeting & Positioning in Rural Markets. Product Strategy for Rural Markets – Product Mix Decisions, Product Levels, Rural Product Categories, New Product Development, Packaging Mix.
- Unit-III Pricing Strategy for Rural Markets – Concept, Significance, Pricing Objectives, Pricing Strategies.
- Unit-IV Communication Mix and Rural Marketing – Media Alternatives, Profiling Customer for Promotional Campaign, Designing Communication Campaign.
- Unit-V Distribution Issues in Rural Markets – Conventional & Modern Approaches to Distribution. New Trends in Distribution,
Role of Co-operative Institutions in Rural Marketing. Role of Financial Institutions in Rural Marketing.

Suggested Readings:

1. Rural Marketing, Environment, Problems & Strategies – 2nd Ed., T.P. Gopaldaswami, 2005, Vikas Publishing House, New Delhi.
2. Rural Marketing – Text & Cases – C.S.G. Krishnamacharyulu, Lalita Rama Krishnan, 2006, Pearson India Ltd., New Delhi.
3. The Rural Marketing Book, Pradeep Kashyap, Siddharatha Raut. 2007, Biztantra Publishers.
4. Rural Marketing Management, Sukhpal Singh, 2001, Vikas Publishing House, New Delhi.
5. Rural Marketing in India, K.S. Habeeb-Ur-Rahman, 2003, Himalaya Publishing House, New Delhi.
6. Rural Marketing, Awadhesh Kumar Singh, Satya Prakash Pandey, 2005, New Age Publishers, New Delhi.

IMS-705 : Advertising Management**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with the role of advertising in the overall marketing effort. It also aims at helping the students to learn the concepts and skills involved in developing and testing effective advertising programmes.

Course Outline:

- Unit-I: Advertising - Definition, Objectives, Functions and Classification of Advertising, Advertising in Comparison to other tools of Marketing Communication, Advertising as a Career, AIDA Concept, Consumer Behaviour & Advertising
- Unit-II: Social, Economical, Ethical and Legal Aspects of Advertising; Advertising Organization: Advertising Agency- Types & Function of Advertising Agency; Functions of Advertising Department and Advertising Manager
- Unit-III: Creative Strategy: Creative Process, Copy Strategy: Print Advertising- Elements & Layout, TVC (Television Commercial) Planning and Production; Source Factors; Message Factors; Advertising Appeals & Execution Styles
- Unit-IV: Media planning and Strategy: Media Alternatives, Media Planning & Buying, Developing Media Strategies, Advertising Budget - Approaches and Procedure, DAGMAR Approach
- Unit-V: Advertising Effectiveness: The Rationale of Testing; Types of Advertising Evaluation: Pretesting, Post Testing and Progress Testing, Benefits and Limitations of Advertising Evaluation. Retail Advertising, International Advertising; Trends in Advertising

Suggested Readings:

1. Advertising & IMC, Tom Duncan, 2nd Edition, 2007, Tata McGraw-Hill Publishing Company
2. Advertising Principles and Practices, 6th Edition, 2003, Wells & Burnett, Pearson Education India
3. Foundations of Advertising Theory & Practice, 7th edition, 2008, Chunawalla, S.A. Sethia, K.C., HPH
4. Advertising and Promotion, 6th edition, 2006, Belch & Belch, Tata McGraw-Hill Publishing Company
5. Advertising and Promotions – An IMC Perspective, 1st Edition, 2009, Tata McGraw-Hill Publishing

IMS-706 : Logistics Management**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of the course is to provide knowledge of basic concepts to the students in cost accounting.

- Unit-I: Logistics Management: Concept, Importance, Sources of Competitive Advantages in Logistics,
SCM: Concept, Objectives, difference between SCM and Logistics Management,
- Unit-II: Inventory Management – Concept, Inventory Planning, Inventory Management Policy,
Barriers in Internal Integration; LIS (Logistics Information System) –Concept, LIS designing,
- Unit-III: Transportation: Concept, Modes, Strategy, Vehicle Scheduling , Transportation Costs in e-retailing
Warehousing: Concept, Functions, Type, and Strategies;
Storehouse: Objectives, Location, Layout & Control
- Unit-IV: Organizing for Logistics. Demand forecasting, IT in SCM, Supply Chain Integration, Barriers in Integration of Supply Chain, Supply Chain Restructuring, Selection and Motivation of Distribution Channels
- Unit-V: Logistics Performance Management; Outsourcing Decision- Concept and Considerations. New trends in Distribution Management: Retail Selling, Services Distribution

Suggested Readings:

1. Satish C. Ailawadi, Rakesh Singh: Logistics Management, Prentice Hall of India, 1st Edition, 2005
2. Janat Shah: Supply Chain Management-Text and Cases, Pearson Education India. 2009 1st edition.
3. Tapan K. Panda, Sunil Sahadev: Sales and Distribution Management, Oxford University Press, 2008.
4. S.A.Chunawala: Sales and Distribution Management, Himalaya Publishing House, 2nd Edition, 2008.
5. Dr. S.L.Gupta: Sales and Distribution Management, Excel Books, 1st Edition, 2005.
6. Lou Pelton, David Strutton, James Lumpkin: Marketing Channels: A Relationship Management Approach, 2nd Edition

IMS-707 : Financial Institutions & Markets**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course to make the students aware about the financial system prevalent in India and the role of Institution in the financial system.

- Unit-I Financial System: Nature, structure, role and functions of a financial system, Key elements of a well functioning financial system; Status and objectives, reforms and recent developments in Indian Financial System.
- Unit-II RBI- functions and working, functions of NABARD, structure of Indian banking system, objectives ,functions, performance of commercial banks, Regional Rural Banks and Cooperative Banks.
- Unit-III Operational policies and performance of Finance Companies, Development finance institutions: ICICI, IDBI, IFCI, IIBI, SFCs, SIDBI; Non-banking finance companies, Housing finance companies.
- Unit-IV Indian Securities Market: Stock Exchanges, New Issue Market, Role of SEBI Recent Developments in Indian financial security market; Mutual Fund; Depository System.
- Unit-V An overview of insurance institutions in India. Money Market: meaning, significance, types; Call money market, Treasury bills market, Commercial bills market, Commercial Papers

Suggested Readings:

1. Meera Sharma, 'Management of Financial Institutions' Prentice Hall of India, 2008.
2. L. M. Bhole, 'Financial institutions and Markets' Tata McGraw Hills,2008.
3. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education, 2008.
4. John C. Hull, 'Risk Management and Financial Institutions', Tata McGraw Hills, 2009.
5. Dr. S. Gurusamy, 'Financial Markets and Institutions' 3rd edition, Tata McGraw Hills.

IMS-708 : Multinational Financial Management**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a

case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The basic aim of this paper is to acquaint the students with the basic knowledge of financial management in multinational business.

Course Outline:

- Unit I Introduction: Financial Management and Multinational Business, Multinational financial management, domestic financial management vs. multinational financial management. International investments: FDI, FII and others, Balance of Payment Status in India.
- Unit II MNC: Nature, Reasons for Growth, Problems. International Working Capital Management: cash, inventory and receivables.
- Unit III Capital Budgeting in MNC: Process and Methods. Political Risk: Types, Measurement and Management.
- Unit IV International Financing: short term financing and long term financing. International Equity Investment, Euro issues, Long Term Borrowings in International Financial Markets,
- Unit V International Tax management: Types of taxes, tax heavens, modes of double taxation relief, strategy. International Accounting: consolidation of financial statements. An Overview of Internal Accounting Standards

Suggested Readings:

1. Shapiro Alan C.: Foundations of Multinational Financial Management, PHI, New Delhi.
2. L.H. Rade Baugh & J.S. Arpan: International Accounting and Multinational Enterprises.
3. Henning, Pigott and Scout : International Financial Management
4. Eiteman, D./K. A.I. Stonshill and Moffett, M.H.: Multinational Business Finance.
5. Keith Pilbeam: International Finance.
6. D.J. Connor and A.T. Bues: International Dimensions of Financial Management
7. Apte P.G.: International Financial Management
8. Levi, M.D.: International Finance
9. Bhalla, V.K.: International Financial Management Text and Cases,

IMS-709 : Security Analysis and Investment Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The main objective of this course is to provide an understanding of basic knowledge about the theory and practice of security analysis and investment decision-making.

Course Outlines

- Unit-I: Investment: meaning, process, objectives of investment. Investment Management: Process. Security: Meaning, types, security analysis, new issue market, stock exchanges: organization and functions, brokers, trading mechanisms, Listing of securities: requirements, merits and demerits.
- Unit-II: Stock Market Indices: Nifty and Sensex and their Computation. Margin requirements, security risk and return determination.
- Unit-III: Fundamental analysis: economic analysis, industry analysis and company analysis Valuation of Variable Income Securities.
- Unit-IV: Bond Analysis: Features of a bond security, bond valuation, bond returns and prices, yield to maturity, term structure of interest rates, duration, risk immunization, bond trading strategies.
- Unit-V: Technical Analysis: Meaning, basic assumptions & tools; Dow theory; Charts, technical trading rules; Efficient Market theory: forms and tests.

Suggested Readings:

1. V. Gangadhar, G. Babu, Investment Management, Anmol Publications
2. Dhanesh Kumar Khatri, Investment Management and Security Analysis, MacMillan
3. Donald E. Fischer & Ronald J Jordon, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
4. Sharpe William, Investments, Prentice Hall of India, New Delhi.
5. Haugen Robert, Modern Investment Theory, Pearson Education, Indian, New Delhi.
6. Preeti Singh, Investment Management, HPH, New Delhi.
7. V.K. Bhalla, Investments Management, Sultan Chand & Co., New Delhi.

IMS-710 : Human Resource Development

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with aspect of HRD as applicable in Business enterprise.

- Unit-I Introduction to HRD: Definition, Aims, Objectives and Activities of HRD. HRD Competencies, HRD Mechanisms, HRD Practices in Indian Organisations, Contribution of HRD in India
- Unit-II Training and Development: Definition and Significance of Training and Development. Training Needs and Objectives, Nature of Management Development. Methods and Techniques of Management Development. Evaluation of Training and Development.
- Unit-III Performance Management: the Nature and Significance of Performance Management. The Process of Performance Management. 360 Degree Feedback.

720 Degree Feedback. Monitoring and Evaluating Performance Management. Performance Appraisal/Management in India.

Unit-IV Career Management and Counselling : Definition and Aims of Career Management the Process of Career Management. Indian Perspective on Career Development. The Meaning and Role of Counselling. Forms of Counselling. Indian Perspective on Counselling.

Unit-V Organization Development (OD) and Empowerment: Definition and Objectives of OD. Pre-requisites to OD, Steps in OD, Meaning and Significance of Empowerment. Pre-requisites to Empowerment. Process of Empowerment. Empowerment Programs in India.

Suggested Readings:

1. Rao, T.V and P.F. Pereira: Recent Experiences in Human Resource Development in India.
2. Rao, T.V.:HRD in the New Economic Environment.
3. Kandula, S.R.: Strategic Human Resource Development.
4. Armstrong, M.: A Handbook of Human Resource Management Practice.
5. Dwivedi, R.S. :Human Resource Development in Indian Enterprises.

IMS-711 : Managing Interpersonal Group Processes

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The purpose of this course is to make the students understand the intricacies of interpersonal and group processes and help the Students to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Unit-I: Group: Nature and Meaning, Informal and Formal Groups, Stages of Group Development, Pro-social Behavior.

Unit-II: Group Performance Factors: Composition, Size, Norms, Cohesiveness; Social Loafing; Interpersonal Influence Processes: Social Facilitation, Imitation, Conformity, Obedience.

Unit-III: Interpersonal Communication in Organizations: Communication Networks in Organizations, Barriers to Effective Communication; Group Decision-making: Techniques, Errors in Group Decision-Making.

Unit-IV: Interpersonal Awareness and Feedback Processes: Person Perceptions, Factors Affecting Person Perception; Attributions: Kelley's Model of Attribution, Weiner's Model of Attribution; Impression Management; Feedback Process; Functions of Feedback, Sources and Process of Feedback, 360⁰ Feedback.

Unit-V: Competition in Organization: Consequences of Intergroup Competition, Reducing Negative Consequences of Intergroup Competition; Conflict: Nature, Level and Effects of Conflict; Managing Interpersonal and Intergroup Conflict; Negotiation in Organization, Introduction of Super Ordinate Goals.

Suggested Readings:

1. Bennis, W.G.: Essay in Interpersonal Dynamics. USA Dorsey Press, 1979.
2. Ivancevich, John M, Konopaske, Robert and Matteson, Michael T: Organisational Behaviour and Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008.
3. Luthans, Fred: Organisational Behaviour, McGraw Hill International Edition, 2005
4. Robbins, Stephen P; Judge, Timothy A and Sanghi, Seema: Organisational Behaviour, Pearsons Education, Delhi, 2009.
5. Kolb, D; etc.: Organisational Behaviour, An Experimental Approach, Prentice Hall of India Private Limited, New Delhi, 1991.
6. Rao, VSP: Organisational Behaviour, Excel Books, 2009

IMS-712 : Industrial Relations

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To help in understanding basic IR concepts and techniques for managing it effectively.

Unit-I: Nature of Industrial Relations (IR)- Old and New Versions, Dunlop Model and its Relevance for India. Key Issues and Emerging Trends in IR. Patterns of IR in India. The Role of State in IR.

Unit-II: Employers Organization: origin and growth, structure, its role in IR, Background and Role of Council of Indian Employers (CIE) in IR, Technological Change-Impact, Implications and Management.

Unit-III: Trade Unionism- History, Characteristics and Role, Measures to Strengthen Trade Unions and their Recognition issue. Role and Relevance of Trade Unions during Post- Liberalization Period in India. Emerging Trends and Leadership in Trade Unionism.

Unit-IV: Industrial Unrest-Forms, Causes and Management, Machinery for Prevention and Settlement of Dispute, Ethical Approach to IR- Code of Discipline and Gandhian Trusteeship System.

Unit-V: Collective Bargaining: Concept and Process, Causes for failure of Collective Bargaining, Collective Bargaining in India. Worker's Participation in Management: Meaning, Objective, Pre-requisites and forms, The Indian Schemes of Workers Participation. Participation through Quality Circles

Suggested Readings:

1. Armstrong, M.A.: Handbook of Personnel Management Practice, Kogan Page Ltd, London.
2. Sharma, G.S.: Trade Union Freedoms in India, Deep & Deep Publication, Delhi.
3. Mamoria, C.B. and Mamoria,: Dynamics of Industrial Relation, Himalaya Publishing Satish House, New Delhi.
4. Mishra, S.N.: Labour and Industrial Laws, Central Law Publications, 1997, Delhi.
5. Monappa, A.: Industrial Relations, Tata McGraw Hill Pub., New Delhi.
6. Dwivedi, R.S.: Managing Human Resources-Industrial Relations in Indian Enterprises, Galgotia Pub. Co., New Delhi.

SEMESTER: VIII

IMS-801 : Business Policy and Strategic Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The main objective of the course is to acquaint the students with various issues pertaining to strategic thinking and management.

Unit-I: Strategic Management- Meaning, Historical Development, Nature, Scope and Significance; Business Definition; Strategic Decision Making; Enterprise Strategists; Strategic Management Model; Strategic Intent- Vision, Mission and Objectives.

Unit-II: External Environmental Appraisal: Meaning, Significance and Forces. Environmental Scanning: Process and Techniques; Corporate Appraisal-Meaning; Process; Significance & Techniques; Porter's Generic Strategies

Unit-III: Strategy Alternatives, Variation and Choices: Stability, Growth, Retrenchment and Combination Strategies, Strategic Alliances, Mergers, Acquisitions, Diversification, Integration, Liquidation; Corporate Portfolio Analysis; Strategic Choices Models- BCG Matrix, GE- Model, C.Hofer's Product-Market Evolution Portfolio Matrix, Shell's Directional Policy Matrix.

Unit-IV: Strategic Implementation: Strategy Implementation Process, Issues in Strategy Implementation: Behavioral, Functional, Operational and Functional Implementation

Unit-V: Strategy, Evaluation and Control - Process and Methods. Strategic Management in internet era

Suggested Readings:

1. Ansoff ,H. Igor: Corporate Strategy, McGraw Hill, New York.
2. Glueck ,William, et al: Strategic, Formulation and Management Action, Frank Bros & co. 7th ed.
3. Kazmi Azhar: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.

4. Srivastava, R.M.: Management Policy and Strategic Management, Tata McGraw Hill, New Delhi.
5. Gerry Johnson and Kevan : Exploring Corporate Strategy Text and Cases, Scholes Prentice Hall of India, New Delhi.
6. McCarthy Daniel J.: Business Policy and Strategy, A.I.T.B.S., New Delhi.
7. Ghosh PK: Business Policy, Sultan Chand & Sons, New Delhi.

IMS-802 : Management Science

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts and models of management science as applicable in Business Management.

- Unit-I Management Science: basic concepts and its role in decision-making; Methodology of Management Science; models and modelling in Management Science. Linear Programming Problems: Basic Concepts and Assumptions, Problem Formulation and Solution by Graphical and Simplex Methods.
- Unit-II Transportation and Assignment Problems: Formulation and Solution. Transshipment Problems. Introduction to Integer Programming Problems and Goal Programming Problems. Difference between LP and GP.
- Unit-III Decision Theory: decision-making environments and decision-making under risk, and uncertainty; Decision Tree Analysis. Game Theory: two-person zero-sum games, pure strategies, mixed strategies, rule of dominance.
- Unit-IV Queuing Theory: general structure, operating characteristics and performance measures of a Queuing System; Queuing Models (Single Server models only). Network Analysis in Project Management: PERT/CPM- determination of Critical Path and Floats.
- Unit-V Markov Chains: introduction, applications and characteristics. Simulation: introduction types and steps in simulation process. Introduction to Dynamic Programming and Non-linear Programming.

Suggested Readings:

1. Gould, F.J. *etc*: Introduction to Management Science, Englewood Cliffs, New Jersey.
2. William J. Stevenson: Introduction to Management Science, IRWIN, Sydney, Australia.
3. J. K. Sharma: Operations Research, MacMillan India Limited, New Delhi.
4. N.D.Vohra: Quantitative Techniques in Management, Tata McGraw Hill Publishing Company Limited, New Delhi.
5. Harvey M Wagner: Principles of Operation Research with Applications to Managerial Decisions, Prentice Hall of India Private Limited, New Delhi.
6. K. Mathur and D. Solow: Management Science, Englewood Cliffs, New Jersey.

IMS-803 : Services Marketing**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts of services marketing, focus areas in the services marketing.

Unit-I	Services – Meaning, Characteristics & Nature. Growth in Service Sector, Growth in Services Sector, Marketing of Services-Conceptual Framework, Marketing Mix in Services, Services Marketing Environment, Services Triangle
Unit-II	Services Consumer Behaviour, Designing Service Marketing Strategy, STP (Segmenting, Targeting and Positioning)-Approach in Service Sector, New Service Design and Development,
Unit-III	Service Demand Management, Role of Customers in Services, Role of Employees in Services, Service Quality, Gap Analysis, SERVQUAL, Customer Satisfaction and Relationship Marketing in Services
Unit-IV	Services Pricing-Objectives & Approaches, Managing Physical Evidence, Integrated Marketing Communication in Services. Relationship Marketing in Services
Unit-V	Delivery & Distribution of Services, Global Strategies in Services Management, Service Failure and Recovery, Role of Technology in Services, Recent Trends in Services

Suggested Readings:

1. Valarie A Zeithaml, Mary Jo Bitner, Ajay Pundit: Services Marketing, Tata McGraw-hill, 4th edition , 2008
2. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee :Service Marketing, 5th Edition, 2006
3. James A.Fitzimmons : Services Management , Tata McGraw-Hill, 5th edition, 2006
4. K.Rama Mohana Rao : Services Marketing , Pearson India, 2005
4. Nimit Chowdhary, Monika Chowdhary : Marketing of Services , Macmillan India, 2005.
5. C Bhattacharjee : Services Marketing , Excel Books, 2006
6. Rajendra Nargundkar : Services Marketing , Tata McGraw-hill, 2th edition , 2006
7. Govind Apte : Services Marketing , Oxford Publication, 2004.
8. M.K. RamPal, S.L. Gupta : Service Marketing, Galgotia Publication,

IMS-804 : International Marketing**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to orient the students to the problems of international business dealing from the modern marketing point of view. Efforts will be made to deal with those aspects of marketing, which are unique to international business situations.

Unit-I: International Marketing: Meaning, Nature and Scope of International Marketing, Reasons and Motivations underlying International Business & Trade, Basic Modes of Entry, Process of Internationalization, Domestic Marketing versus International Marketing, Benefits of International Marketing.

Unit-II: International Marketing Environment: Cultural Environment, Political Legal Environment Economic Environment for International Marketing. Consumer Behaviour in International Marketing Context

Unit-III: International Market Segmentation: Factors Influencing International Market Segmentation, Foreign Market Entry Strategies, Assessment of Global Opportunities, International Product Policy and Strategy; Theory of International Product Life Cycle; Branding & Packaging Decisions

Unit-IV: International Pricing Policy & Strategy: The Process of Price Setting, Pricing Decisions, Price Strategy Alternatives, International Negotiations

Unit-V: International promotional Strategies: Advertising, Personal Selling, Publicity & Sales Promotion Strategies, International Distribution Management: International Distribution Policy, Selecting Distribution Channels, Physical Distribution,

Suggested Readings:

1. Vern Terpestra & Ravi Sarathy : International Marketing, South Western Publishing.
2. R.L. Varshney and B. Bhattacharyya : International Marketing: An Indian Perspective, Sultan Chand & Sons, New Delhi.
3. Sak Onkvisit and John Shaw : International Marketing: Analysis and Strategy, Pearson Education, New Delhi.
4. Warren, J. Keegan : Global Marketing Management, Pearson Education, New Delhi.
5. Philip R. Cateora & John L. Graham : International Marketing, Tata McGraw-Hill Publishing Ltd., New Delhi.
6. Kirpalani V.H : International Marketing, Pearson Education, New Delhi.
7. P.K. Vasudeva : International Marketing Marketing, Excel Books, New Delhi.

IMS-805 : Business Marketing**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The main objective of this course is to acquaint students of the nature and issues of business marketing in India.

Course Outlines

- Unit-I: Business Marketing: Concept, Nature, Importance, Business Marketing vs. Consumer Marketing; Business Markets: Types, Nature of Demand, Organizational Buyer Behaviour
- Unit-II: Marketing Planning & Strategy: Opportunity Assessment & Analysis, Market Segmentation, Strategy Development, Organizational Learning; Purchase Function: Importance, Trends in Purchasing, Purchasing in Government Sector, Ethics in Purchasing,
- Unit-III Business Product Management: Product Life Cycle, Product Portfolios, New Product development, Innovation, Harvesting a Product, Marketing Communication in Business Marketing
- Unit- IV Sales Management: Organizing, Directing and Evaluating the Sales Force in business markets, Channel Management: Definition, Types, Channel Design; Business Market Pricing Decisions and Pricing Policies.
- Unit- V Evaluating & Controlling Business Marketing Effort; Direct Marketing- Concept, Role & importance; Use of Internet in B2B Marketing ;Customer Retention and Maximization in Business Markets; Global Business Marketing

Suggested Reading:

1. Business Marketing: F Robert Dwyer, John F Tanner, Tata McGraw-Hill publishing, 3rd edition, 2006
2. Business Marketing- Text and Cases, Krishna K Havaldar, Tata McGraw-Hill publishing, 3rd edition, 2010
3. Industrial Marketing : Hory Sankar Mukherjee, Excel Books, 1st Edition, 2009
4. Business Marketing : Gross, Banting, Meredith & Ford, AITBS Publishers, 2000
5. Industrial Marketing : Robert R.Reeder, Edward G. Brierty, Betty H. Reeder, 2n edition, Prentice Hall of India.2nd edition,
6. Industrial Marketing Management : M Govindarajan, 1st edition, 2005
7. Business Marketing: Frank Bingham, Roger Gomes, Patricia Knowles, 3rd Edition,2005,Tata McGraw-Hill publishing.

IMS-806 : Working Capital Management**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with the problems of working capital management.

- Unit-I: Working Capital Management: Nature, Need, Types of Working Capital, Components of Working Capital Management, determination of Working Capital, Forecasting Working Capital Requirements.
- Unit-II: Management of Cash and Marketable Securities: Motives for Holding Cash, Factors Determining Cash Needs, Issues in Management of Cash, Types of Marketable Securities, Cash Management Models.
- Unit-III: Management of Receivables: Nature of Receivables, Cost of Maintaining Receivables, Factors Affecting Size of Receivables, Policies for Managing Accounts Receivables, Determination of Credit Policy and Credit Standards. Credit Evaluation of Customers.
- Unit-IV: Management of Inventories; Meaning, Types, Classification, Techniques and Tools, Costs associated with Inventory.
- Unit-V: Measurement and Determinants of Liquidity, Management of Current Liabilities. Sources of Working Capital, Pattern of Working Capital Management in India with special reference to Government Policies.

Suggested Readings:

1. Hampton J. John: Financial Decision Making Concepts, Problems and Cases.
2. Brigham, Eugene F.: Fundamentals of Financial Management, Harcourt Asia Pvt. Ltd., Singapore.
3. Wright : Financial Management.
4. Block and Hurt: Foundations of Financial Management.
5. K.M. Upadhyaya: Financial Management.
6. I.M. Panday: Financial Management, Vikas Publishing House, New Delhi.
7. Prassana Chandra: Financial Management, Tata McGraw-Hill, New Delhi.
8. Bhalla VK: Working Capital Management, Himalaya Publishing House, New Delhi.

IMS-807 : Foreign Exchange Management**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a

case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to provide the basic knowledge about the foreign exchange dealing including exchange rate determination and exchange risk management.

- Unit-I: Evolution and concept of Foreign Exchange and Foreign exchange management. Foreign Exchange Market: Nature, participants and structure. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.
- Unit-II: Exchange rate: meaning, determination theories, factors affecting, flexible vs. fixed exchange rates, Exchange rate regime, Liberalized Exchange Rate Management System (LERMS), Currency Forwards.
- Unit-III: Currency Futures and Currency Options, Currency Swaps. Currency Forwards vs. Currency Futures Contracts.
- Unit-IV: Foreign Exchange Exposure: introduction, nature and magnitude. Types of exposure: transaction, translation and economic; their measurement and management.
- Unit-V: International Monetary Systems: Historical background and structure. Foreign Exchange Control in India, RBI guidelines, Important provisions of FEMA

Suggested Readings:

1. Balachandran, P.: Foreign Exchange –A Manual for Managers.
2. Bhardwaj, H.P.: Foreign Exchange Hand Book.
3. Bhorali, D. and Sikidar, S.: International Financial Institution and Monetary Management.
4. Chaudhary , B.K.: Financing of Foreign Trade and Foreign Exchange.
5. Shapiro, Alan C.: Multinational Financial Management, P.H.I., New Delhi.
6. Henning, Pigott & Scott: International Financial Management.
7. Keith Pilbeam : International Finance, MacMillan India Ltd., New Delhi.
8. Apte P.G.: International Financial Management, TMH, New Delhi.
9. Chatterjee, A.K.: Principle of Foreign Exchange.
10. Saran (V): International Financial Management, PHI, New Delhi.
11. Vij (Madhu): Multinational Financial IMS., Excel Books, New Delhi.

IMS-808 : Portfolio Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course objective: The objective of this course is to impart the knowledge to student regarding the theory and practice of Portfolio Management.

Course Contents

- Unit-I: Introduction to Portfolio and Portfolio Management, Objectives to make Portfolio, Portfolio Construction Process: Traditional and Modern approaches.
- Unit-II: Markowitz Portfolio Theory: Statement, Assumptions, Explanation and Limitations Efficient Frontier; Meaning, Construction and Investors Utility. Sharpe Single Index Model: statement, assumptions, explanation and limitations.
- Unit-III: Capital Asset Pricing Model (CAPM): statement, assumptions, explanation and limitations. Efficient Frontier (i) Risk- free and (ii) Risky Lending and Borrowing, Leveraged Portfolio and Market Portfolio. Security Market Line, Capital Market Line, Characteristic Line
- Unit-IV: Arbitrage Pricing Theory: statement, assumptions, explanation and limitations. Portfolio Revision- Meaning, Need and Constraints. Formula Plans: meaning and types.
- Unit-V: Portfolio Performance Evaluation: Meaning and Measures. Portfolio management Strategies , Portfolio Management Services in India

Suggested Readings:

1. Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
2. Fisher, Donald E. and Jordan, Ronald J. : Security Analysis and Portfolio Management, PHI of India, New Delhi.
3. Sharpe, William F. etc: Investment, PHI of India 1997, New Delhi.
4. Francis, JC. Investment Analysis and Management
5. Kevin: Portfolio Management, Prentice Hall of India, New Delhi.

IMS-809 : Global Human Resource Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective

To make students understand the different orientation needed to manage human resources internationally

- Unit-I: International Human Resource Management; Objectives, Scope and Significance; Key Trends in International HRM: Equal Employment Opportunities, Affirmative Action; Challenges to IHRM.

- Unit-II: International Human Resource Management Planning and Procurement: International Assignment and Selection Process. International Staffing Policies: Expatriate Assignments and Out Sourcing.
- Unit-III: Orientation, Training and Development Practices in IHRM. Career Planning and Career Development in HRM. Compensation Practices in MNC's.
- Unit-IV: Comparative Industrial Relation System; Role of International Labor Organization and Trade Unionism. Productivity and Quality of Work Life Improvement Programme Worldwide.
- Unit-V: Cross Cultural Differences and Management Implications; Culture and Organization Life; Hofstede's Study; Cross Cultural Imperatives and Work Goals. Global Leadership and Multicultural Teams.

Suggested Readings:

1. Ashwathappa, International Human Resource Management, Tata McGraw Hill, New Delhi
2. Gupta, S. C. : International Human Resource Management, MacMillan
3. Dowling, P. J. : International Human Resource Management, Cengage, India
4. Edwards, International Human Resource Management, Pearson Education India

IMS-810 : Labour Legislation in India

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective

The course aims at providing students good understanding of such labour laws as have major bearing on the Industrial Relations in India. The laws are to be studied with reference to its Objectives, Major Provisions and Working.

- Unit-1 Labour Legislation: Meaning, Need, Importance, Fundamental Principles Labour Policy in India; Growth of Labour Legislation in India
- Unit-II The Industrial Disputes Act, 1947.
- Unit-III Trade Union Act- 1923 and Industrial Employment (Standing Orders) Act, 1946; The Maternity Benefits Act, 1961.
- Unit-IV The Factories Act, 1948.
- Unit-V The Workmen's Compensation Act, 1923 and The Employee's State Insurance Act, 1948.

Suggested Readings:

1. Kapoor, N.D. : Industrial Laws, Sultan Chand & Sons, New Delhi.
2. Malik, P.K.: Industrial Law, Eastern Book Co, Lucknow.
3. Universals Labour Law Reference, Universal Law Publishing Co., Delhi.

4. Mishra S.N. & S.K. Mishra S.K. – An Introduction to Labour & Industrial Laws, Central Law Publications, Allahabad.
5. Pillai, K.M. – Labour & Industrial Laws, Allahabad Law Agency, Faridabad.

IMS-811 : Manpower Development for Technical Change

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: Recent years have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes.

Unit-I	Introduction to Technology and Development; Manpower Development in the 21 st Century: Environmental Context of Human Resource Development. The Emerging Profile of Human Resources.
Unit-II	Changing Technology; Concept and Process of Technological Innovation; Organizational Implications of Technological Change; Human Resource Implications of Technological Change.
Unit-III	Technological Implications of HRD in Organisations, HRD in Consulting Organisations, HRD in ITES, HRD in Software Companies, HRD in Government Organisations.
Unit-IV	Contemporary Issues in Manpower Development: HR Audit, HR Accounting, Human Capital Development, Competency Mapping, HR Matrices, Work Life Balance
Unit-V	New Issues and Trends in Manpower Training, Career Development, Executive Development, Competency Management, Performance Management, HRIS.

Suggested Readings:

1. Clark, Jon: Managing Innovation and Change, University of Southampton, 1995.
2. Clark, Jon: Human Resource Management and Technology Change, Sage Publications, London, 1993
3. Gambell, A and Warner, M.: New Technology, Skills and Management, Routledge, London, 1992
4. Rastogi, P. N. : Management of Technology and Innovation, Sage, New Delhi, 1995
5. Warner, M.: New Technology and Manufacturing Management, Wiley, London, 1990.
6. Womack, J.P. etc.:The Machine That Changed the World, Maxwell Macmillan, New York, 1990.
7. Shittaker, D. H.: Managing Innovation, Cambridge University Press, Cambridge, 1990.

SEMESTER: IX**IMS-901 : E-Commerce****Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of the course is to acquaint the students with the use of E-Commerce in competing markets.

- Unit-I: Introduction to E-Commerce: Definition-Forces Fueling E-Commerce- Industry framework – types – Internet Service Providers – Internet access providers – Internet Vs. Online Services; WWW: Concepts - Technology- Applications – Electronic Payment Systems: Electronic Payment Technology- Digital Cash – Electronic Check- On – line Credit Card.
- Unit-II Electronic Commerce and Banking: Changing dynamics in the Banking Industry- Home banking Implementation approaches – Open Vs. Closed model- Management issues in online Banking. Electronic Commerce and Retailing – changing retail Industry dynamics – online retailing – Management challenges.
- Unit-III Electronic Commerce and online publishing: Online publishing Strategies – Approaches – advertising and online publishing – Digital copyrights and Electronic publishing; Intranets and Supply Chain Management: Supply Chain Management- Managing retail supply chains – supply chain application software- Internet and customer asset Management – customer asset management basics.
- Unit –IV Intranets and Corporate Finance: Financial Systems – Financial Intranets – Software modules in Financial Information System – Transaction Accounting Payment Management – Treasury and Cash Management – Human Resource Management Systems – size – structure of Financial Software Markets – The Corporate Digital Library – Intelligent Agents.
- Unit- V E-Commerce Scenario in Indian Corporates – Usage, Infrastructural and Other Problems, Growth Prospects, Customers Attitude, Legal Aspects Pertaining to E-Commerce in India.

Suggested Readings:

1. Cady, D.H. and part Megregor: The Internet, BPB Pub., New Delhi.
2. Carpenter: Phil e Brands, HBS Press, Bosten, 2000.
3. Keen, Peter and Mark McDonald the E-Process Edge, Delhi, Tata McGraw-Hill, 2000.
4. Mann, Catherine, L.: Global Electronic Commerce Institute for International Economics, Washington, DC, 2000.
5. Oberi, Sundeep e. Security and you, Delhi Tata McGraw, Hill, 2001.
6. Rich, Jason r. “Starting E-Commerce Business” IDG Books, Delhi, 2000.
7. Samantha Surety: “E-business with Net Commerce Addison Wesley, Singapore, 2001.

IMS-902 :Export and Import Management
Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with the conceptual and practical aspects related to export and import, such as documentation, procedures, promotional schemes, organizations and present status.

Unit-I	Evolution and Concept of Export and Import. Procedure of Export and Import in India- various stages and formalities. Regulation of export and Import in India. Export and Import Management- Meaning, Features, Scope and Functions.
Unit-II	Export and Import documentation- Meaning, types of documents used in Exim (Export and Import), Performa and use of key documents, like-Commercial Invoice, GR form, Letter of Credit, Bill of Exchange, Shipping Bill, Bill of Lading etc.
Unit-III	Export and Import order, contract, pricing, Payment terms and methods of payment. Parties involved in exim and their functions. Quality Control and Pre-shipment Inspection.
Unit-IV	Export Finance- Pre-shipment and Post Shipment Finance. Role of EXIM Bank, EPZs, EOUs, SEZs and EPCs, ECGC in Export Financing. Import financing.
Unit-V	Export incentives, Risks in Export business, Export Promotion- Meaning and Significance, Institutional Infrastructure for Export Promotion in India, Legal Environment for Export Business, India's Exim Trade and Current Trends, Problems Faced by Indian Importers and Exporters and their solutions.

Suggested Readings:

1. Aseem Kumar, Export and Import Management, Excel Books.
2. P.K. Khurana, Export Management ,
3. Varshney & Bhattacharya, International Marketing
4. Nelson: Import/Export, TMH,2008.
5. T.A.S. Balagopal, Export Management, Himalaya Publishing House
6. D. C. Kapoor, Export Management, Vikas Publishing House Pvt. Ltd.
7. Acharya Jain, Export Import – procedures & Documentation, Himalaya Publishing House

**IMS-903 : Term Paper Presentation
(Based on Corporate Training undergone after the 8th Semester)
Maximum Marks: 100 (Report: 50 Marks, Presentation: 50 Marks)**

NOTE: The students are required to submit the Training Report within 15 days of commencement of the 9th Semester and make presentation before the Panel of Two Experts on the date/s as notified by the Institute. The reports will not be accepted after the stipulated date except under special circumstances and with the permission of Director/Head of the Institute along with a fine of Rs.500. The format of the title page and the contents of the report should be as laid down by the Institute.

IMS-904 : Integrated Marketing Communication

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with marketing communication aspects

Unit-I	Communication – Meaning, Process, Significance in Organization, Integrated Marketing Communication, Marketing Communication Mix, Nature of Different Marketing Communication tools, Consumer Behaviour Perspective.
Unit-II	Advertising as a Tool of Marketing Communication, Definition, Objectives and Functions of Advertising, Social, Ethical, Economic and Legal Aspects of Advertising, Advertising Agency vs. Advertising Department, A study of 5 M's of advertising – Mission, Money, Message, Media & Measuring Advertising Effectiveness,
Unit-III	Sales Promotion: Concept, Types, Tools of sales promotion, Growth of Sales Promotion, Strategic Issues in Designing Sales Promotion Campaign.
Unit-IV	Personal Selling as Tools of Integrated Marketing Communication, Qualities of good Sales People, Strategic Issues in Designing Personal Selling Program
Unit-V	Direct marketing and Public Relations as Tools of Marketing Communication, Modern Tools of Direct Marketing, Developing Integrated Direct Marketing Program, Public Relations Department, Planning and Managing Public Relations.

Suggested Readings:

1. Belch & Belch: Advertising & Promotion, Tata McGraw Hill Publishing.
2. Tom Duncan: Advertising and IMC, Tata McGraw Hill Publishing, 2nd edition, 2007.
3. Kotler Philip: Marketing Management, Prentice-Hall of India.
4. Blythe & Blythe: Marketing Communication, Pearson Education India, New Delhi.
4. John J. Burnett : Promotion Management, A.I.T.B.S. Publishers, 1st edition, 1999.
7. E. Roman :Integrated Direct Marketing.

8. Sirgy & Rahtz: Integrated marketing Communication- A Strategic Approach, Cenage Learning.

IMS-905 : Retail Marketing

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course objective: The course aims at acquainting students with the concepts and marketing practices in the retailing sector and the future ahead in this sector.

Unit-I	Retailing: Concept, functions, Scope & Trends in Retailing, Issues & Challenges in Organized Retailing. Retail Evolution & Growth in Indian Context, Understanding Retail Consumers.
Unit-II	Retailing strategy: Process & Development, Types of Retailing Formats. Retail Location Strategy, Retail Promotion Strategy, CRM in Retailing,
Unit-III	Retail Merchandising: Concept, Merchandising Planning Process, Methods of Merchandising Procurement, Retail Pricing & Evaluating Merchandising Performance.
Unit-IV	Retail Marketing and Branding, Retailing & MIS, Servicing the Retail Customer, Store Management
Unit-V	Store Layout, Design & Visual Merchandising, Private Labels, Retail Franchising, Category Management in Retailing. Multi-channel Retailing, Role of Technology in Retailing

Suggested Readings:-

1. Pradhan Swapna : Retailing Management - Text & Cases, 3rd edition, 2009
2. Michael Levy & Barton A Weitz: Retailing Management, Tata McGraw-Hill Publication, 5th edition.
3. David Gilbert: Retail Marketing Management, Pearson Education India 2nd Edition.
4. Barry Berman and Joel R. Evans : Retail Management-A Strategic Approach, PHI 10th Edition.
5. Chetan Bajaj, Rajnish Tuli, Nidhi Srivastava : Retail Management ,Oxford Publication, 1st edition, 2005
6. Roger Cox & Paul Brittain: Retailing- an Introduction, Pearson Education India, 5th edition, 2006

IMS-906 Marketing Of Non-Profit Organization

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To acquaint the students with the issues related to management of Non-Profit Organization, Recent Trends and Challenges with reference to Indian Conditions.

Unit-I	Non Profit Sector Marketing – Concept, Importance; Developing a societal and Customer-Centric Orientation, Strategic Marketing Planning, Analyzing Beneficiary Behaviour, Analyzing Internal and External Environment affecting Non-Profit organizations,
Unit-II	Market Research & MIS in Non-Profit Sector, Market Segmentation, Targeting & Positioning for Non-Profit Organization, Organizing for Implementation of Marketing Strategy, Branding in Non Profit organizations- Concept, Rationale, Strategies,
Unit-III	Human Resource Management in Non-Profit Organizations, Volunteer Support & Management, Management of Offerings by Non-Profit Sector, Developing and Launching New Offerings; Pricing Decisions,
Unit-IV	Distribution and Delivery Strategy, Promotional Strategy Decisions in Non-Profit organisations: Advertising, Personal Selling, Publicity & PR;
Unit- V	Social Marketing; Fund Raising; Social Entrepreneurship; Education, Healthcare, Artwork Marketing; Cause-Related Marketing; Measurement, Review and Control of Marketing Programs in Non-Profit sector organisations

Suggested Readings:

1. “Strategic Marketing for Non-Profit Organizations” (Authors: Philip Kotler and Anderson Alan R.) Publisher: Prentice Hall
2. Marketing Management for Nonprofit Organization: Adrian Sargeant: Oxford Publishing, 3rd edition, 2009.
3. Management of Non- Governmental Organizations, J.M. Ovasdi, MacMillan India ltd.1st edition, 2006,
4. Nonprofit Marketing -Best Practices, John J.Burnett
5. Successful Marketing Strategies for Nonprofit Organizations (Wiley Nonprofit Law, Finance and Management Series),Barry J. McLeish
6. Managing the Nonprofit Organization, Peter F. Drucker , Harper Paperbacks

IMS-907 : Strategic Financial Management**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The course aims at discussing the issues related to venture capitals, corporate control, corporate restructuring etc.

- Unit-I Corporate level Strategy meanings and types , Shareholder value-, Measurement and Relationship between shareholder value and financial policies. Economic value Addition and market, Value addition: Concept, Significance and Calculation.
- Unit-II Corporate Restructuring: Meaning and objectives, Mergers-reasons for merger, legal procedure for merger and benefits & cost of merger; Determination of swap ratios, Evaluation of merger proposal; Corporate and distress restructuring, Legal, accounting, and tax issues in merger & acquisitions; Recent developments in mergers & acquisitions process in India, Take Over Codes.
- Unit-III Corporate Control: Mechanism, Buy Back of Shares, Transfer of shares voting rights of Shares, Corporate Ethics.
- Unit-IV Corporate debt capacity: determination and Management, Capital expenditure decision under conditions of risk and uncertainty, dividend valuation model.
- Unit-V Application of Linear Programming, Goal programming and Regression Analysis and Simulation Techniques in Financial Decision Making.

Suggested Readings:

1. Dhamodaran A. "Corporate finance ,theory and practice." Published by; Jhon Wiley and Sons ltd, U.K
2. Hawawini G., "Finance For Non- Finance Managers", Published by : Cenagage learning India Private limited, New Delhi
3. Allen D : An Introduction to Strategic Financial Management, CIMA/Kogan page. London.
4. Chandra, Prasanna : Financial Management Tata McGraw Hill, Delhi.
5. Copeland, T.C.and J.F. Weston: Financial theory and Corporate policy, Addison Wesley, New York.
6. Hampton, Jone : Financial Decision Making, phi, New Delhi.
7. Hull J.C. : Options, Futures and other Derivative Securities, Prentice-Hall of India, Delhi.
8. Mattoo, P.K. : Corporate Restructuring : An Indian perspective, Macmillan, New Delhi.
9. Pandey, I.M. : Financial Management, Vikas Publications, Delhi.
10. Sudarsanam P.s. : The Essence of Mergers and Acquisitions, Prentice Hall of India, Delhi.

11. Yan Home J.C. and J.M. Wachowicz Jr. Fundamentals of Financial Management, Prentice Hall, Delhi.

IMS-908 : Insurance Procedures and Documentation

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective:

The objective of this subject is to acquaint students with the contemporary issues, procedure and documentation in the insurance sector. It also imbibes knowledge of managerial issues related to life insurance and general insurance, claims settlement and other regulations.

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| Unit-I | Insurance and its evolution, Principles of Insurance, Classification of Insurance, Insurance vs. Assurance, Rights and Responsibilities of Insurer and Insured, Appraisal and Growth of Insurance in India |
| Unit-II | Essentials of an Insurance contracts, Insurance contract vs. Wagering contract, Insurance vs. risk, Determinants of risks in Insurance, Sources of Information about the risk to be Insured, Social security vs. Insurance |
| Unit-III | Distribution channel in Insurance-Introduction, Individual Agents-Appointment, functions, code of conduct and remuneration; Eligibility, functions, code of conduct and remuneration of corporate agents and brokers, Weaknesses in Distribution channels in India and suggestions for improvements, Prerequisites for obtaining a license, conditions for license and cancellation of license. |
| Unit-IV | Life Insurance, Documentation in Life insurance contract, Claims settlement in Life Insurance, Actuarial process in India-Eligibility, functions and Duties of Actuaries, Role of Actuaries in Investment process |
| Unit-V | General Insurance, Documentation in General insurance contract, Theory of rating, role of Tariff Advisory Committee(TAC), Claims settlement in General Insurance. Insurance jurisdiction of Insurance related complaints. |

Suggested Readings:

1. Karampal, B.S.Bodla et al, 'Insurance Management-Principles and Practice', Deep & Deep Publications.
2. M.N.Mishra, 'Insurance'
3. Nalini Prave Tripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.
4. Neelam C. Gulati, 'Principles of Insurance Management', Excel Books, 2007

IMS-909 : Financial Derivatives**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The course aims at acquaint the students with concepts of the financial derivatives, issues and prospective.

- Unit-I Derivative: Meaning, Types, Nature, Brief History, Commodity Derivatives and Financial Derivatives, Derivative Market – Types, Structure, Participants, Recent Trends & Growth, Future Prospects.
- Unit-II The Hedging Process, Short Hedge & Long Hedge. Hedging process, Objectives & Benefits of Hedging, Forward Contracts–Meaning, Features, Types, Mechanism; Forward Market – Nature, Speculation, Arbitrage & Risk Management;
- Unit-III Futures Contract – Meaning, Features, Mechanism & Settlement; Margin – Types, Futures Exchange & Clearing House – Mechanism, Marking to Market, Futures in India; Swaps – Meaning, Features, Types, Mechanism; Trading Strategies relating Swaps
- Unit- IV Options Contract – Meaning, Features, Types, Mechanism & Settlement; Options Pricing Models – Black Scholes Model, Binomial Model, Index Options, Barrier Option, Compound Option
- Unit-V Indian vs. International Derivatives Market; SEBI Guidelines regarding derivatives, Present Status of derivatives in India. Conditions necessary to improve the Derivative Market in India.

Suggested Readings:

1. Robert W. Kolb: Financial Derivatives, Blackwell Business Publishers.
2. S.L. Gupta: Financial Derivatives, PHI
3. V.K. Bhalla: Investment Management (Sultan Chand & Sons)
4. Aggarwal: Financial Derivatives, PHI
5. John C. Hull: Options, Further & other Derivatives Sewrites, PHI
6. Sharpe, W.F., Investments, PHI
7. George K. Chacko: Financial Derivatives, Blackwell Business Publishers.

IMS-910 : Counseling Skills for Managers**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective : To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Unit-I	Emergence & Growth of Counseling Services, Counseling Process and Application of Counseling to organizational and personal situations with a focus on performance Counseling
Unit-II	Counselor – Client Relationship, Understanding Clients Behaviour developing and Terminating a Counseling Relationship & Follow Up, Assessing Clients Problems.
Unit-III	Counselor’s Attitudes & Skill of Counseling, Counseling Strategies or Therapies i.e. Insight Oriented Therapies, Behaviour Therapies and Group Therapies.
Unit-IV	Communications and Persuasion, Communication Strategies and References, Group and their role in Understanding Clients problem
Unit-V	Motivation and Incentives requirement of Productivity, Role of Counseling in Understanding of low productivity of Indian workers, Need of Counseling Cell in the organization. Special Problems in Counseling

Suggested Readings:

1. Cormer L.S. & Guide Hackney H : The professional Counsellor’s Process to Helping Englewood Cliffs, New Jersey, PHI-1987
2. Moursernd J.: The Process of Counselling and Therapy ,2nd Ed. Of Englewood Cliffs, New Jersey, PHI-1990
3. Maclennar, Nigal: Counselling for Managers, Aldershot, Grover, 1996
4. Bandara, A. :Principles of Behaviour Modification, New York: Hod Rinehart and Winston, 1969
5. Munre, C. A. etc.: Counselling: A Skills Approach, Methuen, 1980
6. Reddy, Michael: Counselling at Work. British Psychological Society & Methuen, London & New York, 1987

IMS-911 : Organizational Change and Stress Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: This is an era of change, the business world is experiencing a lot of a change followed by stress. The course is designed to discuss how to equip organization and people for management of change and stress.

Unit-1	Stress – Concept, Definition, Characteristics, Current models of stress, Emotions and interventions, Positive and negative stress
Unit-II	Understanding Stress – Potential sources of stress, Consequences of stress, Managing stress, Becoming stress-fit

- Unit-III Concept of Managing change- Process of organizational change, Key roles in organizational change, Culture and change, Managing resistance change, Effective implementation of change.
- Unit-IV Diagnosis and intervention - Issues and concept of organizational diagnosis, Diagnostic methodology and methods (qualitative and quantitative), Intervention in organizational change, Models of organizational change.
- Unit-V Organizational change and process consultation - Work redesign model, Managers as agent of change, Internal change and external change agent styles.

Suggested Readings:

1. Abad, Ahmad, et.al,: Developing Effective Organization, Sri Ram Center for Industrial Relations, New Delhi, 1980
2. De Nitish, Alternative Designs of Human Organizations, Sage, London, 1988.
3. French, W.H. and Bell, CH.: Ogranisation Development, Prentice Hall of India, New India, New Delhi, 1991.
4. French, W. L. etc.: Organization Development Theory, Practice and Research, 3rd ed., Univ. Books Stall, New Delhi, 1990
5. Harvey, D.F. and Brown, D.R.: An Experiential Approach to Organization Development, Prentice Hall Inc., Jersey, 1990.
6. Huse, F.E. and Cummings, T. G.: Organization, Development and Change, 3rd ed., New York, West, 1985.
7. Sinha, Dharani, P. etc., Consultants and Consulting Styles, Vision, New Delhi, 1982.

IMS-912 : Performance Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To Acquaint the students with the concept of Performance Management.

- Unit-I: Performance Management : concept, philosophy, purposes and objectives; Performance Management Vs Performance Appraisal;. Strategic importance of Performance Management; Designing Performance Management System; Pillars of Performance Management.
- Unit-II: Planning Performance: setting objectives, organizational and individual performance plans, role description; performance standards; special developmental assignments, setting mutual expectations and performance criteria.
- Unit-III: Encouraging Performance: supervision and monitoring; communication review discussions; encouraging and mentoring development; coaching and counselling.
- Unit-IV: Reviewing and Stocktaking Performance and Potential: HR inventory; stocktaking discussions; skills for Performance Management.

Unit-V: Appraising for recognition and rewards; implementing the appraisal systems, methods of appraisal; error in appraisals; conducive context for appraising, Performance Management in India.

Suggested Readings:

1. Prem Chadha : Performance Management, Macmillan India Limited, New Delhi.
2. John P Wilson: Human Resource Management, Kogan Page, London
3. Wayne F. Cascio: Managing Human Resources, Tata McGraw Hill Publishing Company Limited, New Delhi.
4. Cynthia D. Fisher, Lyle F. Schoen Feldt., James B. Shaw: Human Resource Management, Biztantra, New Delhi.
5. Armstrong M.A.: Handbook of Human Resource Management, Routledge, London.

SEMESTER: X

IMS-1001 Project Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts of project management in managerial perspective.

- Unit – I: Project Management: Concepts, Categories of project; Project Life Cycle; Tools and Techniques for a Project Management; Government Incentives to a Project. Project Ideas, Cost- Benefit Analysis of Ideas, Sources of New Project Ideas.
- Unit – II: Project feasibility study: Pre-Feasibility and Feasibility Study Associated with a Project Preparation; Project Analysis: A Detail Study of Market Analysis, Technical Analysis, Financial Analysis, Economic Analysis & Ecological Analysis.
- Unit – III: Project Planning: Meaning & Process; Project Scheduling: Meaning & Process; Techniques of Project Scheduling: Bar Charts, Network Based Scheduling –PERT & CPM, Line of Balance technique.
- Unit – IV: Project risk Analysis: Firm Risk & Market Risk; Project Financing in India; Assessment of Tax Burden; Project Cost Control.
- Unit – V: Project Controlling System: Design of Project System; Work Breakdown Structure; Project Execution Plan; Project Control System & it's Techniques.

Suggested Readings:

1. Herzmer: Project Management, CBS Publication.
2. Pinto, Jeffery: Project Management, Pearson Publication.
3. Prassana Chandra: Projects, Tata McGraw Hill.
4. Nagarajan, K.: Project Management, New Age International.
5. Machi, Rajus: Introduction to Project Finance, Vikas Publications.

IMS-1002 Research Project**Maximum Marks: 100**

On the onset of IX semester the institute will assign research project topics to each student. The students are required to finalize their research methodology during the IX semester and they are to submit the final project report upto 15th April of the respective session/year. A student may be permitted to submit the project report after the above mentioned date but on or before 30th April by the director of the institute special case. The format of the title page and other contents of the report would be standardized by the institute.

IMS-1003 Comprehensive Viva-Voce**Maximum Marks: 100**

The Viva – Voce will be based on the Subjects/Papers studied by the students in their specialization areas (from VII to X Semester). It will be conducted jointly by External and Internal Examiners.

IMS-1004 Strategic Marketing Management**Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours**

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a

case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The Objective of this course is to make the students aware of the major aspects of the planning and controlling of marketing operations, to execute marketing planning & control within a strategic context and to give recognition to the problem of implementation and how these problems can be overcome.

- Unit-I: Strategic Marketing Management Process- Nature, Scope & Significance.
Business Strategy- Concept, Use and Recent Trends, corporate strategic decisions & their marketing implications; BCG matrix, GE Business Portfolio mix, Strategic Marketing Planning Process,
- Unit-II: Environment Analysis: Understanding Market Opportunities, Sources of Sustainable Competitive Advantage; Competitive Analysis & Competitive Position; Consumer Behavior Analysis; Competing Through Superior Service & Customer Relationships
- Unit-III: Marketing Strategy for New Market Entry, Marketing Strategy for Growth Market, Marketing Strategies for Mature and Declining Market, Marketing Strategy in Global Context
- Unit-IV: Marketing Mix Strategies: Product & New Product Strategies, Distribution Strategies and Channel Management; Marketing Communication Strategies; Pricing Policies and Strategies
- Unit-V: Strategic Evaluation & Control – Strategic Choice, Criteria of Choice, Implementation & Control of Marketing Strategy:

Suggested Readings:

1. Glueck W.F & Rajiv Gupta: Strategic Management, Frank Bros & co.7th ed.
2. Philip Kotler : Marketing Management – Planning, Analysis, Implementation and Control, PHI, New Delhi.
3. Musadiq A. Sahaf: Strategic Marketing - PHI, New Delhi.
4. Business policy and strategic management : Azhar Kazmi, Tata MacGrawHill Publishing
5. Richard M.S.Wilson & Collin Gilligan : Strategic Marketing Management – Viva publications.
6. Walker Orville C. et al : marketing strategy - Tata MacGrawHill Publishing-5th edition.2008.

IMS-1005 Product and Brand Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To acquaint the students with issues and perspective related to Branding.

Unit-I	Branding: Meaning Nature & Scope, Value Creation from branding-to customer, firm & product. Challenges and Opportunities in Branding, Strategic Brand Management Process
Unit-II	Creating a Brand: Various Approaches to Brand Name Creation, Brand Extensions: Concept, Types, Advantages and Disadvantages of Brand Extensions, Evaluating Brand Extension opportunities
Unit-III	Brand Building Concepts: Brand Identity, Brand Image, Brand Personality, BRAND Prism, Brand Portfolio, Brand Hierarchy Levels, Brand Positioning, Branding Reinforcement and Revitalization
Unit-IV	Brand Equity- Meaning, Measurement & Management: Measuring and Interpreting Brand Performance, Brand Tracking Studies, Measuring Sources of Brand Equity & Outcomes of Brand Equity: Qualitative and Quantitative Techniques,
Unit-V	Selected Application of Branding: Global Branding-an overview, Permission Marketing, Cause Marketing, Private Label, e-branding, Industrial Branding, Service branding and b2b Branding Leveraging Secondary Brand Knowledge to Build Brand Equity - Co-Branding, Ingredient Branding

Suggested Readings:-

1. Strategic Brand Management- Kevin Lane Keller, Prentice Hall India.2nd edition, 2003, Prentice Hall of India.
2. The New Study Brand Management –J. N kepferer – Kogan Page, 4th edition, 2009.
3. “Marketing Management, 12th Edition” (Authors: Philip Kotler and Kevin Lane Keller) Publisher: PHI
4. Branding, Geoffrey Randall, Kogan Page,The Economist & Profile Books Ltd. 2nd edition, 2004.
5. Brands and Branding: Rita Clifton and John Simmons, 1st edition, 2004.
6. “Managing Brand Equity” (Authors: Aaker, David) Publisher: Free Press.

IMS-1006 Management of Financial Services

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The course aims at discussing the detail about financial services, merchant banking operations and other related services in Indian context.

Unit-I	Financial Services: Nature, features and types; Risks in financial services; Regulatory framework of financial services; financial services available in India. Depository and custodial services.
Unit-II	Leasing Services, Hire Purchase Services. Factoring and Forfeiting Services, Credit rating services.
Unit-III	Credit Rating, Venture Capital and Mutual Funds Services, Housing Finance, Book Building Process, Plastic Money.
Unit-IV	Merchant Banking: Nature, organization. Regulation and registration of merchant banks, SEBI guidelines for merchant banks, difference between merchant banks and commercial banks. Merchant Banking Service: Management of equity issue, debenture issue,
Unit-V	Underwriting Arrangements, pricing issues, bankers to an issue, Corporate Restructuring and project financing, marketing of financial services: Marketing mix, marketing strategies and consumer behaviour in bank market.

Suggested Readings:

1. K Sasidharan & Alex K. Mathews: Financial services & System, TMH,2008.
2. Bansal, L.K.: Merchant Banking and Financial Services, Unistar Books Pvt. Ltd. Chandigarh.
3. Bhatia, B.S. and Batra G.S. : Management of Financial Services, Deep & Deep Publications, New Delhi.
4. Bhole, L.M. : Financial Markets and Institutions, Tata-McGraw Hill Companies Ltd. New Delhi.
5. Khan, M.Y. Indian Financial Sustum, Vikas Publishing House, New Delhi.
6. Machiraju H. R : Indian Financial System, Vikas Publishing House, New Delhi.
7. Srivasta, R.M.: Management of Indian Financial Institutions, Himalaya Publishing House, Bombay,
8. Vanhome, James C : Financial Market Rates and Flars, Prentice hall of India Ltd. New Delhi.
9. Verma, J.C. : Merchant Banking, Tata McGraw Hill Compnay Ltd. New Delhi.

IMS-1007 Bank Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: This paper aims at enhancing the knowledge of the students regarding the operations of the banks.

- Unit- I: Banking System in India: functions and services of banks; reserve requirements: CRR, SLR, Forex Reserves, bank fee based services; innovative products in banking; bancassurance.
- Unit- II: Sources of Bank Funds: Classification of deposits, opening of accounts of various types of customers, facility of nominations, payment and collection of cheques.
- Unit- III: Uses of Funds: features of bank credit, types of credit: Commercial credit & retail credits, principles of lending; secured advances: Lien, Pledge, Hypothecation, mortgage, general principles of secured advances. The credit analysis process, measurement of creditworthiness of borrowers: liquidity, profitability and solvency. Documentation in availing and sanctioning credit.
- Unit- IV: Banking technology: computerization, internet, mobile and ATMs, security issues, priority sector lending; performance analysis of banks: CAMELS-an integrated scorecard for banks.
- Unit- V: Risk measurement and management in banks: credit risk, interest rate risk, liquidity risk; Asset- Liability Management in banks, Basel guidelines.

Suggested Readings:

1. Varshney, P. N.: Banking Law and Practice, Sultan Chand and Sons.
2. K. C. Shekhar, Lekshmy Shekhar: Banking Theory and practice, Vikas publications.
3. Indian Institute of Banking and Finance, Principles of Banking, Macmillan.
4. Paul Justin, Padmalatha Suresh: Management of Banking and Financial Services, Pearson Education.
5. John C. Hull: Risk Management and Financial Institutions, Pearson Education.
6. Indian Institute of Banking and Finance: Bank financial Management, Taxman Publication Pvt. Ltd

IMS-1008 Cross Cultural Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The course aims at acquainting the students with the Basics of Multi-Cultural Management in International Business Context.

- Unit- I: Culture – Definition, Nature and Importance in International Business Context; Human and Cultural Variable in Cross Culture; Cultural Diversity; Cultural Values; Hofstede’s Cultural Dimensions, Trompenaar’s Cultural Dimensions.

- Unit- II: Cross Cultural Differences & Similarities in International Business Context; Cultural Shock; Organizational Culture & Diversity; Managing Multi-Culturalism and Diversity; International strategy formulation and implementation; Global Alliances
- Unit- III: Cross Cultural Communication and Negotiation; Problems in International Communication; Conflict Management Techniques in International Business Context and Implications for Managers; Managing the Problems in International Communication; International negotiations: Process and Tactics.
- Unit- IV: Management Decision Making and Control: Decision Making in Global Context, Control: Concept; Process and Type of Control, Control Techniques. Cross Cultural Motivation: Approaches and Significance in International Context
- Unit- V: Human Resource Selection and Development across Cultures; Leadership across Cultures, Leadership Approaches in International Context.

Suggested readings

1. Hodgetts, Luthans & Doh : International Management : Culture, Strategy, and Behavior, 6th Edition, 2008; Tata McGraw Hill Publication
2. Helen Deresky : International Management, 4th Edition, 2004, Prentice Hall of India.
3. Burtan and Thakur : International Management, Tata McGraw Hill Publication
4. French and Ray : Cross Culture Management, University Press

IMS-1009 Compensation Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To promote understanding of issues related to the Compensation of human resources & to impart skills in designing, analyzing & restructuring reward management system, policies & strategies.

- Unit: I Reward Management: Nature, Aims, Compensation and Non Compensation Components, Wage Theories, Inter and Intra-industry Compensation differentials and Internal and External Equity in Compensation Systems.
- Unit: II Tools in Designing and Implementing Compensation Packages, Compensation Practices of Multinational Corporations.
- Unit: III Components of Compensation Packages: Fringe Benefits, Incentives, Retirement Plans and Bonuses.

- Unit: IV Job Analysis and Its Process, Job Evaluation: Definition, Importance and Methods, Skill and Competency based Evaluation
- Unit: V Wage Administration in India, Nature, Constitution and Working of different Institutions related to Reward System like Wage Boards, Pay Commissions.

Reference Books:

1. Henderson, Richard I. Compensation Management: Rewarding Performance. Prentice Hall of India Pvt. Ltd., 2004.
2. Bergmann & Thomas, J. Compensation Decision Making. Harcourt College Publications, 2003.
3. Armstrong, Michel and Murlis, Helen, 'Reward management: A Handbook of Salary Administration', Kegan Paul, London.
4. Micton, R. Handbook of Wage and Salary Administration. London, 2002.
5. Venkatratnam, C.S. Rethinking Rewards and Incentive Management. Excel Books, 2002.

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