

MBA Syllabus-I Year

Master of Business Administration (MBA)



NCR Delhi, Sonapat
Approved by AICTE, Min. of HRD, Govt. of India and DTE, Govt. of Haryana
Affiliated to DCR University of Science & Technology, Murthal, Sonapat



**DEENBANDHU CHHOTU RAM UNIVERSITY OF
SCIENCE & TECHNOLOGY, MURTHAL
(SONEPAT) HARYANA
REGULAR COURSE (SCHEME AND SYLLABUS)
Master of Business Administration (MBA)
SESSION 2011-12**

THE MBA PROGRAMME

The Master of Business Administration (MBA) is a two-year full time programme divided into four semesters. The course structure of the programme is given here under:

SEMESTER-I

S.No.	Paper Code	Title of Paper	Credits	External Marks	Internal Assessment	Practical	Total Marks
1	MBA-101	Management Concepts & Applications	5	70	30	-	100
2	MBA-103	Managerial Economics	5	70	30	-	100
3	MBA-105	Financial Accounting for Managers	5	70	30	-	100
4	MBA-107	Business Statistics	5	70	30	-	100
5	MBA-109	Business Communication#	5	50	20	30	100
6	MBA-111	Computer Application in Management*	5	50	20	30	100
7	MBA-113	Business Environment	5	70	30	-	100
8	MBA-115	Human Resource Management	5	70	30	-	100

In addition to the internal assessment, a workshop shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the University on the recommendation of the PGBOS.

* In addition to the internal assessment, practical examination shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by Vice Chancellor on the recommendation of PGBOS.



SEMESTER-II

S.No.	Paper Code	Title of Paper	Credits	External Marks	Internal Assessment	Practical	Total Marks
1	MBA-102	Marketing Management	5	70	30	-	100
2	MBA-104	Organizational Behaviour	5	70	30	-	100
3	MBA-106	Management Accounting	5	70	30	-	100
4	MBA-108	Corporate Finance	5	70	30	-	100
5	MBA-110	Production and Operation Management	5	70	30	-	100
6	MBA-112	Business Research Methods	5	70	30	-	100
7	MBA-114	International Business	5	70	30	-	100
8	MBA-116	Legal Aspects of Business	5	70	30	-	100
9	MBA-118	Computer Networks and Internet*	5	50	20	30	100

* In addition to the internal assessment, practical examination shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by Vice Chancellor on the recommendation of PGBOS.

SUMMER INTERNSHIP

Immediately after the completion of the second semester examination, the students shall proceed for their Summer Internship of 6-8 week duration. The Summer Internship Report (SIR) prepared after the completion of Summer Internship shall be assessed in the third semester as a compulsory paper.



MBA-101 MANAGEMENT CONCEPTS AND APPLICATIONS

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

Course objective:

The objectives of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

Course Contents

Unit I: Introduction: Definition, nature, functions, levels of management, Types of managers, managerial roles, managerial skills and competencies, Evolution and various schools to management thought, continuing management themes – quality and performance excellence, global awareness, learning organization, characteristics of 21st century executives, Social responsibility of managers

Unit II: Planning: Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting objectives – MBO method: concept and process of managing by objectives; Strategies: definition, levels of strategies; Policies: meaning, formulation of policies; Programs; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

Unit III: Organizing: Organizing as managerial function – organization structures – functional, divisional, matrix, team structure, network structure, boundary less structure. Organizing – chain of command, span of control, delegation and decentralization, organizational design.

Unit –IV: Leading and Controlling: Motivation- concept, techniques to increase motivation. Leading as a function of management, Leadership traits, Leadership styles, Likert's four systems, managerial grid, Controlling: control function in management, the basic control process, types of control – feed forward, concurrent and feedback controls, control effectiveness.

Recommended Books:

1. Heinz Wehrich & Harold Koontz, Management A global prospective (12th Edition) Tata McGraw Hill New Delhi.
2. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education Asia, New Delhi.
3. Rao, V.S.P, Management-Concepts and Cases, Excel Books, New Delhi

Reference Books

1. Hellregel, Management, Thomason Learning, Bombay.
2. Stoner, Jetal, Management, Prentice Hall of India., New Delhi.
3. Robbins & Coulter, Management, Prentice Hall of Hall of India. New Delhi.
4. Satya Raju, Management- Text & cases, PHI, New Delhi.
5. Richard L. Daft, Management, Thomson south-Western.
6. Anil Bhatt & Arya Kumar, Management: Principles, Processes and Practices. Oxford University Press.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit. Verified



MBA-103

MANAGERIAL ECONOMICS

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

Course objective

The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

Course Contents

Unit I: Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Basic economic concepts in decision-making, Distinction between Micro and Macroeconomics, Marginal analysis, Objective of a firm

Unit II: Theory of demand- demand functions, determinants, elasticity, income and substitution effect, demand distinctions, concept of consumer's equilibrium; demand forecasting- techniques, demand forecasting for new products; supply- basic concepts and equilibrium.

Unit III: Production and cost analysis- production function, laws of production, cost curves, cost relationships, producer's equilibrium; breakeven analysis (introductory concepts). Market structure, pricing theory and practice- perfect competition, monopoly, monopolistic competition, oligopoly; general and export pricing strategies and practices-marginal pricing, cost plus pricing, skimmed pricing, penetration pricing, transfer pricing, dual pricing.

Unit IV : National income-alternative concepts and measurement of National Income; Inflation-type, measurement and control; Fiscal Policy- Taxes & Expenditure, Fiscal imbalance, implications and reforms; Monetary Theory and Policy- Money Demand and Supply.

Recommended Books:

1. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications 6/e, Adapted Version, Oxford University Press.
2. Diwedi, D. N, Managerial Economics, Vikas Publication, New Delhi.
3. Mehta, P.L. Managerial Economics. Sultan Chand and Sons, New Delhi.

Reference Books

1. Craig H Petersen, W. Chris Lewis & Sudhir K Jain, Managerial Economics, Pearson Education, New Delhi
2. Mankiw, N.G, Principles of Microeconomics, Cengage Publications
3. Mankiw, N.G, Macroeconomics, Worth Publications
4. Varshney, R.L. and Maheshwari K.L, Managerial Economics, Sultan Chand and Sons, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified



MBA-105 FINANCIAL ACCOUNTING FOR MANAGERS

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

Course Objective

The main objective of this course is to promote an in-depth understanding of fundamental accounting concepts and practice as well as to enhance users' ability to apply such concepts to make better-informed managerial decisions.

Course Contents

Unit I: Introduction to Finance, Accounting as an information system, Accounting principles, conventions and concepts, Generally Accepted Accounting Principles (GAAP), Balance sheet and related concepts, the profit and loss account and related concepts, Users of accounting statements. An overview of Accounting Standards (AS) in India

Unit II: Accounting Cycle, Measurement of business income and financial position: Constructing corporate financial statements i.e. Journal, Ledger, Trial Balance, Profit and Loss Account, Balance Sheet, Cash flow statement, Provision affecting preparation, presentation & analysis of Audit reports & Director's reports

Unit III: Accounting for Tangible & Intangible Assets: Fixed Assets and Depreciation Accounting, Inventory Valuation, Valuation of Goodwill.

Unit IV: Financial Analysis - Concepts and objectives. Tools of Financial Analysis- ratio analysis, common size financial statements, trend analysis, fund flow and cash flow statement. Recent trends in financial accounting: inflation accounting, introduction to human resources accounting.

Recommended Books:

1. Paresh Shah: Basic Financial Accounting For Management, Oxford University Press.
2. Ramachandran, N. & Kakani, R.K. Financial Accounting for Management, Tata McGraw Hill.
3. Bhattacharya, S.K, Accounting for Management : Text and Cases, Vikas Publishing House, New Delhi
4. Bhattacharya, H., "How to Read a Balance Sheet: Adapted to Indian laws & requirements" Oxford and IBH Publishing Company Pvt. Ltd

Reference Books

1. Grewal, T.S. Introduction to Accounting. S. Chand & Company, New Delhi
2. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting , Prentice Hall International, Englewood Cliffs
3. Narayanaswamy, R. , Financial Accounting - A Managerial Perspective, Prentice Hall of India, New Delhi.
4. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education, New Delhi.
5. Maheswari & Maheswari, Accounting for Managers, Vikas Publishing , New Delhi.
6. Anthony, Robert N. et al. Accounting: Text and cases, Tata McGraw Hill, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-107

BUSINESS STATISTICS

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

Course Objective

The objective of this course is to enable candidates to develop a knowledge and understanding of some basic statistical techniques and ability to apply this knowledge and understanding in solving business problems.

Course Contents

Unit I: Definition and role of statistics: Application of inferential statistics in managerial decision making; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, Skewness, standard deviation and mean deviation.

Unit II: Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation-Methods of Estimating Trend; Index Numbers: Definition; uses; types; Simple Aggregate Method and Weighted Aggregate Method – Laspeyre’s, Paasche’s, Fisher’s and CPI. Construction of Index Numbers and their uses

Unit III: Meaning of correlation, types of correlation :- positive correlation, negative correlation, perfect correlation, linear and non-linear correlation ; scatter diagram, Karl Pearson’s coefficient of correlation, properties of correlation coefficient, probable error of correlation coefficient, meaning of multiple and partial correlations ; multiple and partial correlation coefficients. Meaning of regression, types of regression: - simple and multiple regression, linear and non-linear regression, statement of regression lines, definition of regression coefficients, properties of regression coefficients,

Unit IV: Theory of Estimation, Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test). Analysis of Variance – one way, two ways. Techniques of association of Attributes & Testing

Recommended Books

1. Gupta, S.P. & Gupta, M.P., Business Statistics, Sultan Chand & Sons, New Delhi
2. Levin, R.I. & Rubin D.S., Statistics for Management, Prentice Hall of India (PHI), New Delhi.
3. Davis & Pecar: Business Statistics using Excel, Oxford University Press.

Reference Books

1. Gupta C B, Gupta V. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
2. Anderson, D. R., Sweeney, D.J. and Williams, T. A. Statistics for Business and Economics, Thomson South- Western.
3. Sharma, J. K. Business Statistics, Pearson Education, New Delhi.
4. Beri- Statistics for Management, Tata McGraw-Hill, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-109

BUSINESS COMMUNICATION

External Marks	: 50
Internal Marks	: 20
External Workshop	: 30
Time	: 3 Hrs

Course Objective

To acquaint students with the required skills for effective communication in business organisations

Course Outline

Unit I: Nature and Process of Communication: Definition, classification, purpose and process. Barriers to communication, conditions for successful communication, importance of communication in management, communication structure in organization.

Unit II: Listening: listening process, types of listening, essentials of good listening. Nonverbal communication: classification of non-verbal communication, body language, gestures, handshakes, gazes, smiles, hand movements, styles of walking, voice modulations, guidelines for developing nonverbal communication skills. Presentation skills: elements of a presentation, designing your presentation.

Unit III: Negotiation skills: need to negotiate, factors affecting negotiation, stages of the negotiation process, negotiation strategies, Communication skills for Interviews and Group Discussions, Business etiquettes: telephone etiquette, business dining, business manners of people of different countries.

Unit IV: Written Business Communication: Principles of effective writing, Report writing, circulars, notices, memos, agenda and minutes, business letter format, style of letter arrangement, types of letters, developing resume

Recommended Books

1. Chaturvedi, P. D, and Chaturvedi Mukesh, Business Communication : Concepts, Cases And Applications, Pearson Education, New Delhi
2. Kaul Asha, Business Communication, PHI, New Delhi.
3. Kaul Asha, Effective Business Communication, PHI, New Delhi.

Reference Books

1. Ludlow, R. & Panton, F. The Essence of Effective Communications, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Raman, Meenakshi and Singh, Prakash, Business Communication, Oxford University Press.
3. Lesikar, R.V. & Flatley, M.E. Basic Business Communication, Tata McGraw Hill Publishing Company Ltd. New Delhi
4. Hair, Dan O', Friedrich, Gustav W. and Dixon, Lynda Dee, Strategic Communication: In Business and the Profession , Pearson Education, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-111

COMPUTER APPLICATION IN MANAGEMENT

External Marks	: 50
Internal Marks	: 30
Practical	: 30
Time	: 3 Hrs

Course objective

To familiarize participants with the basic organization of computer hardware, software and computer applications in business

Course Contents

Unit I: Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Operating Systems: Basic features, types and components; Computer Languages: Basic features and Classification, Applications of Computers in Business.

Unit II: Introduction to Data Processing and Management- Basic of Data Processing: Data and Information, Data Processing Activities, Representation of data in computer memory (Binary, Octal and Hexadecimal system), ASCII and EBCDIC codes. File management and organization: Types of files, Basic file management operations. Introduction to Database Management: Concept, Models and Characteristics, Schema and Sub-schema.

Unit III: Introduction to Data Communication and Computer Networks, Fundamentals of Data Communication: Data Signals-Analog and Digital, Bandwidth, Types of Transmission, Computer Networks: Evolution, Advantages, types of computer networks, basic components of computer networks, Internet: Concept, features, how it works, Internet applications in business

Unit IV: Software Packages for Office Applications, Word Processing using MS Word: Basic features, formatting text, creating and managing tables, inserting images and graphs, mail merge, managing page layout and printing, Spreadsheets using MS Excel: Spreadsheet features, uses and advantages, autofill features, inserting formulas and functions, Inserting charts and graphs, macros, managing page layouts and printing. Presentations using MS Powerpoint: Basics of presentations, conventions and advantages, managing different views, adding and managing animations, managing slide transitions, managing slide templates, setting up slide shows.

Recommended Books

1. Introduction to Computers, Peter Norton, TMH, Delhi
2. Computer Today, Basandara, Galgotia Publication, Delhi

Reference Books

1. Introduction of Information Technology, Rajaraman, PHI, Delhi.
2. Computer Networks. Tannenbaum, PHI

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases/ practical exercises shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-113

BUSINESS ENVIRONMENT

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

Course Objective

The objective of this course is to sensitize towards the overall business environment within which organization has to function and to provide insight to students of its implication for decision making in business organizations.

Course Outline

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

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

Unit III: Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

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

Recommended Books

1. Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
2. Bedi, Suresh, "Business Environment", Excel Book, New Delhi

Reference Books

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

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-115

HUMAN RESOURCE MANAGEMENT

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

Course Objective

To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

Course Contents

Unit I: Human Resource Management - meaning, definition, nature and scope of HRM, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, HRM functions, objectives of HRM, policies, line and staff responsibility, role of personnel manager and HR manager, qualities of HR Manager, factors influencing HRM, Evaluating HRM Effectiveness.

Unit II: Job design: definition, approaches, Job analysis: definition, process, benefits of job analysis .Job evaluation, HR planning: introduction, objectives of, need for HRP, benefits of HRP, factors affecting HRP, process. Recruitment: definition, objectives, factors affecting recruitment policy, recruitment sources, recruitment techniques. Selection: meaning, selection procedure, various types of tests, different types of interviews and interview process, placement and induction.

Unit III: Human Resource Development: Introduction, definition, concepts, Training and development: meaning of T & D, importance of training, benefits of training, need and objectives, training methods, training procedures. Employee Mobility- Internal and External., Career Planning: Introduction, Stages, Career Planning, Career Development, Career Management, Managing Ethical Issues in HRM.

Unit IV: Performance management: Introduction, meaning, need, purpose, objectives, different methods of appraisal System, uses of performance appraisal, limitations and problems of performance appraisal, Potential appraisal. Compensation: introduction, aim and components, an overview of performance incentives ,Factors influencing compensation levels. Industrial relations: Conceptual framework of Industrial relations in India.

Recommended Books

1. Garry Dessler & Bijju Verrky, Human Resource Management , Pearson Education, New Delhi.
2. V.S.P. Rao, Human Resource Management, Excel Books: New Delhi.
3. Aswathappa, Human Resource Management, Tata McGRAW Hill. New Delhi

Reference Books

1. Ivancevich, Human Resource Management, Tata McGRAW Hill. New Delhi
2. P. Subba Rao, Human Resource Management and Industrial Relations, 3rd Edition,
3. Himalaya Publications House, Mumbai.
4. William B. Werther Jr. and Keith Davis, Human Resource & Personnel Management, McGraw Hill, Singapore

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-102

MARKETING MANAGEMENT

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

Course Objective

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

Unit I: Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager. Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

Unit II: Market Segmentation, Segmenting the Market, Benefits/Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

Unit III: Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

Unit IV: Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief Account of Marketing of Services, Rural Marketing, Electronic Marketing; Direct Marketing , International Marketing .

Recommended Books

1. Kotler, P., Keller, K L., Koshy, A., and Jha, M., “Marketing Management”, Pearson Education.
2. Mullins, J., Walker, O., and Harper, B.J., “Marketing Management: A Strategic Decision-Making”, McGraw-Hill Publication, Irwin.
3. Baines: Marketing, Oxford University Press.

Reference Books

1. Etzel, M.J., Walker, B.J., Stanton, W.J., and Pandit, A., “Marketing: Concepts and Cases”, Tata McGraw Hill, New Delhi.
2. Kurtz, D. L., and Boone, L.E., “Principles of Marketing”, Thomson Learning.
3. Panda, Tapan, “Marketing Management”, Excel Publication, New Delhi.
4. Lamb, Hair, Mc Danniel. “Marketing Management”, Thomson Learning
5. Sherlakar, S.A. “Marketing Management”, Himalaya Publishing House, New Delhi.
6. Kotler, P. & Armstrong, Gary. “Principles of Marketing”, Pearson Education, New Delhi.
7. Ramaswamy & Namakumari. “Marketing Management”, Macmillan Publication, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-104

ORGANIZATION BEHAVIOUR

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

Course Objective

To familiarize the students with basic organizational processes to bring about organizational behavior.

Course Contents

Unit I: Definition, concept of Organizational Behavior, foundations of OB, contributing disciplines to the OB field, challenges and opportunities for OB, emotional intelligence in contemporary business.

Unit II: Individual behavior, Attitudes and values; Perception - concept, process, errors and applications; Personality - concept, determinants, theories and applications; Learning - concept and theories of learning, reinforcement.

Unit III: Motivation – concept, theories of motivation; Group behavior – concept, types of group, group development, group dynamics; Teams – types, creating effective teams; Empowerment significance, process and prerequisites; Conflict- concept, sources, types, management; Organizational power and politics.

Unit IV: Job design – definition, techniques; organizational learning; organizational culture ; organizational change – concept, resistance to change, managing resistance to change, Lewin’s three- step model of change; Stress – sources, consequences and management.

Recommended Books

1. Stephen P Robbins & Seema Sanghi, *Organizational Behavior*, Pearson-Prentice Hall, New Delhi.
2. Aswathappa, K. *Organisiation Behaviour*, Himalaya Publishing House, New Delhi
3. Parikh and Gupta, *Organizational Behaviour*, Tata Mc Graw Hill, New Delhi.

Reference Books

1. Newstrom John W. *Organizational Behaviour: Human Behaviour at Work* , Tata Mc Graw Hill, New Delhi.
2. Luthans, F. *Organisation Behaviour*. Prentice Hall of India, New Delhi.
3. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. *Management of Organsational Behavior: Leading Human Resources*, Pearson Education, New Delhi.
4. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. *Organizational Behaviour*, Tata Mc Graw Hill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Five (05) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-106

MANAGEMENT ACCOUNTING

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

Course Objective

The objective of this course is to develop an insight into the utilization of financial and cost accounting information for planning, controlling and decision making in the business. Besides this to have clear understanding of other important tools useful for financial, cost and price related decision making.

Course Contents

Unit I: Management Accounting: nature, scope and tools of Management Accounting; Management Accounting vs. Financial accounting and Cost Accounting. Cost Accounting- Meaning, Scope and Classification of costs, full costing, overhead allocations, preparation of cost sheet.

Unit II: Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Unit III: Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit IV: Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility centres and its managerial implications, Transfer Pricing : concept, types & importance ; Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing, Decision involving alternative choices.

Recommended Books

1. Horngreen, C.T. Sundem G.L., Stratton W.O., Introduction to Management Accounting, PHI India, New Delhi
2. M Y Khan & P K Jain, Management Accounting, Tata McGraw-Hill, New Delhi
3. Shah: Management Accounting, Oxford University Press.

Reference Books

1. Hansen, D.R. & Mowen, M.M., Management Accounting, Thomson South Western.
2. Bamber, L.S., Braun K.W., Harrison, T.W., Managerial Accounting, Pearson Education, New Delhi.
3. Bhattacharyya, S.K. & Dearden, John, Costing for Management, Vikas Publishing House, New Delhi.
4. Pandey, I. M, Management Accounting, Vikas Publishing House, New Delhi.
5. Arora M N, Cost and Management Accounting, Vikas Publishing House, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-108

CORPORATE FINANCE

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

Course Objective

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

Course Contents

Unit I: Financial management – Introduction to finance, objectives of financial management-profit maximization and wealth maximization. Changing role of finance managers in globalized environment. Organisation of finance function. Time value of money, risk and return analysis, valuation of securities. Indian financial system – Primary market, Secondary market – stocks & commodities, Money market, Foreign exchange markets.

Unit II: Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage alongwith implications; EBIT-EPS Analysis. Capital budgeting practices in Indian companies.

Unit III: Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance, Innovative source of finance ; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

Unit IV: Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. Relevance and Irrelevance. Theories of dividend decision: Walter’s Model, Gordon’s Model and Modigliani Miller Model; Factors affecting dividend decision. Overview of Working Capital Decision: Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Working Capital Financing.

Recommended Books

1. Damodaran, A., Corporate Finance- Theory & Practice, Wiley Publication
2. Srivastava: Financial Management, Oxford University Press.
3. Pandey, I.M, Financial Management, Vikas Publication House Pvt. Ltd, New Delhi

Reference Books

1. Brealey and Myers, Principles of Corporate Finance, Tata McGraw Hill, New Delhi
2. Prasanna Chandra, Financial Management - Theory & Practice, Tata McGraw Hill, New Delhi.
3. Van Horne and Wachowicz , Fundamentals of Financial Management, Prentice Hall/ Pearson Education, New Delhi.
4. Khan, M. Y and Jain, P.K., Financial Management: Text Problems and Cases, Tata McGraw Hill, New Delhi.
5. Stephen A. Ross, Wester Field, Jordan, Fundamentals of Corporate Finance MacGraw Hill.
6. Chandra, Prasanna, Financial Management, Tata McGraw Hill, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-110

PRODUCTION AND OPERATION MANAGEMENT

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

Course Objective

The objective is to get the students acquainted with the design aspects of operations and material management and to develop relevant skill.

Course Contents

Unit I: Nature and Scope of Production and operations Management, its relationship with other Systems in the organization, factors Affecting System and Concept of Production and Operation management. Facility Location, Types of manufacturing Systems and layouts, Layout Planning and Analysis.

Unit II: Functions of Production and material management, Types of production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control, In Mass Production in Batch production, Job order manufacturing, Production Selection, Product Design, and Development, Process Selection, facility Location, facility Layout, Capacity Design, Determination of Material required.

Unit III: Materials Management - Concepts, Objectives, Functions Purchasing Management - Objectives; Functions; Methods; Procedure Management - Types of Stores; Functions; Coding Methods. Value Analysis – Concepts Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance

Unit IV: Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application. Advanced Manufacturing Technologies: JIT, TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts

Recommended Books

1. Bedi, Production & Operations Management, 2/e, Oxford University Press.
2. Chary, Production & Operations Management, Tata McGraw Hill, New Delhi.
3. Buffa & Sarin, Modern Production/Operations Management, John Wiley Publication

Reference Books

1. Adam & Ebert, Production & Operation Management, Prentice Hall India, New Delhi.
2. Kachru, Upendra, "Production and Operations Management Text and Cases", Excel Books, New Delhi.
3. Krajewski & Ritzman, "Operations Management", Pearson Education.
4. Richard B Chase, F Robert Jacobs, Nicholas J Aquileno, Nitin K Agarwal, "Operations Management for Competitive Advantage", Tata McGrawHill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-112

BUSINESS RESEARCH METHODS

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

Course Objective

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making

Course Outline

Unit I: Introduction: Concept of research and its applications in the various functions of management; Types of research, Types of business problems encountered by the researcher; Problems and precautions to the researcher in India, Process of research: Steps involved in research process.

Unit II: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. Qualitative and quantitative research, Concept of measurement, causality, generalization, replication, Merging the two approaches

Unit III: Data collection: Sampling procedure; Sample size; Determination and selection of sample member; Types of data and various methods of collecting data; Preparation of questionnaire and schedule; Precautions in preparation of questionnaire and collection of data

Unit IV: Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis; Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance, Uses of Data Analysis Tools like SPSS and Excel, Report Preparation: Types and layout of research report; Precautions in preparing the research report; Bibliography and Annexure in report.

Recommended Books

1. Cooper & Schindler, "Business Research Methods", Tata McGrawHill, New Delhi.
2. Saunders, "Research Methods for Business Students", Pearson Education, New Delhi

Reference Books

1. Collis J and Hussey R "Business Research", Palgrave publication
2. Kothari C.R., "Research Methods in Business & Social Sciences", Macmillan.
3. Bryman, Alan & Emma Bell, "Business Research Methods", Oxford University Press.
4. Walliman, Nicholas, "Social research methods", Sage Publications, New Delhi.
5. Shenray & Pant., "Statistical Methods in Business & Social Sciences", Macmillan
6. Dwivedi R.S., "Research Methods in Behavioural Sciences", Macmillan.
7. Uma Sekaran, Research Methods for Business, Wiley Publications

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-114

INTERNATIONAL BUSINESS

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

Course Objective

The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations.

Course Contents

Unit I: Introduction to International Business; Concept and Definition of International Management; Reasons for Going International, International Entry Modes, Their Advantages and Disadvantages, process of internationalization, Strategy in the Internationalization of Business, Global Challenges; Entry Barriers, India's Attractiveness for International Business.

Unit II: International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment. International organisation and control: Organisational structures; Control procedures; Location of decisionmaking, Role of Subsidiaries, Organisational Control, Bartlett & Ghoshal's Model of TNCs.

Unit III: International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle. Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment. Convertibility of Capital Account.

Unit IV: International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Introduction to current EXIM policy. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS Ministerial Conferences.

Recommended Books

1. Rakesh Mohan Joshi, International Business, Oxford University Press..
2. Daniels, J., Radebaugh, L., and Sullivan, D., "International Business", Prentice-Hall, New Delhi.
3. Aswathappa, K. "International Business", Tata McGraw-Hill, New Delhi.

Reference Books

1. Charles W.L. Hill, "International Business", Tata McGraw Hill Co. Ltd., New Delhi.
2. Sharan V., "International Financial Management", Prentice Hall of India, New Delhi.
3. Paul J, "International Business", Prentice Hall of India, New Delhi.
4. Deresky H, "International Business", Prentice Hall of India, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-116

LEGAL ASPECTS OF BUSINESS

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

Course Objective

The purpose of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India.

Course Outline

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

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

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

Unit IV: Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law

Recommended Books

1. Kuchhal, M.C. and Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Kuchhal, M.C. Business Law, Vikas Publishing House, New Delhi
3. Kapoor, N. D. Mercantile Law including Industrial Law, Sultan Chand, New Delhi.
4. Gulshan, S. S, Business Law, Excel Publications, New Delhi

Reference Books

1. Khergamwala, J.S., The Negotiable Instrument Acts, N.M. Tripathi, Bombay, 1980
2. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur, 1992
3. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi, 1998
4. Tulsian P.C., Business Law, TMH, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



MBA-118

COMPUTER NETWORKS AND INTERNET

External Marks	: 50
Internal Marks	: 20
Practical	: 30
Time	: 3 Hrs

Course Objective

To familiarize participants with technologies like networking and internet and to build skills in applying these technologies to various business processes

Course Outline

Unit I : Evolution on Computer Networks, Impact of Computers Networks on Business, Networked Economy-Framework, Issues and future trends. Data Signals: Analog and Digital signals, Amplitude, Period and Frequency, Wavelength, Composite Analog Signals, Bandwidth, Bit Rate and Bit Length, Transmission Impairments. Data Transmission: Communication Modes, Transmission Modes, Multiplexing and spreading, Transmission Media, Switching and Routing

Unit II: Computer Networks: Basic concept, Advantages, classification, topologies, Components of computer networks: Hardware components, Software components. Network Architecture Models: Introduction to OSI and TCP/IP Models

Unit III: Internet: History and Development, how it works, control mechanism. WWW: Hypertext and Hyperlinks, Websites and web pages, URL, IP addressing and Domain Naming System. Internet and WWW tools and Applications: Browser, FTP, Telnet, Email, Information and Knowledge sharing using computer networks and the Internet

Unit IV: Network Security: Security Threats and their sources, Countermeasures to ensure security, Cryptography, Identifying and Managing IT risks, Networking applications in Education and Training, Healthcare, Banking, e-governance and social networking. Major issues and considerations in networked economy: Social issues, Economic issues, Ethical Issues, Privacy issues and Health issues.

Recommended Books:

1. Dhunna, Mukesh and Verma, Deepak , Computer Networks and Internet, Vayu Education of India
2. Forouzan, B. A., Data Communication and Networking, Tata McGraw Hill
3. Tanenbaum, A. S., Computer Networks, Pearson Education

Reference Books

1. Stalling W, "Computer Networks", Pearson Education
2. Douglas E. Comer & M.S Narayanan,"Computer Network & Internet", Pearson Education
3. Behraj A Forouzan,"Data Communication & Networking", McGraw-Hill.
4. Natalia Olifar & Victor Olifer,"Computer Networks", Willey Pub.
5. Prakash C. Gupta, "Data Communications and Computer Networks", PHI
6. Bertsekas & Gallager "Data Network" , PHI
7. Gallo,"Computer Communication & Networking Technologies", Cengage Learning

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Syllabus

Master of Business Administration



(Approved by AICTE, Ministry of HRD, Govt of India & DTE, Govt of Haryana
and Affiliated to M. D. University, Rohtak)



**CURRICULUM AND SCHEME OF EXAMINATIONS OF
TWO YEAR MBA
PROGRAMME SESSION 2007-2008
SECOND YEAR: 3RD SEMESTER**

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2301	Strategic Management	70	30	-
2302	Management Information System	70	30	-
2303	Business Legislation	70	30	-
2304	Summer Training Report	50	50	-
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			

Note:

1. Students are required to choose any three optional papers from each set of specialisation areas offered under dual specialisation scheme.
2. The SVT carry 100 marks, which will be evaluated externally for 50% marks and for 50% internally. Internal evaluation will be based on the presentation/viva voce of SVT before the Board of Examiners, as specified in the Ordinance.
3. The duration of the end term examination shall be 3 hours.



SECOND YEAR: 4TH SEMESTER

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2401	Entrepreneurship	70	30	-
2402	E-Commerce	50	-	50
2403	Project Report	100	100	-
2404	Comprehensive Viva-voce	100	-	-
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			

Note:

1. Students are required to choose any three optional papers from each set of specialisation areas offered under dual specialisation scheme.
2. The Project Report shall carry 200 marks which will be evaluated by Internal & the external examiner on the basis of the following criteria/break-up of marks:-

1. Contents & Layout of the Report	20
2. Conceptual Framework	20
3. Objectives & Methodology	15
4. Data Presentation & Analysis	20
5. Implications & Conclusions	15
6. Bibliography	10
7. Total	100
3. The duration of the end term examination shall be 3 hours.



**CURRICULUM AND SCHEME OF EXAMINATIONS
FOR TWO YEAR MBA
PROGRAMME SESSION 2007-2008
SPECIALISATIONS OFFERED IN 3RD AND 4TH SEMESTERS**

**HUMAN RESOURCE MANAGEMENT
THIRD SEMESTER**

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2305	Performance Management	70	30	-
2306	Training & Development	70	30	-
2307	Organisational Change and Development	70	30	-
2308	Compensation Management	70	30	-

FOURTH SEMESTER

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shohop
2405	Talent Management	70	30	-
2406	Industrial Relations and Labour Legislations	70	30	-
2407	Strategic Human ResourceManagement	70	30	-
2408	Cross Cultural HumanResource Management	70	30	-

Note: The duration of the end term examination shall be 3 hours.



**FINANCE
THIRD SEMESTER**

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2309	Management of Financial Services and Institutions	70	30	-
2310	Project Management and Infrastructure Finance	70	30	-
2311	Strategic Cost Management and Control	70	30	-
2312	Multinational Financial Management	70	30	-

FOURTH SEMESTER

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2409	Taxation Laws and Planning	70	30	-
2410	Management of Banking and Insurance	70	30	-
2411	Security Analysis and Portfolio Management	70	30	-
2412	Financial Derivatives	70	30	-

Note: The duration of the end term examination shall be 3 hours.



INFORMATION TECHNOLOGY

THIRD SEMESTER

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2313	Object Oriented Analysis and Design	50	50	-
2314	Programming in Oracle	50	50	-
2315	Data Base Management System	50	50	-
2316	Multimedia and Web Development	50	50	-

FOURTH SEMESTER

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2413	Software Engineering	50	50	-
2414	Systems Analysis and Design	50	50	-
2415	Artificial Intelligence	50	50	-
2416	Programming in JAVA	50	50	-

Note: The duration of the end term examination shall be 3 hours.



INTERNATIONAL BUSINESS

THIRD SEMESTER

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2317	Foreign Exchange Management	70	30	-
2318	International Marketing	70	30	-
2319	Multinational Banking	70	30	-
2320	International Trade Theory and Practice	70	30	-

FOURTH SEMESTER

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2417	Global Strategic Management	70	30	-
2418	International Financial Management	70	30	-
2419	International Logistics	70	30	-
2420	International Accounting	70	30	-

Note: The duration of the end term examination shall be 3 hours.



MARKETING

THIRD SEMESTER

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2321	Brand Management	70	30	-
2322	Integrated Marketing Communication	70	30	-
2323	Service Marketing	70	30	-
2324	Consumer Behaviour	70	30	-

FOURTH SEMESTER

Paper No.	Title of the Paper (s)	External Marks	Internal Marks	Practical Marks/ Work-Shop
2421	Customer Relationship Management	70	30	-
2422	Sales and Distribution Management	70	30	-
2423	Retail Management	70	30	-
2424	Business Marketing Management	70	30	-

Note: The duration of the end term examination shall be 3 hours.



STRATEGIC MANAGEMENT

Paper Code 2301/50901

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

Unit-I

Strategic Management Process: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategies, mission and objectives, strategic business unit, environment – concept, components and appraisal

Unit-II

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT analysis formulation – corporate level strategies and business strategies, strategy analysis and choice – the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan

Unit-III

Strategy implementation: aspects, structures, design and change; behavioural implementation – leadership, culture, value and ethics

Unit-IV

Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies; strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control

Suggested Readings:

1. Kazmi, Azhar, **Business Policy and Strategic Management**, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. David, Fred R. **Strategic Management – Concept and Cases**, Pearson Education, Delhi
3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., **Strategic Management Competitiveness and Globalisation**; Thomson Asia Pvt. Ltd.
4. Pearce II J A and Robinson Jr., R.B., **Strategic Management – Strategy Formulation and Implementation**, AITBS Publishers and Distributors, Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be **compulsory**. All the five questions will carry equal marks.



MANAGEMENT INFORMATION SYSTEM

Paper Code 2302/50902

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

This course will equip students with skills to analysis information requirements for managerial decision making.

Unit-I

Data and Information. MIS- need and concepts, factors influencing MIS and characteristics of MIS. Technology of MIS. Structure of MIS. Decision Making and role of MIS. Data communication. Basic H/W required, Channel features and concept of Distributed Data bases

Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, group decision support system

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings :

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

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



BUSINESS LEGISLATION

Paper Code 2303/50903

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The course is designed to provide an understanding of legal processes involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a Business Enterprise

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law

Suggested Readings:

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

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



ENTREPRENEURSHIP

Paper Code 2401/51001

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

This course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

Unit-I

Entrepreneurship: Concept, knowledge and skills requirement; characteristics of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship

Unit-II

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; presenting business plan to investors

Unit-III

Functional plans: marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis

Unit-IV

Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franchising

Suggested Readings:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, **Entrepreneurship**, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, **Entrepreneurship**, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, **Entrepreneurship**, Excel Books, New Delhi
4. Charantimath, Poornima, **Entrepreneurship Development and Small Business Enterprises**, Pearson Education, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



ELECTRONIC COMMERCE

Paper Code 2402/51002

External Marks :50 Marks

Internal Marks :50 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of the course is to learn types, process of e-commerce, the tools, channels and the related issues in implementing the e-commerce practices.

Unit-I

Introduction to Electronic Commerce: origin and need; Framework, applications; network infrastructure (including internet), internet commercialization; factors affecting e-commerce; business and technological dimensions of e-commerce;

Unit-II

Electronic payment system, inter-organizational commerce & intra-organizational commerce, EDI, value-added network; digital library; smart card, credit card and emerging financial instruments.

Unit-III

B2B e-commerce; e-procurement, supply-chain coordination; on-line research; organizing for online marketing. Internet retailing; multi channel retailing, channel design; selling through online intermediaries. Mobile commerce: Introduction to mobile commerce; benefits of mobile commerce; mobile commerce framework; Internet advertising;

Unit-IV

Security; advertising & marketing in the internet, introduction to marketing & CRM, consumer search & resource discovery, computer based education & training, digital copyrights. Search engines & directory services; Agents in electronic commerce

Lab: Internet Surfing of E-Commerce Sites.

Suggested Readings:

1. Schneider P. Gary, Perry T.James, **E-Commerce**, Thomson Learning, Bombay.
2. Hanson & Kalyanam, **Internet Marketing & e-commerce**, Thomson Learning, Bombay.
3. Bharat Bhasker, **Electronic Commerce**, TMH, N Delhi.
4. Kosiur, **Understanding E-Commerce**, Prentice Hall of India, Delhi.
5. Kalakota, Whinston, **Frontiers of Electronic Commerce**, Addison Wesley.
6. Shurety, **E-business with Net Commerce (with CD)**, Addison Wesley.
7. Napier, **Creating a winning E-business**, Vikas Publishing House, New Delhi
8. Didar Singh, **E Commerce for Manager**, Vikas Publishing House, New Delhi
9. Whitely David, **Electronic Commerce**, TMH, Delhi.
10. Efraim Turban, Jay Lee, David King & H.Michael Chang, **Electronic Commerce: A Managerial Perspective**, Pearson Education, Delhi.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.



MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS

Paper Code 2309/50909

External Marks :70 Marks
Internal Marks :30 Marks
Total Marks :100 Marks
Duration of Exam :3 Hours

Course Objective:

The objective of this paper is to acquaint the students about major financial services and institutions

Unit-I

Financial Services: salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking

Unit-II

Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

Unit-III

Development Banks - operational policies and practices of IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LICI; segments/instruments of money market

Unit-IV

Mechanism of security trading, NSE, OTCEI, scripless trading, depository system and custodial services; SEBI – its objectives, functions and powers

Suggested Reading:

1. Bhole, L. M., **Financial Institutions and Markets**, Tata McGraw Hills, New Delhi
2. Khan, M. Y., **Financial Services**, Tata McGraw Hill, New Delhi
3. Pathak, **Indian Financial System**, Pearson Education
4. Khan, M.Y., **Indian Financial System**, Tata McGraw Hill, New Delhi
5. Machiraju, H.R., **Indian Financial System**, Vikas Publishing House
6. Machiraju, H.R., **Working of Stock Exchange in India**, New Age Publication
7. Shrivastava, R.M., and Nigam, Divya, **Management of Indian Financial Institutions**, Himalaya Publishing House

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE

Paper Code 2310/50910

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of this paper is to acquaint the students about the project planning, appraisal and control and financing of infrastructure projects.

Unit-I

Phases and objectives of capital budgeting; generation and screening of project ideas; market, demand and situational analysis, technical analysis and financial analysis.

Unit-II

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk.

Unit-III

Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India-project appraisal by financial institutions, environmental appraisal of Projects.

Unit-IV

Project management: organisation, planning, control, human aspects and pre-requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects.

Suggested Readings

1. Chandra, Prasanna, **Projects : Planning Analysis, Selection, Implementation and Review**, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, **Project Management**, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., **Project Finance**, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., **Project Management and Control**, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, **Financing Infrastructure Projects**, Thomas Telford, UK, ISBN

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



STRATEGIC COST MANAGEMENT AND CONTROL

Paper Code 2311/50911

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective

Unit-I

Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning; cost management tools - life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking

Unit-II

Nature of activity-based costing (ABC); benefits and limitations of ABC; limitation of volume-based costing system, indicators of ABC; activity hierarchies; cost drivers; designing an ABC system

Activity-based management; operational and strategic application of ABC; customer profitability analysis, process value analysis, financial measures of activity efficiency; Nature of value-chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition

Unit-III

Functional-based planning and control; budgeting –nature, administration and effectiveness; budgeting cycle; activity-based budgeting; Kaizen approach; ZBB; performance budgeting; human aspects of budgeting; responsibility centers and financial control – nature and role of responsibility centres; accounting and evaluation of responsibility centers, measuring the performance of investment centre – ROI, RI, EVA; transfer pricing and its applications

Unit-IV

Strategic-based performance measurement system: balanced score card – perspectives and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system

Suggested Readings:

1. Drury, Colin, **Management Accounting and Control**, Thomson Learning
2. Horngren, Datar Foster, **Cost Accounting**, Pearson Education
3. Hansen and Mowen, **Cost Management**, Thomson Learning
4. Kaplan, Atkinson and Young, **Management Accounting**, Pearson Education
5. Kaplan, Atkinson, **Advanced Management Accounting**, Pearson Learning
6. Anthony, Robert N., and Govindrajana, Vijay, **Management Control System**, McGraw Hill

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



MULTINATIONAL FINANCIAL MANAGEMENT

Paper Code 2312/50912

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

International boundaries are blurring therefore MNCs can raise funds from international financial management. The purpose of this paper is to equip the students with financial and investment decision of MNCs

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms

Suggested Readings:

1. Madura Jeff, **International Financial Management**; Thomson Learning
2. Sharan, V., **International Financial Management**, PHI, New Delhi
3. Allen Shapiro, **Multinational Financial Management**, PHI, New Delhi
4. Levi, Maurice D., **International Finance**, McGraw Hill
5. Apte, P.G., **International Financial Management**, Tata McGraw Hill
6. Eiteman, David K., Stonehill, Arthur I., Moffett, Michael H. and Pandey, Alok, **Multinational Business Finance**, Pearson Education

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



TAXATION LAWS AND PLANNING

Paper Code 2409/51009

External Marks :70 Marks
Internal Marks :30 Marks
Total Marks :100 Marks
Duration of Exam :3 Hours

Course Objective:

The objective of this course is to acquaint the students with tax laws and tax planning

Unit-I

Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from the had salary; income from house property

Unit-II

Profits and gains of business and profession including depreciation; capital gains; income from other sources

Unit-III

Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals and companies, computation of tax liability

Unit-IV

Tax planning/avoidance/evasion; tax planning with reference to managerial decisions – own or lease, make or buy, export or local, close or continue etc; tax planning in reference to employees' remuneration; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers

Suggested Readings:

1. Singhanian, V.K. and Singhanian, Kapil, **Direct Taxes Law and Practice**, Taxman Publications
2. Mahrotra & Goyal, **Income Tax Law & Practice**, Sahitya Bhawan Publications, Agra
3. Singhanian, V.K. and Singhanian, Monica, **Student Guide to Income Tax**, Taxman Publications
4. Singhanian, V.K., Singhanian, Kapil and Singhanian, Monica, **Direct Taxes Planning and Management**, Taxman Publications
5. Lal, B.B., **Direct Taxes**, Pearson Education
6. Study material of Institute of Company Secretaries of India

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



MANAGEMENT OF BANKING AND INSURANCE

Paper Code 2410/51010

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The attempt of this paper is to impart knowledge of various functional areas and risk management in banking and insurance sectors

Unit-I

An overview of the banking sector- growth and structure; function and operations – RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD; regulatory issues for governance of banking sector– role of RBI and Ministry of Finance; marketing in banking industry- component of bank marketing strategy; role of technology in banking

Unit-II

Component of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; managing capital adequacy and profit planning; managing NPAs.

Unit-III

Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans; investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India

Unit-IV

Organizational forms, structure and administration of life and non life insurance companies; life and non-life insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life (health and motor vehicle) insurance underwriting; financial management of life insurance companies

Suggested Readings:

1. Black, Kenneth jr. & Skipper, Harold D. jr., **Life and Health Insurance**, Pearson Education, Delhi
2. Rejda, George E, **Principles of Risk Management and Insurance**, Pearson Education, Delhi
3. Shekhar, K.C. and Shekhar, Lekshmy, **Banking Theories and practices**, Vikas Publication
4. Besis Joel **Risk Management in Banking**, John Mily & Sons
5. **Risk Management**, Indian Institute of Banking and Finance, McMillan Publisher
6. **The New Basel Record**, ICFAI Publication
7. **Financial Intermediation**, Indian Institute of Banking and Finance
8. Trieschmann, **Risk Management & Insurance**, Thomson Learning

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Paper Code 2411/51011

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of this paper is to acquaint the students about the investment decisions, Risks involved in them, theories of security valuation, fundamental and technical analysis and theories and concepts involved in portfolio management.

Unit-I

Investment-Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk. Measurement of systematic risk.

Unit-II

Objectives and benefits of investment analysis and security valuation ; theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis- Economic, Industry and Company Analysis; Technical Analysis.

Unit-III

Portfolio – Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single-index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

Unit-IV

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

Suggested Readings

1. Reiley & Brown, Investment Analysis & Portfolio Management, Thomson Learning, Bombay.
2. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, Investment. Prentice Hall of India, New Delhi.
4. Alexander, Gordon J. and Bailey, Jeffery V., Investment analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, New Delhi, 2006.
6. Elton, Edwin J. & Gruber, Martin J., Modern Portfolio Theory & Investment Analysis, John Wiley & Sons.
7. Haugen, Robert A., Modern Investment Theory, Pearson Education, New Delhi.

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



FINANCIAL DERIVATIVES

Paper Code 2412/51012

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

To acquaint the students with the basics of financial derivatives and their use in managing risk with their synergic effect on financial returns.

Unit-I

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

Unit-II

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

Unit-III

Types of options, trading strategies involving options; option pricing – black scholes option pricing model

Unit-IV

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

Suggested Reading:

1. Chance, Don M., **An Introduction to Derivatives and Risk Management**, Harcourt College Publishing
2. Robert A Strong, **Derivatives: An Introduction**, Thomson Learning, Bombay
3. Hull, John C., **Futures and other derivatives securities**, PHI, New Delhi
4. Redhead, **Financial Derivatives : An Introduction to Future/Forward, Options and Swaps**, Prentice Hall of India, New Delhi
5. Gupta, S.L., **Financial Derivaties**, PHI
6. Kumar, S.S.S., **Financial Derivatives**, PHI

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



PERFORMANCE MANAGEMENT

Paper Code 2305/50905

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems

Unit-I

Concept, characteristics, role and significance of performance management; performance appraisal vis-à-vis performance management, process of performance management; performance management and strategic planning linkages

Unit-II

Establishing and operationalising performance management system; measuring performance – results and behaviour; conducting performance review discussions; harnessing performance management system for performance improvement

Unit-III

Performance management strategies and interventions – reward based performance management; career based performance management, team based performance management

Unit-IV

Culture based performance management; measurement based performance management; competency based performance management; leadership based performance management

Suggested Readings:

1. Aguinis, Herman, **Performance Management**, Pearson Education, Inc.
2. Kandula, Srinivas R., **Performance Management**, PHI, New Delhi
3. Rao, T.V., **Performance Management and Appraisal Systems**, Response Bank, New Delhi
4. Cardy, Robert L., **Performance Management: Concepts, Skills and Exercises**, PHI, New Delhi
5. Sahu, R.K., **Performance Management System**, Excel Books, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



TRAINING AND DEVELOPMENT

Paper Code 2306/50906

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization

Unit-I

Training – concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function; Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping

Unit-II

Designing the training programme: process of learning in training programme – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids

Unit-III

Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving

Unit-IV

Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, knowledge management

Suggested Readings:

1. Agochia, Devendra, **Every Trainer's Handbook**, New Delhi; Sage Publications
2. De Simone, R.L. and Harris, D.M., **Human Resource Management**, Thomson Learning, Bombay
3. Sahu, R.K., **Training for Development**, Excel Books, New Delhi
4. Blanchard, P Nick, and James W. Thacker, **Effective Training – Systems, Strategies, and Practices**, Pearson Education, New Delhi
5. Goldstein, **Training in Organization**, Thomson Learning, Bombay
6. McGrath, **Training for Life and Leadership in Industry**, Prentice Hall of India, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



ORGANISATIONAL CHANGE AND DEVELOPMENT

Paper Code 2307/50907

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply these intervention for building individual, team, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading:

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

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



COMPENSATION MANAGEMENT

Paper Code 2308/50908

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

This course is designed to promote understanding issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies

Unit-I

Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy

Unit-II

Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans

Unit-III

Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation

Unit-IV

Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning

Suggested Readings:

1. Milkovich, George T and Newman J.M., **Compensation**, Tata McGraw Hill
2. Henderson, R.O., **Compensation Management**, Pearson Education
3. Martocchio, J.J., **Strategic Compensation**, Pearson Education
4. Armstrong, M and Murlis H, **Reward Management**, Kogan Page, UK
5. Singh, B.D., **Compensation Reward Management**, Excel Books, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



TALENT MANAGEMENT

Paper Code 2405/51005

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of this course is designed to create symbiotic relationship between talent and organization to accelerate performance improvements by instituting talent management system that ensures identification, management, development of talent portfolio

Unit-I

Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations

Unit-II

Talent Management System – elements and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential

Unit-III

Talent Planning – succession management process; cross functional capabilities and fusion of talents; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching

Unit-IV

Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system

Suggested Reading:

1. Berger, Lance A and Dorothy Berger (Eds.) **The Talent Management Handbook**, Tata McGraw Hill, New Delhi
2. Chowdhary, Subir, **The Talent Era**, Financial Times/Prentice Hall International
3. Chowdhary, Subir, **Organization 2IC**, Pearson Education, New Delhi
4. Sanghi, Seema, **The Handbook of Competency Mapping**, Response Books, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS

Paper Code 2406/51006

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of this course is to sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on the different job situations.

Unit-I

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

Unit-II

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

Unit III

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

Unit- IV

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

Suggested Readings

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

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



STRATEGIC HUMAN RESOURCE MANAGEMENT

Paper Code 2407/51007

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and practices and organizational outcomes

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



CROSS-CULTURAL HUMAN RESOURCE MANAGEMENT

Paper Code 2408/51008

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

This course builds on the notions and frameworks in developing and understanding about the diverse nature of behavior patterns and issues involved in multivariate values and culture systems to maintain excellence of management.

Unit –I

Human Resource management in global organizations: Meaning and concept of Culture, dimensions, characteristics and elements; Human and cultural variables of organization; Culture diversity, models and attitudinal dimensions; cultural differences, similarities and managerial implications

Unit-II

Global HR issues: Cross-national differences; Differences in communication, work settings, negotiations, leadership, motivational context, standardization and adoption of work practice; Training and development of international staff

Unit III

Managing global staff: Recruitment, Selection criteria and issues; Retaining and motivating International staff; bargaining behavior and negotiation strategies; Culture caricatures, team development and co-operation

Unit IV

Compensation: Objectives, determinants and key components; Standards of performance management in global perspective; Issues and challenges in global perspective; Expatriate and repatriate issues in global context

Suggested Readings

1. Hodgetts, Richard M., Fred Luthans, and Jonethan P. Doh, *International Management – Cultural, Strategy and Behaviour*, Tata McGraw Hill, New Delhi
2. Holt, David H., **International Management – Text and Cases**, Dryden Press, Thomson Learning, Bombay
3. Harzing and Van Ruysseveldt, **International Human Resource Management** Sage Publication, New Delhi
4. Peter J. Dolling, Danice E. Welch, **International Human Resource Management**, Thomson Learning- Excel books
5. Cullen, **Multinational Management**, Thomson Learning, Bombay
6. Larry E. Sen and John R. Childress, **The Secret of a Winning Culture (Building High Performance Teams)** PHI (Pvt.) Ltd., New Delhi
7. Francesco, **International Organizational Behavior**, 2nd Edition, Pearson Education, New Delhi
8. Deresky, **International Management**, *Managing Across Borders and Cultures*, 5th Ed. Pearson Education, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



OBJECT-ORIENTED ANALYSIS & DESIGN WITH PROGRAMMING IN C++

Paper Code 2313/50913

External Marks :50 Marks

Internal Marks :50 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of this course is to acquaint the students with object oriented programme methodologies.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Lab: Programming in C++ on above defined syllabus

Suggested Readings:

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

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.



PROGRAMMING IN ORACLE

Paper Code 2314/50914

External Marks :50 Marks

Internal Marks :50 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of the course is to understand the tools of Relational Data Base Management Systems.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Lab: Programming in Oracle on above defined syllabus.

Suggested Readings:

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

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.



DATA BASE MANAGEMENT SYSTEM

Paper Code 2315/50915

External Marks :50 Marks

Internal Marks :50 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of the course is to understand the tools and techniques of data capturing, storing and disseminating for efficient working of organization.

Unit-I

Data models: Hierarchical and network, functions of data base management system, object oriented data base management system

Unit-II

Data Independence: Logical and physical, data base administration, relational data model, normalization, concurrency, deadlock, Codd rules, backup & recovery.

Unit-III

Distributed data base system: Introduction, options for distributing a database, objectives, problems of distributed system. Distributed data base system and internet

Unit-IV

Emerging Data base Technologies : Internet Databases, Digital Libraries, Multimedia Databases, Mobile Databases

Lab: Programming in any RDBMS package on above defined syllabus.

Suggested Readings:

1. Kroenke, **Database Processing**, Pearson Education
2. Garcia, Ullman, **Data Base Implementation**, Pearson Education
3. Garcia, Ullman, **Data Base The Complete Book**, Pearson Education
4. Kahate, **Introduction to Database Management System**, Garcia, Ullman, **Data Base Implementation**, Pearson Education
5. Rob, **Database System**, Thomson Learning.
6. Singh S. K., **Database Systems**, Pearson Education
7. Abraham, Korth , **Data Base System concepts**, McGraw Hill.
8. Pratt, **Concept of Data Base Management**, Thomson Learning, Vikas Publishing House, New Delhi
9. Elmsari Navathe , **Fundamental of Database system**, Pearson Education
10. Date , C.J., **Introduction to Database System 8e**, Pearson Education.
11. Fred R. McFadden, Jeffrey A. Hoffer & Marry B. Prescott, **Modern Data Base Management**, Pearson Education, New Delhi.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.



MULTIMEDIA AND WEB DEVELOPMENT

Paper Code 2316/50916

External Marks :50 Marks

Internal Marks :50 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The students shall learn the operational fundamental of multimedia and its application in web designing

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Introduction to Web design: Web development process, site types and architectures, navigation theory and practice.

Introduction to Page: Page sizes, page types, web design tools; introduction to text: Fonts and text layout, formatting tags, text design issues for the web.

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

Suggested Readings:

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

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.



SOFTWARE ENGINEERING

Paper Code 2413/51013

External Marks :50 Marks

Internal Marks :30 Marks

Total Marks :80 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of the course is to familiarize the students with the software development process, software quality assessment, and testing for the optimum functionality at reasonable costing.

Unit-I

Concept of software engineering, software characteristics, software metrics : categories, areas of applications, token count, function point analysis, data structure metrics

Software Development : Phases,; Models : Waterfall model, Prototyping model, Spiral model, Rapid Application Development model

Unit-II

Software quality factors, cost estimations, COCOMO, project scheduling, quality assurance plans, project monitoring plans; Software risk management

Unit-III

System design, design objectives, effective modular design (coupling, cohesion), design tools and techniques, prototyping, structured programming.

Unit-IV

Coding, verification, monitoring and control, testing. testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

Suggested Readings :

1. Pressman , **Software Engineering: A Practitioner's Approach 6e**, Mc Graw Hill
2. Ghezzi, **Fundamentals of Software Engineering**, Prentice Hall of India, New Delhi.
3. Jalote, **An Integrated Approach to Software Engineering 3e**, Narosa
4. Leon & Leon, **Software Engineering**, Vikas Publishing House, New Delhi
5. Sommerville, **Software Engineering**, Pearson Education.
6. Fenton & Pfleeger, **Software Metrics**, Thomson Learning

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.



SYSTEMS ANALYSIS AND DESIGN

Paper Code 2414/51014

External Marks :50 Marks

Internal Marks :50 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

This set aims to help students understand the complexities involved in design and implementation of information systems in business organizations coupled with aligning IT strategies for developing strategic planning resources.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

1. Hoffer et. al. , **Modern System Analysis and Design**, Thomson Learning
2. Shelly, Cashman, Rosenblatt, **System Analysis and Design 4e**, Thomson Learning
3. Satzinger, **System Analysis and Design**, Thomson Learning, Bombay.
4. Hawryskiewycz, **I T. Introduction to Systems Analysis and Design. 2nd ed.**, New Delhi, Prentice Hall of India.
5. Whitten, J L. **System Analysis and Design Methods**. New Delhi, Galgotia.
6. Awad, Elias M. **Systems Analysis and Design**, Prentice Hall of India, New Delhi.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.



ARTIFICIAL INTELLIGENCE

Paper Code 2415/51015

External Marks :50 Marks

Internal Marks :50 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The aim of this course is to understand the complexities and tools of Artificial Intelligence to business world for structuring knowledge based expert systems.

Unit-I

Application-areas of artificial intelligence in business, solving problems, state space search, breadth first search, depth first search, expert systems: overview, components, steps in constructing expert system.

Unit-II

Heuristic search techniques: generate and test, hill climbing, best first search, problem reduction, constraint satisfaction, means-ends analysis.

Unit-III

Knowledge representation: predicate logic, resolution in predicate logic, semantic nets, frames, conceptual dependency.

Unit-IV

Symbolic reasoning under uncertainty, learning, introduction to Natural Language Processing and neural networks.

Suggested Readings:

1. Luger, **Artificial Intelligence**, Pearson Education
2. Rich. & Knight, **Artificial Intelligence**, TMH, New Delhi,
3. Patterson, **Introduction to AI & Expert Systems**, PHI, New Delhi
4. Winston, **Artificial Intelligence**, Pearson Education
5. Girantano, **Expert Systems**, Thomson Learning, Bombay.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.



PROGRAMMING IN JAVA

Paper Code 2416/51016

External Marks :50 Marks

Internal Marks :50 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of the course is to introduce students to platform independent programme methodologies using JAVA forecasting both off line and on line web based application.

Unit-I

Programming through JAVA: JAVA history, JAVA features, JAVA and internet, JAVA and WWW, hardware and software requirements, JAVA environment, program structure, JAVA tokens, JAVA virtual machine, constants, variables and data types, operators and expressions, decision making and branching, decision making and looping.

Unit-II

Classes, objects and methods, interfaces, packages, managing errors and exceptions, multithreading

Unit-III

Applet programming: local and remote applets, applets and applications, applet life cycle, creating an executable applet, applet tag, passing parameters to applets, i/o basics.

Unit-IV

String handling, event handling, AWT: Working with windows, graphics and text, controls, layout managers.

Lab: Java Programming and Internet Surfing.

Suggested Readings:

1. Wigglesworth, **Advanced Programming in Java**, Thomson Learning, Bombay.
2. Slack, **Problem Solving in Java**, Thomson Learning, Bombay.
3. Deitel and Deitel, **JAVA How to Program**, Pearson Education,
4. Decker, **Programming Java**, Vikas Publishing House, New Delhi
5. E.Balagursamy, **Programming in JAVA**, TMH, New Delhi.
6. Patrick Naughton, **JAVA Complete Reference**, TMH, New Delhi.
7. Herbert Schildt, **JAVA Complete Reference**, TMH, New Delhi.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.



FOREIGN EXCHANGE MANAGEMENT

Paper Code 2317/50917

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The purpose of the paper is to skill the students in the instruments, techniques and applications of foreign exchange management. It exposes the students to the functional and operational aspects of foreign exchange market and the intricacies of the risks involved.

Unit-I

Nature of foreign exchange: sources of demand for and supply of foreign exchange-the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange, monetary portfolio balance, purchasing power parity approaches; overvalued and under valued currencies; exchange rate systems.

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

1. Giddy I.A.N., **Global Financial Markets**, AITBS, New Delhi
2. D. Levi Maurice, **International Finance, Prentice Hall of India**, New Delhi
3. Buckley, **Multinational Finance, Prentice Hall of India**, New Delhi
4. Roth Paul, **Mastering Foreign Exchange and Money Markets**, Pitman, London
5. Apte P.G., **International Financial Management**, Tata McGraw Hill, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



INTERNATIONAL MARKETING

Paper Code 2318/50918

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The course seeks to develop international marketing skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.

Unit-I

Nature of international marketing; domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing; WTO framework and the international marketer; international marketing environment; screening international marketing opportunities; techniques of foreign market selection; broad structure of an international marketing plan.

Unit-II

International marketing research and information system; foreign market entry modes; global marketing operations and strategies; product and banking decisions; international product life cycle; counterfeiting and IPR issues; pricing strategies; environmental factors affecting international prices; international dumping; financing international marketing transactions.

Unit-III

The structure of international distribution systems; channel selection decisions; managing channel conflicts; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.

Unit-IV

International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy; organizational structure for international marketing planning; operations and control; managing risk in international marketing.

Suggested Readings:

1. Onkvisit Sak and John J. Shaw, **International Marketing – Analysis and Strategy**, PHI, New Delhi
2. Doole Isobel and Robin Lawe, **International Marketing Strategy**, Thomson Learning,
3. Keegan Warren J., **Global Marketing Management**, Pearson Education, Delhi
4. Cateora Philip R. and John L. Graham, **International Marketing**, Tata McGraw Hill, Delhi
5. Rajgopal, **International Marketing**, Vikas, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



MULTINATIONAL BANKING

Paper Code 2319/50919

External Marks :70 Marks
Internal Marks :30 Marks
Total Marks :100 Marks
Duration of Exam :3 Hours

Course Objective:

The objective of the course is to acquaint the students with the institutional and operational aspects of multinational banking. The course has special focus on international transactions and the role of multinational banks in money and capital markets at the global level.

Unit-I

Structure and growth of international banking; eurocurrency markets; growth of Eurocurrency deposits and credit; determination of eurocurrency interest rates; eurocurrency instruments; euro credit multiplier process; factors of multinationalization of banking; organizational characteristics of multinational banking.

Unit-II

Regulatory environment for international banking; international banking risks; capital adequacy; syndication techniques in international lending; transferability and trading of loans; international bank credit rating; role of Bank for International Settlements.

Unit-III

International payment systems; international asset and liabilities management; derivatives trading by multinational banks; bank asset portfolio management; strategies for managing non-performing assets; international credit appraisal techniques.

Unit-IV

Banks' participation in international money and capital markets; international banking mergers and acquisitions.

Suggested Readings:

1. Macdonald S. Scott and Timothy W. Koch, **Management of Banking**, Thomson Learning, Singapore
2. Fabozzi Frank J., et. al., **Foundations of Financial Markets and Institutions**, Pearson Education, Delhi
3. Giddy Ian H., **Global Financial Markets**, AITBS, New Delhi
4. Robinson Stuart W., **Multinational Banking**, A.W. Sijthoff International, Leiden
5. Lees Francis A., **International Banking and Finance**, John Wiley, New York

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



INTERNATIONAL TRADE THEORY AND POLICY

Paper Code 2320/50920

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The paper seeks to develop conceptual and analytical framework within which the students can analyse international trade problems and issues. It further enables the students to understand the practical parts of trade policy within which the business is required to make adjustments.

Unit-I

Growing importance of trade in world economy; trade as an agent of globalization; alternative bases and explanations of trade; gains from trade; term of trade – alternative concepts; trade equilibrium and determination of terms of trade; significance of conceptual understanding of trade theory for IB manager

Unit-II

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota; international economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers

Unit-III

Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets; logic of state trading and canalized trade; trade fairs and exhibition; commercial intelligence

Unit-IV

Major quantitative and qualitative; trends in India's foreign trade since 1991; major schemes and incentives for exporters; import control regime; impact of WTO provisions on trade policy; overall assessment of India's trade policy

Suggested Readings:

1. Krugman, Paul R. and Maurice Obstfeld, **International Economics: Theory and Policy**, Pearson Education, Delhi
2. Bo Sodersten, **International Economics**, Macmillan, London
3. D. Salvatore, **Theory and Problems of International Economics**, McGraw Hill, New York
4. H. Robert Heller, **International Trade**, Prentice Hall of India, New Delhi
5. Govt. of India, Economic Survey (Latest Issue)

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be **compulsory**. All the five questions will carry equal marks.



GLOBAL STRATEGIC MANAGEMENT

Paper Code 2417/51017

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of the paper is to offer an insight into the impact of globalization on business organization and how managers can take strategic decisions in the global context.

Unit-I

The phenomenon of globalization; drivers and obstacles to globalization; motives and determinants of internationalization of firms; components and challenges of international strategic management; developing a strategic planning model for an MNC; approaches to multinational corporate strategy; impact of personal values and corporate and culture on international strategy.

Unit-II

Motives for strategic global alliances; strategic value of an alliance; partner analysis; criteria for successful alliances; cross-border mergers and acquisitions; managing integration, transition and consolidation phases; strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy; global knowledge management.

Unit-III

Strategic considerations in expatriate personnel management; HR strategies in cross-cultural environment; international control system; aspects of headquarter control over subsidiaries; challenges of multinational recruitment, selection and performance appraisal; integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy.

Unit-IV

Risk strategies in multinational management; global capital structure decisions; international investment strategy; minimizing taxation burden; transfer pricing techniques; managing international intra-company accounts; management of blocked funds; managing project, working capital and trade finance; strategies for global competitive advantage.

Suggested Readings:

1. Cullen John B., **Multinational Management – A Strategic Approach**, South-Western, Ohio.
2. Sindhvani Trilok N., **The Global Business Game – A Strategic Perspective**, MacMillan, New Delhi
3. Daniels John D. et.al., **International Business – Environment and Operations**, Pearson Education, New Delhi
4. Lasserre Philippe, **Global Strategic Management**, Palgrave MacMillan, Hampshire

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



INTERNATIONAL FINANCIAL MANAGEMENT

Paper Code 2418/51018

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The course emphasises the managerial aspects of international finance and seeks to impart the skills needed by multinational financial managers.

Unit-I

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments.

Unit-II

Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; optimizing cash flows; cash management and value of the firm.

Unit-III

International portfolio versus direct investment; international CAPM and Roll's critique; Arbitrage Pricing Theory; capital budgeting for foreign investment; strategic adjustment to international taxation; assessing and managing country risk in capital budgeting decisions.

Unit-IV

Multinational capital structure and cost of capital; strategic considerations in euro-equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; international portfolio diversification-techniques and barriers; asset allocation policy; costs and risks of financing; strategies for managing currency risk.

Suggested Readings:

1. Levi Maurice D., **International Finance**, McGraw-Hill, New York
2. Buckley A., **Multinational Finance**, Prentice-Hall of India, New Delhi
3. Shapiro A.C., **Multinational Financial Management**, Prentice-Hall, New Delhi
4. Apte P.G., **International Financial Management**, TATA McGraw-Hills, New Delhi
5. Butler, K.C., **Multinational Finance**, Thomson Learning, Bombay

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



INTERNATIONAL LOGISTICS

Paper Code 2419/51019

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The purpose of the paper is to expose the students to the practical aspects of international trade and the domestic and international institutional and regulatory arrangements for this part of international business.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



BRAND MANAGEMENT

Paper Code 2321/50921

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

To introduce the concept of branding and brand management with special emphasis on developing brand equity

Unit-I

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding

Unit-II

Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity; information processing model of communication, marketing communication options, leveraging secondary brand knowledge to build brand equity; conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events

Unit-III

Developing a brand equity measurement and management system: establishing brand equity management system; measuring sources of brand equity – capturing customer mindset: qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity; capturing market performance

Unit-IV

Designing and implementing branding strategies: brand-product matrix, brand hierarchy, introducing and meaning new products and brand extensions; managing brands over time: managing brands over geographic boundaries and market segments

Suggested Reading:

1. Keller, Kevin Lane; **Strategic Brand Management**; Pearson Education; New Delhi
2. Verma, Harsha; **Brand Management**; Excel Books; New Delhi
3. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
4. Kumar, S. Ramesh; **Marketing and Branding – The Indian Scenario**; Pearson Education; New Delhi
5. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi
6. Sengupta subroto; **Brand Positioning: Strategies for competitive advantage**; Tata McGraw Hill; New Delhi
7. Clifton, Rita & Simmons, John; **Brands and Branding**; The Economist; Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



INTEGRATED MARKETING COMMUNICATION

Paper Code 2322/50922

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective is to introduce the students to the integrated role of promotion techniques with the special emphasis on advertising

Unit-I

Marketing communication; functional areas of marketing communication; integrated marketing communication; types of advertising agencies; media partners and their role; compensating the advertising agencies; agency evaluation; brands – its meaning; creating and maintaining the brand; selecting desired brand position; developing brand identification; creating a brand image; creating and maintaining brand relationship with customers; brand-customer touch points; prospects and customers; AIDA model; think/feel/do models; brand decision making process; attitude formation and attitude change; brand likeability

Unit-II

Campaign planning; IMC planning process; internal marketing; segmenting and targeting; types of segmentation; message and profitability targeting; digitization of brand information; customer database; building relationship through data management; developing creative message strategy; process of developing IMC message strategy; methods of getting creative ideas; brand-message execution; copywriting; writing for print and electronic media; print layout and design; executional and strategic consistency

Unit-III

Media classification; media strength and weakness; wireless communication; e-mail marketing; website marketing; integrating online brand communication; media planning; consumer sales promotion; sales promotion tools; determining consumer sales promotion strategies; strengths and limitations of sales promotion; trade promotions; trade promotion for new products and existing brands; trade promotion strategies; objectives of co-marketing communication

Unit-IV

Personal selling objectives and strategies; personal selling process; defining public relations; limitations of brand publicity; brand publicity tools; corporate image and reputation; mission and cause marketing; crisis communication; interactive and personal dimension of direct marketing; methods of direct marketing; event marketing; trade shows and other participation events; sponsorships; strengths and customer service; objectives and strategies of customer service; social, economic and ethical issues in IMC; evaluation and measurement of brand messages; measurement and evaluation methods

Suggested Readings:

1. Duncan, Tom; **Principles of Advertising and IMC**; Tata McGraw Hill; New Delhi
2. Clow, Kenneth & Baack, Donald; **Integrated Advertising, Promotion and Marketing Communication**; Pearson Education; New Delhi
3. O'Guinn, Thomas, Allen, Chris & Semenik, Richard; **Advertising and Integrated Brand Promotion**; Thomson Learning; New Delhi
4. Belch, George and Belch, Michael; **Advertising and Promotion**; Tata McGraw Hill, New Delhi
5. Wells, William, Burnett, John and Moriarty, Sandra; **Advertising Principles and Practice**; Pearson Education; New Delhi
6. Jethwaney, Jaishree and Jain, Shruti; **Advertising Management**; Oxford University Press; New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



SERVICE MARKETING

Paper Code 2323/50923

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing

Unit-I

Introduction to services marketing: role of services marketing; consumer behaviour in service encounters: customer interaction, purchase process, needs and expectations of customers; positioning services in competitive markets: search for competitive advantage; market segmentation, positioning vis-à-vis competitors,

Unit-II

Creating the service product: identifying and classifying supplementary services, planning and branding service products, new service development; designing communication mix: branding and communication; effective pricing, objectives and foundations for setting prices; distributing services: options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries

Unit-III

Designing and managing service processes: service process redesign, customer misbehaviour; balancing demand and capacity: fluctuations in demand, capacity constrain, planning the service environment: consumer responses to and dimensions of service environment; managing people for service advantage: service leadership and culture

Unit-IV

Managing relationship and building loyalty: customer-firm relationship, analyzing and managing customer base; customer management relationship system in services marketing; customer feedback and service recovery: customer complaining behaviour, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality, defining, measuring and improving service productivity; organizing for service leadership: search for synergy in service management, creating a leading service organization

Suggested Readings:

1. Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta; **services Marketing – People, Technology, Strategy**; Pearson Education; New Delhi
2. Zeithaml, Valarie A. & Bitner, Mary Jo; **Services Marketing – Integrating Customer Focus Across the Firm**; Tata McGraw Hill; New Delhi
3. Rao, K. Rama Mohana; **Services Marketing**; Pearson Education; New Delhi
4. Hoffman & Bateson; **Essentials of Service Marketing**; Thomson Asia Ptc. Ltd., New Delhi
5. Rampal, M.K. & Gupta, S.L.; **Services Marketing**; Galgotia Publications; New Delhi
6. Shanker, Ravi; **Services Marketing – The Indian Perspective**; Excel Books; New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



CONSUMER BEHAVIOUR

Paper Code 2324/50924

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

1. Blackwell, Roger, Miniard, Paul & Engel, James; **Consumer Behaviour**; Thomson Learning; New Delhi
2. Loudon, David J. & DellaBitta, Albert; **Consumer Behaviour**; Tata McGraw Hill; New Delhi
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; **Consumer Behaviour**; Pearson Education; New Delhi
4. Solomon, Michael R.; **Consumer Behaviour – Buying, Having and Being**; Pearson Education; New Delhi
5. Nair, Suja R.; **Consumer Behaviour in Indian Perspective**; Himalaya Publishing House; New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



CUSTOMER RELATIONSHIP MANAGEMENT

Paper Code 2321/51021

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The customer is gaining more and more importance in the current scenario. The key behind the successful organizations is retention of the customers. The key objective of this subject is to introduce the students to the current thinking about the customers

Unit-I

Cost of acquiring customers; turning customer acquisition into customer loyalty; internet and its effect on CRM; different terms of CRM; CRM and business intelligence; marketing retrospective on product to customer; campaign management; CRM marketing initiatives; customer privacy; marketing automation; call center and customer care; automating the contact center; customer service for success

Unit-II

Salesforce automation; key areas of salesforce automation; salesforce automation and mobile CRM; field force automation; evolution of eCRM; multichannel CRM; CRM in business to business marketing; enterprise resource planning; supply chain management; supplier relationship management; partner relationship management

Unit-III

Integrated data; major types of data analysis; click stream analysis; personalization and collaborative filtering; defining CRM readiness; maintaining a customer focus; defining CRM functionality; defining technical requirements; development approaches towards purchasing CRM software

Unit-IV

Pre-implementation checklist; CRM development team; CRM implementation; avoiding failures in implementing CRM; selling CRM idea inside the organization; CRM roadblocks-process, perception, privacy and politics; other CRM saboteurs; future of CRM

Suggested Readings:

1. Dyche, Jill; The CRM Handbook; Pearson Education; New Delhi
2. Greenberg, Paul; CRM at the speed of light; Tata McGraw Hill; New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



SALES & DISTRIBUTION MANAGEMENT

Paper Code 2422/51022

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of the course is to familiarize students with theories, techniques and practices related to sales and distribution management

Unit-I

Objective of sales management; Personal selling objectives; theories of selling; personal selling process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force

Unit-II

Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs and profitability

Unit-III

Distribution management and marketing mix; marketing channels; channel institutions – wholesaling and retailing; designing channel system

Unit-IV

Channel management; channel information system; market logistics and supply chain management; international sales management

Suggested Reading:

1. Havaldar, Krishna K.& Cavale, Vasant M.; **Sales and Distribution Management**; Tata McGraw Hill, New Delhi
2. Khan, Mateen; **Sales and Distribution Management**; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; **Sales Management – Decision, Strategies and Cases**; Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; **Sales Management**; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; **Sales Management – Team work, Leadership and Technology**; Thomson Learning.; New Delhi
6. Rosenbloom, Bert; **Marketing Channels: A Management View**; Thomson Learning; New Delhi
7. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; **Marketing Channels**; Prentice Hall of India/Pearson Education; New Delhi
8. Kapoor, Satish K. & Kansal, Purva; **Basics of Distribution Management**; Prentice Hall of India; New Delhi
9. Kapoor, Ramnik; **Fundamentals of Sales Management**; McMillan India Ltd; New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



RETAIL MANAGEMENT

Paper Code 2423/51023

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The objective of the course is provide insights on retail operations. This will enable the students to become good retail planners and decision makers and help focus on change and adaption to change

Unit-I

Introduction to retail: retail in India; retail models and theories of retail development; understanding the retail consumers; ethical issues in retailing

Unit-II

Retail marketing strategy; retail franchising; retail store location and site selection; retail store design and visual merchandising; customer relationship management in retailing

Unit-III

Basics of retail merchandising; the process of retail merchandising; the method of merchandise procurement; retail pricing and evaluating merchandise performance; retail communication mix

Unit-IV

Retail store operations; servicing the retail customers; retail human resource management; financial aspects of retail management; retail information system; supply chain management in retailing

Suggested Reading:

1. Pradhan, Swapna; **Retailing Management**; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; **Retail Management**; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; **Retail Management – A strategic approach**; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; **Retailing Management**; Tata McGraw Hill; New Delhi
5. Newman, Andrew J. & Cullen, Peter; **Retailing – Environment and Operations**; Thomson Asia Pvt. Ltd.; New Delhi
6. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; **Retailing**; Thomson Asia Pvt. Ltd; New Delhi
7. Lamba, A.J.; **The Art of Retailing**; Tata McGraw Hill; New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



BUSINESS MARKETING MANAGEMENT

Paper Code 2424/51024

External Marks :70 Marks

Internal Marks :30 Marks

Total Marks :100 Marks

Duration of Exam :3 Hours

Course Objective:

The aim of the course is to familiarize the students with prevailing concepts in the present day business marketing. The course tries to focus on developing effective strategies targeted towards different types of industrial consumers

Unit-I

Business marketing; business marketing management; business markets vs. consumer goods market; characteristics of business markets; classifying goods for the business market; business marketing strategy; unique characteristics of commercial enterprises, government and institutional markets; e-procurement; the organizational buying process; forces affecting organizational buying behaviour; major elements of organizational buying process; relationship marketing; managing buyer-seller relationship; measuring customer profitability; customer relationship management; gaining customer relationship advantage

Unit-II

Business market segmentation requirements and benefits; bases for segmenting business markets; model for segmenting organizational market; organizational demand analysis; determining market and sales potentials; essential dimensions of sales forecasting; forecasting methods; marketing's strategic role; marketing's cross functional relationship; components of a business model; the balanced score card; capturing global advantage; mapping sources of global advantage; international market entry options; international strategy and the value chain; general framework for global strategy

Unit-III

Identifying and sustaining core competencies; product quality; product policy; planning industrial product policy; building a strong brand; technology adoption life cycle; management of innovation; managing technology; new product development process; determinants of new product performance and timelines; challenges of business service marketing; service quality; marketing mix for business service firms; developing new services; business marketing channel and its participants; channel design; channel administration; e-commerce and its key elements; strategic role of e-commerce; crafting an e-commerce strategy; internet strategy implementation; concept of supply chain management; competitive advantage of supply chain management; logistics and its strategic role; calculating logistics costs; business-to-business logistical service and its management

Unit-IV

Meaning of value in business markets; the pricing process in business markets; pricing across the product life cycle; responding to price attacks by competitors; competitive bidding; role of advertising; managing business-to-business advertising; measuring advertising effectiveness; foundations of personal selling; managing the sales force; account management process; sales administration; process of developing business marketing strategies; allocating resources; control at various levels; implementation of business marketing strategy

Suggested Readings:

1. Hutt, Michael D. & Speh, Thomas W.; **Business Marketing Management: B2B**; Thomson Learning; New Delhi
2. Reeder Robert R., Brierley, Edward G. & Reeder, Betty H.; **Industrial Marketing: Analysis Planning and Control**; Prentice Hall of India; New Delhi
3. Havaldar, Krishna K; **Industrial Marketing**; Tata McGraw Hill; New Delhi
4. Vitale, Robert P. & Giglierano, Joseph J.; **Business to Business Marketing**; Thomson Learning; New Delhi
5. Gross, Andrew C. & Banting, Peter et al; **Business Marketing**; A.I.T.B.S. Publishers & Distributors; Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.