

SCHEME OF EXAMINATION

&

SYLLABI

of

**MASTER OF BUSINESS ADMINISTRATION
(HONS.)**

FROM THE ACADEMIC SESSION 2011-12

**MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)**

**SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (HONS.)
PROGRAMME FROM THE SESSION 2011-12**

First Year

1st Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks	Work-shop	
					Internal	External
MBAH101	Management and Organisation Behaviour	80	20	-	-	-
MBAH102	Managerial Economics	80	20	-	-	-
MBAH103	Quantitative Methods	80	20		-	-
MBAH104	Business Laws	80	20	-	-	-
MBAH105	Entrepreneurship	80	20	-	-	-
MBAH106	Business Environment Analysis	80	20	-	-	-
MBAH107	Finance & Management Accounting	80	20	-	-	-
MBAH108	Workshop on Soft Skills	-	-	-	50	-
MBAH109	Workshop on IT			-	50	-
	Total					800

NOTES:

1. Evaluation of the performance of candidates in the paper of Workshop on Soft Skills (MBAH108) and in the paper of Workshop on IT (MBAH109) will be conducted internally by the Board of Examiners to be constituted by the Dean, Faculty of Management Sciences.
2. The duration of the end term examination shall be 3 hours.

SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (HONS.) PROGRAMME

First Year

2nd Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks	Work-shop	
					Internal	External
MBAH201	Strategic Marketing	80	20	-	-	-
MBAH202	Strategic HRM	80	20	-	-	-
MBAH203	Operation & Supply Chain Management	80	20	-	-	-
MBAH204	Financial Management	80	20	-	-	-
MBAH205	Knowledge Management	80	20	-	-	-
MBAH206	Management Information System	80	20	-	-	-
MBAH207	Event Management	50	-	-	50	-
MBAH208	Business Research Methods	80	20	-	-	-
	Total					800

Note:

1. Immediately after the completion of the Second semester, the students shall proceed for their Summer Vacation Training (SVT) of 8 weeks duration. The Summer Vacation Training Reports prepared after its completion shall be assessed in the third Semester as a compulsory paper.

The SVT will be submitted by the candidates in the manner as specified in the Ordinance.

2. Both internal as well as external workshops shall be conducted by a board of examiners to assess the performance of students. For internal evaluation, the board will be constituted by the Director, consisting of 3 senior faculty members. External board will consist 3 members – (1) Director of the Institute, (2) one academican and (3) one executive. Two members will form the quorum.
3. The duration of the end term examination shall be 3 hours.

SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (HONS.) PROGRAMME

Second Year:

3rd Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks	Work-shop	
					Internal	External
MBAH301	E-Business	80	20	-	-	-
MBAH302	Strategic Management	80	20	-	-	-
MBAH303	Workshop on Emotional Intelligence	-	-	-	50	50
MBAH304	Summer Vacation Training	100	-	-	-	-
	Specialisation-I*	80	20	-	-	-
	Specialisation-I*	80	20	-	-	-
	Specialisation-I*	80	20	-	-	-
	Specialisation-II*	80	20	-	-	-
	Specialisation-II*	80	20	-	-	-
	Specialisation-II*	80	20	-	-	-
	Total					1000

1. The SVT shall carry 100 marks, which will be evaluated by external Examiner.
2. *Students are required to opt for any two specialisation areas offered under dual specialisation scheme.
3. The duration of the end term examination shall be 3 hours.

SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (HONS.) PROGRAMME

Second Year :

4th Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks	Work-shop	
					Internal	External
MBAH401	Business Process Outsourcing	80	20	-	-	-
MBAH402	Business Negotiation	80	20	-	-	-
MBAH403	Management Dissertation	100	-	-	-	
	Specialisation-I*	80	20	-	-	-
	Specialisation-I*	80	20	-	-	-
	Specialisation-I*	80	20	-	-	-
	Specialisation-II*	80	20	-	-	-
	Specialisation-II*	80	20	-	-	-
	Specialisation-II*	80	20	-	-	-
	Total					900

Note:

- *Students are required to choose three optional papers from each set of specialisation areas offered under dual specialisation scheme.
- The Management Dissertation shall carry 100 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
- The duration of the end term examination shall be 3 hours.

SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (HONS.) PROGRAMME

SPECIALIZATIONS OFFERED

HUMAN RESOURCE MANAGEMENT

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks
	3rd Semester			
MBAH305	Performance Management	80	20	-
MBAH306	Organisational Development	80	20	-
MBAH307	Training and Development	80	20	-
	4th Semester			
MBAH404	Compensation Management	80	20	-
MBAH405	Industrial Relations	80	20	-
MBAH406	Human Capital Management	80	20	-

FINANCE

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks
	3rd Semester			
MBAH308	Management of Financial Services and Institutions	80	20	-
MBAH309	Project Management and Infrastructure Finance	80	20	-
MBAH310	Strategic Cost Management and Control	80	20	-
	4th Semester			
MBAH407	Management of Insurance Operations	80	20	-
MBAH408	Security Analysis and Portfolio Management	80	20	-
MBAH409	Financial Derivatives	80	20	-

SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (HONS.) PROGRAMME

INFORMATION TECHNOLOGY

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks
	3rd Semester			
MBAH311	Object Oriented Analysis & Design	50	-	50
MBAH312	Multimedia & Web Engineering	50	-	50
MBAH313	Software Engineering	80	20	-
	4th Semester			
MBAH410	Enterprise Resource Planning	80	20	-
MBAH411	Programming in Oracle	50	-	50
MBAH412	Programming in Visual Basic	50	-	50

INTERNATIONAL BUSINESS

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks
	3rd Semester			
MBAH314	Multinational Strategic Management	80	20	-
MBAH315	Foreign Exchange Management	80	20	-
MBAH316	Export Management	80	20	-
	4th Semester			
MBAH413	Multinational Financial Management	80	20	-
MBAH414	International Banking Management	80	20	-
MBAH415	International Logistics	80	20	-

SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (HONS.) PROGRAMME

MARKETING

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks
	3rd Semester			
MBAH317	Strategic Brand Management	80	20	-
MBAH318	Integrated Marketing Communication	80	20	-
MBAH319	Marketing Research	80	20	-
	4th Semester			
MBAH416	Consumer Behaviour	80	20	-
MBAH417	Retail Management	80	20	-
MBAH418	Sales & Distribution Management	80	20	-

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Paper Code: MBAH101

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

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.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

MANAGERIAL ECONOMICS

Paper Code: MBAH102

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

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.

QUANTITATIVE METHODS

Paper code: MBAH103

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

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.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

BUSINESS LAWS

Paper Code: MBAH104

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. Tulsian P.C., **Business 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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

ENTREPRENEURSHIP

Paper Code: MBAH105

UNIT-I

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

UNIT-II

Creating Entrepreneurial Venture – Environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors

UNIT-III

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

UNIT-IV

Role of Central and State Governments in promoting entrepreneurship, various incentives, subsidies, fiscal and tax concessions; agencies in entrepreneurship development – District Industries Centres (DICs), Small Industries Service Institute (SISI), Entrepreneurship Development Institutes of India (EDII); Women Entrepreneurs – role, problems, prospects

SUGGESTED READINGS:

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

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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

BUSINESS ENVIRONMENT ANALYSIS

Paper Code: MBAH106

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

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.

External Marks: 80
Internal Marks: 20
Time: 3 Hrs

FINANCE AND MANAGEMENT ACCOUNTING

Paper Code: MBAH107

UNIT-I

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

UNIT-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

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.

WORKSHOP ON SOFT SKILLS

Paper Code: MBAH108

UNIT-I

Communication Skills – Concept, characteristics and process of communication; 7C's of communication; listening skills, verbal communication, non-verbal communication, body language; art of meeting and greeting, making effective conversation

UNIT-II

Presentation Skills – Difference between speech and presentation; handling of presentation audience questions, holding meetings, group discussion and interviews; structuring a presentation, delivering the presentation; situational presentation

UNIT-III

Behavioural Skills – Positive attitude, self management, problem solving skills, time management skills, anger management, coping skills, assertiveness team building skills

UNIT-IV

Business Etiquette – Business dress and grooming, office courtesies, etiquette for special occasions, meeting etiquette, dining etiquette

SUGGESTED READINGS:

1. Kaul, Asha, The Effective Presentation, Response Books, New Delhi
2. Fox, She, Business Etiquette for Dummies, Wiley Publishing inc.
3. Chaney, Lillian and Janette Martin, The Essential Guide to Business Etiquette, Praeger, London
4. Sanghi, Seema, Towards Personal Excellence, Response Books, New Delhi
5. Sherfield, Robert M, R J Montgomery and Patricia G Moody, Developing Soft Skills, Pearson Education, New Delhi

WORKSHOP ON IT

Paper Code: MBAH109

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

1. Introduction to Information Technology, Pearson Education, New Delhi
2. Norton, Peter, Introduction to Computers, Tata McGraw Hill, New Delhi
3. Douglas, Comer E, Computer Networks and Internet, Pearson Education, New Delhi
4. Rajaraman, V, Fundamentals of Computers, Prentice, Hall of India, New Delhi
5. Office 2000: No Experience Required, BPB Publications, New Delhi

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

STRATEGIC MARKETING

Paper Code: MBAH201

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

STRATEGIC HRM

Paper Code: MBAH202

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.

OPERATIONS & SUPPLY CHAIN MANAGEMENT

Paper Code: MBAH203

Unit -I

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

Unit-II

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

Unit-III

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

Unit-IV

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

SUGGESTED READINGS:

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

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 MANAGEMENT

Paper Code: MBAH204

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

1. Pandey, I.M., **Financial Management**, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., **Financial Management**, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, **Financial Management**, Pearson Education
4. Chandra, Prasanna, **Financial Management**, TMH, New Delhi
5. Van Horne, James C., **Financial Management and Policy**, Prentice Hall of India
6. Brigham & Houston, **Fundamentals of Financial Management**, Thomson Learning, Bombay.
7. Kishore, R., **Financial Management**, Taxman's Publishing House, New Delhi

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.

KNOWLEDGE MANAGEMENT

Paper code: MBAH205

UNIT-I

Introduction – The context and concept of knowledge management, phases of knowledge development, community of practice, knowledge leader, leading knowledge teams, developing and sustaining knowledge culture, managing knowledge workers

UNIT-II

Knowledge Foundations – Structural support for knowledge management, Hr practices for knowledge management, knowledge creation and knowledge architecture, capturing tacit knowledge, knowledge capture techniques, knowledge management technologies

UNIT-III

Knowledge Applications – Developing a core knowledge framework, knowledge codification, knowledge transfer and knowledge sharing, developing and managing knowledge repositories, knowledge portals, knowledge transfer in e-world

UNIT-IV

Knowledge Management Audit – Evaluating the knowledge management, challenges in knowledge management review, ethical, legal and managerial issues, sustainable knowledge management

SUGGESTED READINGS:

1. Awad, Elias M and Hassan M. Ghaziri, Knowledge Management, Pearson Education, New Delhi
2. Debowski, Shelda, Knowledge Management, Wiley India Pvt. Ltd., New Delhi
3. Davenport, Thomas H and Laurence Prusak, Working Knowledge, Harvard Business School Press, Boston (USA)
4. Chaudhary, Harish Chandra, Knowledge Management for Competitive Advantage, 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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

MANAGEMENT INFORMATION SYSTEM

Paper code: MBAH206

UNIT-I

Concepts of information systems: Components of an information system, Information system resources, Information system activities; Types of information systems; Challenges of information systems; Developing information system.

UNIT-II

Information systems planning and strategic advantage: Process of information system planning, Strategic alignment of business and information technology; Strategic roles for information systems, Breaking business barriers; Reengineering business processes, Improving business quality.

UNIT-III

Functional business information systems: Marketing information systems; Manufacturing information systems; Human Resource information systems; Accounting information systems; Financial information systems.

UNIT-IV

Managing information systems: Information systems security and control; Ethical and social impact of information systems.

Advanced concepts in information systems: Enterprise resource planning; Supply chain management; Customer relationship management; Procurement management.

SUGGESTED READINGS:

1. Kumar, M., Business Information Systems, Vikas Publishing House, 2003.
2. O'Brien, J.A., and Marakas, G.M., Management Information Systems, 7th ed., Tata McGraw-Hill, New Delhi, 2007.
3. O'Brien, J.A., Management Information Systems, 4th ed., Galgotia Publication, New Delhi, 2002.
4. Alter, S., Information Systems – The Foundation of E-Business, 4th ed., Pearson Education, 2006.
5. Laudon, K.C., and Laudon, J. P., Management Information Systems, 7th ed., Pearson Education, 2003.
6. Marco, T.d. Structured Analysis & System Specification, New Delhi. Yourdon Press, 1989.
7. Rajaraman, V. Analysis and Design of Information Systems. New Delhi, Prentice Hall of India, 1991.
8. Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press, 1992.

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.

External Marks: 50
Workshop Internal: 50
Time: 3 hrs.

EVENT MANAGEMENT

Paper code: MBAH207

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

BUSINESS RESEARCH METHODS

Paper Code: MBAH208

UNIT-I

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

UNIT-II

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

UNIT-III

Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational methods; data analysis and interpretation, editing, coding, content analysis and tabulation; hypothesis testing – an overview of parametric and non-parametric tests (analysis of variance, X² test, Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal – Wallis H-test)

UNIT-IV

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

SUGGESTED READINGS:

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

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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

E-BUSINESS

Paper code: MBAH301

UNIT-I

Introduction to E-Business: Basics of E-Business – history of internet, evolution of e-business, traditional business vs. e-business, organizational culture for e-business; e-business framework – from markets to communities, components of an e-enabled sell site, commerce platforms, e-enabled customer service, e-procurement; e-business development – e-business strategy (planning to action); e-business design

UNIT-II

E-Business Operations: e-marketplaces; e-procurement; supply chain management and e-business; enterprise resource planning; knowledge management and e-business

UNIT-III

E-Business technologies and Trends: e-business infrastructure; e-business technologies; e-banking; e-governance; mobile business

UNIT-IV

Issues and Challenges in E-Business: E-business applications; e-security; cyber crimes and cyber laws; computer fraud and abuse act; software piracy; computer viruses and harmful software; challenges in e-business; future of e-business

SUGGESTED READINGS:

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

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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

STRATEGIC MANAGEMENT

Paper Code: MBAH302

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.

Workshop External: 50

Workshop Internal: 50

Time: 3 hrs.

WORKSHOP ON EMOTIONAL INTELLIGENCE

Paper Code: MBAH303

UNIT-I

Concept and significance of emotional intelligence, emotional quotient and intelligence quotient, multiple intelligence, emotional intelligence and personality, models of emotional intelligence, emotional intelligence and workforce diversity, cultural intelligence

UNIT-II

Emotional competency framework, personal competencies, social competencies, emotional intelligence and leadership, primal leadership, resonant leadership, resilient leadership, political intelligence, moral intelligence

UNIT-III

Affectivity, Empathy, emotional contagion, emotional labour, emotional dissonance, emotional tagging, emotional burnout, emotional branding

UNIT-IV

Social intelligence, team emotional intelligence, assessing emotional intelligence, managing emotions, building emotionally intelligent workplaces, role of emotional intelligence in decision making, applications of emotional intelligence in HR, Marketing and Finance.

SUGGESTED READINGS:

1. Goleman, Daniel – Emotional Intelligence – Why It Can Matter More than IQ, Bloomsbury, UK
2. Goleman, Daniel – Working with Emotional Intelligence, Bloomsbury, London
3. Goleman, Daniel, R Boyatzis and Annie McKee Primal Leadership, Harvard Business School Press, Boston
4. Goleman, Daniel – Social Intelligence – The New Science of Human Relationships, Bantam Books, New York
5. Boyatzis, Richard and Annie McKee, Resonant Leadership, Harvard Business Review Press
6. Nadler, Reldan S – Leading with Emotional Intelligence, Tata McGraw Hill, New Delhi

NOTE:

Internal Workshop shall be conducted by teacher concerned as per the requirement of the course. Whereas the external workshop shall be conducted by a Board of Examiners comprising - (1) Director of the Institute, (2) one academician and (3) one executive. Two members will form the quorum.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

BUSINESS PROCESS OUTSOURCING

Paper Code: MBAH401

UNIT-I

Introduction – Concept and history of outsourcing, BPO as socio-technical invention, drivers of business process outsourcing, sector's growth; types of BPOs – offshoring, onshoring, nearshoring, emerging trends in BPO, reverse outsourcing, business transformation outsourcing, stages of outsourcing

UNIT-II

Designing Outsourcing Project: Identify and select outsourcing opportunity; elements of strategic assessment – business value assessment, operational assessment, financial assessment, risk assessment

UNIT-III

Executing Outsourcing Projects: Vender assessment and selection, negotiation and executing contract, project initiation and transition; managing BPO – vender relationship infrastructure consideration and challenges continuing, modifying or terminating the contract

UNIT-IV

Key Dimensions: HR outsourcing, outsourcing of financial services, Knowledge Process Outsourcing, call centre and help desk outsourcing, future of BPO

SUGGESTED READINGS:

1. Click Rick L and Thomas N Duening, Business Process Outsourcing: The Competitive Advantage, John Wiley & Sons, Inc.
2. Power Mark J, Kevin C Desouza, Carlo Bonifazi, The Outsourcing Handbook: How to Implement a Successful Outsourcing Process, London and Philadelphia
3. Corbett Michael F, The Outsourcing Revolution: Why it Makes Sense and How to Do it Right, Dearborn Trade Publishing, A Kaplan Professional Company
4. Patel Alpesh B, Hemendra Aran, Outsourcing Success: The Management Imperative, Palgrave Macmillan

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.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

BUSINESS NEGOTIATION

Paper Code: MBAH402

UNIT-I

Negotiation Fundamentals – Nature of negotiation, strategies and tactics of distributive bargaining an integrative negotiation, strategic and planning issues in negotiation

UNIT-II

Negotiation Sub Processes – Building blocks of negotiation: Perception, cognition and emotions; role of communication in negotiation, sources and application of power in negotiation, ethical issues in negotiation

UNIT-III

Negotiation Contexts – Relationship in negotiations: agents, constituencies, coalitions; individual differences in negotiation: personality, abilities, gender

UNIT-IV

Key Issues – International and cross-cultural negotiation, managing negotiation impasses managing negotiation mismatches, managing difficult negotiations

SUGGESTED READINGS:

1. Lewicki, Roy J., David M Saunders and Bruce Barry, Negotiations, Tata McGraw Hill, New Delhi
2. Rao, S.L., Negotiation Made Simple, 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.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

PERFORMANCE MANAGEMENT

Paper Code: MBAH305

UNIT-I

Basics of Performance Management – Concept, essence, scope, need for performance management as a system, principles, PM vs. PA, performance management process, performance management and strategic planning linkages, performance and potential management

UNIT-II

Measuring Performance – Managing for results, managing behaviour, managing competencies, conducting performance reviews

UNIT-III

Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

UNIT-IV

Key Issues – 360° feedback, feedback, counseling and coaching, strategy maps and balance score card, management team performance, managing organizational performance, performance management and pay, performance management training, evaluating performance management

SUGGESTED READINGS:

1. Aguinis, Herman, Performance Management, Pearson Education Inc.
2. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page
3. Kohli, A S and T Deb, Performance Management, Oxford University Press, New Delhi
4. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA

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.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

ORGANISATION DEVELOPMENT

Paper Code: MBAH306

UNIT-I

Introduction – Origins and evolution of Organization Development (OD), nature and characteristics of OD; OD core – concept of planned change, change models, action learning, OD Process

UNIT-II

OD Focus – Strategy, organizational design, structure of work, culture, workforce development, team development , leadership development; OD consulting – consulting process, phases, contract, facilitation and coaching

UNIT-III

OD Interventions – Person centred OD interventions – T group, process consultation, third party peace making, team building interventions, organization wide interventions

UNIT-IV

Special Issues in OD – OD in global context, fostering mission and commitment, designing high performance work systems, creating human organization, future of OD

SUGGESTED READINGS:

1. Gallos, Joan V, Organizational Development, Jossey – Bass, USA
2. Rothwell, William, and Ronald L Sulliran, Practicing Organization Development, JohnWily & Sons, San Francisco, USA
3. Bradford, David L and W Warner Burke, Reinventing Organization Development, JohnWily & Sons, San Francisco, USA
4. Cummings, Thomas G and Christopher G Worley, Organisation Development and Change, Thomson Learning
5. Ramnarayan S., T V Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi
6. Franch, Wendell L and Lecil H Bell, Organisation Development, PHI, New Delhi

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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

TRAINING AND DEVELOPMENT

Paper Code: MBAH307

UNIT-I

Training – Concept and rationale; strategic importance of training and development, training process; training needs assessment – organizational analysis, training needs in different strategies; models of organizing the training department; competency mapping

UNIT-II

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

UNIT-III

Training methods and techniques – Role playing, business games, in basket exercises, laboratory training; incidents and cases; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving, mentoring, executive coaching, employee counseling, e-learning

UNIT-IV

Evaluation of Training – Need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspective on training – cross cultural training, transfer of training

SUGGESTED READINGS:

1. Noe, Raymond A, Employee Training and Development, Tata McGraw Hill Publishing Co. Ltd, New Delhi
2. Naik, G Pandu, Training and Development – Text, Cases and Research, Excel Books, New Delhi
3. Jankiraman, B, Training and Development, Biztantra, New Delhi
4. Agochia, Devendra, Every Trainer's Handbook, New Delhi, Sage Publications
5. De Simone, R.L. and Harris, D.M., Human Resource Management, Thomson Learning
6. Blanchard, P Nick, and James W Thacker, Effective Training – Systems, Strategies and Practices, Pearson Education, New Delhi

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: MBAH404

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.

External Marks: 80

Internal Marks: 20

Time: 3 Hrs

INDUSTRIAL RELATIONS

Paper Code: MBAH405

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

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.

External Marks: 80
Internal Marks: 20
Time: 3 Hrs

HUMAN CAPITAL MANAGEMENT

Paper Code: MBAH406

UNIT-I

Concept of intellectual capital, human capital, social capital, organizational capital; concept of human capital management, aim of human capital management, human capital management drivers, process of human capital management

UNIT-II

Human capital data, measuring human capital, approaches to human capital measurement, analytical models of human capital management, human capital reporting – internal and external reporting

UNIT-III

Linkages between human capital management and strategic human resource management, managing human capital as strategic asset, linkage between human capital management and talent management, return on investment in talent/human capital, human capital management and employee development, human capital management and knowledge management

UNIT-IV

Role of HR practitioners in human capital management, skill requirement for human capital management, current directions in human capital management, future of human capital management

SUGGESTED READINGS:

1. Baron, Angela and Michael Armstrong, Human Capital Management, Kogan Page, New Delhi
2. Hall, Bradley W, The New Human Capital Strategy, Amacom, New York
3. Ingham, Jon, Strategic Human Capital Management, Butterworth – Heinemann, Oxford, UK
4. Chaudhary, Subir, The Talent Era, 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.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS

Paper Code: MBAH308

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE

Paper Code: MBAH309

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

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: MBAH310

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 – prospective 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.

MANAGEMENT OF INSURANCE OPERATIONS

Paper Code: MBAH407

UNIT-I

Origin and development of insurance sector; insurance sector reforms; classification and sources of risks; objective and process of risk management; nature and types of insurance operation; aspects of supply chain management; distribution strategy; factors affecting organization design and structure; measuring efficiency of operations, insurance strategy formulation and implementation; customer focus in insurance operation; consumer behaviour, segmentation and positioning of insurance products

UNIT-II

People, process and sales force management in insurance; information system and data base management for insurance operation; fundamental of underwriting; underwriting information; underwriting process for different contracts; implementation of operational control; objective of investment in insurance management; financial risk assessment and management; portfolio management in insurance industry; IRDA guidelines on investments; asset-liability management in insurance companies

UNIT-III

Role, power and functions of IRDA; meaning, function and scope of life insurance; general principles of life insurance; mathematical basis of life insurance; terms and clauses of life insurance contract; proposals and policies; assignment and nomination; essential elements of claim; claim management and organization structure; claim cost and cost effective settlement; claim procedure in relation to claimant and insurer

UNIT-IV

Law relating to general insurance; general principles of general insurance; meaning, function and scope of motor and fire insurance; terms of insurance contract; claim documentation and procedure; role of surveyors and loss assessors; claim, procedure and documentation; role of information technology in claim management

SUGGESTED READINGS:

1. Reijda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi
2. Black, Kenneth Jr & Skipper, Harold D Jr, Life and Health Insurance, Pearson Education, Delhi
3. Insurance Underwriting Vol I, II, III and IV, ICAFI Press

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: MBAH408

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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs

FINANCIAL DERIVATIVES

Paper Code: MBAH409

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

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.

External Marks: 50
Practical Marks: 50
Time : 3hrs.

OBJECT-ORIENTED ANALYSIS & DESIGN WITH PROGRAMMING IN C++
Paper Code: MBAH311

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.

External Marks: 50

Practical Marks: 50

Time : 3hrs.

MULTIMEDIA AND WEB ENGINEERING

Paper Code: MBAH312

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.

External Marks: 80

Internal Marks: 20

Time : 3hrs.

SOFTWARE ENGINEERING

Paper Code: MBAH313

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:

. 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.

ENTERPRISE RESOURCE PLANNING

Paper code: MBAH410

UNIT-I

Understanding Enterprise Resource Planning: Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk factors of ERP implementation; Managing risk on ERP projects.

UNIT-II

ERP Implementation: Objectives of ERP implementation; Phases of ERP implementation; Reasons of many ERP implementations failure; Implementation challenges; ERP package evaluation and selection; ERP transition strategies; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.

UNIT-III

ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.

UNIT-IV

ERP Systems Processes and Management Control: Sales and marketing; Accounting and Finance; Production and Material management; Human resource management.

SUGGESTED READINGS

1. Leanon, Alexis, "Enterprise Resource Planning" TMH Publication, 2nd Ed., 2008.
2. Sumner, Mary, "Enterprise Resource Planning" Pearson Education, 2006.
3. Leanon, Alexis, "ERP Demystified", TMH Publication, 2nd Ed., 2004.
4. Koul, Saroj, "Enterprise Resource Planning" Galgotia Publishing, 2001.
5. Garg, V. K. and Venket Krishna N. K., "ERP Concepts and Practice", PHI Publication, 1997.
6. Champy, J. Harper, "Re-engineering Management", Harper Collins, 1995.

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.

External Marks: 50
Practical Marks: 50
Time : 3hrs.

PROGRAMMING IN ORACLE

Paper Code: MBAH411

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. Morrisson, Enchanced 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.

External Marks: 50

Practical Marks: 50

Time : 3hrs.

PROGRAMMING IN VISUAL BASIC

Paper Code: MBAH412

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Lab: Programming in Visual Basic based on the above syllabus

SUGGESTED READINGS:

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

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

MULTINATIONAL STRATEGIC MANAGEMENT

Paper Code: MBAH314

UNIT-I

Nature and dimensions of multinational strategic management; domestic versus international strategic management; 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 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.

FOREIGN EXCHANGE MANAGEMENT

Paper Code: MBAH315

- UNIT-I:** Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach; purchasing power parity theory; overvalued and under valued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.
- UNIT-II:** General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.
- UNIT-III:** Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.
- UNIT-IV:** Currency futures, options and determination of their market value, over-the-counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

SUGGESTED READINGS:

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

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.

EXPORT MANAGEMENT

PAPER CODE: MBAH316

UNIT-I

Meaning, need, nature, features and process of export management, functions of export manager and export firm; International trading environment; organizing an export firm, target market selection

UNIT-II

International marketing intelligence; product identification for exports; export pricing decision; INCOTERMS; methods of payment, channels of distribution; market entry strategies – location of importers, business negotiation

UNIT-III

International promotional strategies – personal selling, publicity, sales promotion, advertising; organization for export marketing; FEMA, market access initiative, marketing development assistance

UNIT-IV

Pre-shipment export documentation; significance of procedures and documentation in international trade; procedures and documentation as trade barriers; export of services, India's foreign trade; India's current foreign trade policy

SUGGESTED READINGS:

1. Khurana P.K., Export Management; Galgotia Publishing Company
2. Onkvisil Sak and Shaw John J., International Marketing – Analysis and Strategy, Prentice Hall, Inc.
3. Cherunilam, Francis, International Trade and Export Management, Himalaya Publishing House
4. Czinkota, Ronkainen and Moffett, International Business, Harcourt College Publishers

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: MBAH413

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,
7. **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.

INTERNATIONAL BANKING MANAGEMENT

PAPER CODE: MBAH414

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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

INTERNATIONAL LOGISTICS

Paper Code: MBAH415

UNIT-I

Trends in world trade growth; nature, significance and components of international logistics; registration and licensing; selecting export products and markets 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; 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.

STRATEGIC BRAND MANAGEMENT

Paper Code: MBAH317

UNIT-I

Understanding strategic brand management – meaning, evolution, elements and strategic importance of branding; process of strategic brand management; brand equity and concept of customer based brand equity; brand positioning

UNIT-II

Planning and implementing brand marketing programmes – mixing and matching brand elements; integrating product, price, channel and promotions strategy to build brands; leveraging secondary associations

UNIT-III

Measuring and interpreting brand performance – brand value chain; brand audit; brand tracking; brand equity management system

UNIT-IV

Growing and sustaining brand equity – brand product matrix; brand portfolio and hierarchy; brand extension strategies; brand reinforcement and revitalization

SUGGESTED READINGS:

1. Kapferer, J N, The New Strategic Brand Management, Kogan Page, New Delhi
2. Keller, Kevin Lane, Strategic Brand Management, Pearson Education, New Delhi
3. Majumdar, Product Management in India, PHI
4. Sengupta, Brand Positioning, Tata McGraw Hill

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: MBAH318

UNIT-I

Understanding Integrated Marketing Communication – concept and theories of marketing communication; marketing communication mix, evolution and relevance of concept of integrated marketing communication and its role in building brands; structuring IMC activities in organizations

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

MARKETING RESEARCH

Paper Code: MBAH319

UNIT - I

Introduction To Marketing Research: Role of marketing research in marketing, Definition, Scope, Significance, Limitations, Obstacles in acceptance, Ethics in marketing research, Difference between Marketing Research and Market Research. Prominent Research agencies in India, Jobs in marketing research – skill sets required - job and growth prospects. Marketing Intelligence system: Definition, Marketing Decision Support System components, Scope and Significance of Marketing Intelligence in decision making, Quality and quantity of Market Information, Value of information

UNIT – II

Research process: Introduction, Identification of Management Problem, Formulation of Research Problem, Steps in Research Process, Common Research Errors, Evaluation and Control of the Marketing Research Efforts. Research designs: Introduction, Types of Research Design; Sources and collection of Primary and Secondary Data: Types of data, data sources, Advantages & Limitations of primary and secondary data, Methods of Collecting Primary Data. Questionnaire Design, Observation Method, Consumer Panel Method, Experimental Research Method; Scaling Techniques - Concept of Attitude, Types of Scales, Selected Attitude Scales, Limitations of Attitude Scale; Sampling Design - The sampling process, Sampling methods, sampling and non sampling errors

UNIT – III

Data analysis: Data Processing, Data Analysis, Univariate analysis, Bivariate analysis, Multivariate analysis, Simple and cross tabulation, Simple and multiple regression, introduction to Factor analysis; Hypothesis testing: Types of tests and test selection, One sample test, Two-Independent Sample tests, Two-related sample tests, Chi-square test, Tests for large and small samples (Numerical expected)

UNIT - IV

Report writing: Purpose of Report, Classification of Report, Functions of Research Report, Types of Reports, Principles of report writing, Fundamentals of good reports; Applications of Marketing Research: Cluster analysis for identifying market segments, Conjoint analysis for Product research, Multi-dimensional scaling, Discriminant analysis and perceptual mapping for Brand positioning research, Advertising research, Market and Sales Analysis, Sales forecasting – objective and subjective methods, Test marketing, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Readership surveys and viewer ship surveys, Brand Equity Research, Brand name testing, Promotion research, Consumer Behaviour Research, Distribution Research, Market development research, Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Sales forecasting – objective and subjective methods, Industrial versus consumer marketing research, Web based marketing research.

Reference Books

1. Naresh K. Malhotra: Marketing Research: An Applied Orientation, Pearson Education, Asia
2. Thomas C.Kinnear & James R. Taylor: MARKETING RESEARCH.
3. Aaker, Kumar & Day: MARKETING RESEARCH, John Wiley & Sons, 1998.
4. Boyd, Westfall & Stasch: MARKETING RESEARCH: TEXT AND CASES, Richard D Irwin Inc.. AITBS.
5. Paul E. Green & Donald S. Tull: RESEARCH FOR MARKETING DECISIONS.
6. Richard I. Levin: STATISTICS FOR MANAGEMENT.
7. Gibert A. Churchill, Jr.: MARKETING RESEARCH: METHODOLOGICAL FOUNDATIONS.

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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

CONSUMER BEHAVIOUR

Paper Code: MBAH416

UNIT-I

Significance and underlying principles of consumer behaviour; the basic consumer decision process; methods of studying consumer behaviour; using consumer analysis to build consumer relationships and loyalty

UNIT-II

Pre-purchases processes; consumer resources and purchase decision process; post-purchase behaviour; consumer demographics and psychographics; personality factors in consumer behaviour; consumer motivation and its challenges; managing consumer knowledge; consumer behaviour towards new and innovative products

UNIT-III

Impact of culture, ethnicity and social classification on consumer behaviour; family influences; household consumer behaviour; group influences; influence through dyadic exchanges

UNIT-IV

Approaches to attracting consumer attention; managing consumer exposure; process of customer opinion formation; approaches to changing consumer opinion; improving consumer memory through cognitive learning and retrieval; brand recognition and recall measures

SUGGESTED READINGS:

1. Blackwell, R E et. al, Consumer Behaviour, Thomson, South-Western, New Delhi
2. Kardes K, Consumer Behaviour and Managerial Decision Making, Pearson Education, New Delhi
3. Schiffman, L G and Kanuk, L L, Consumer Behaviour, Pearson Education, New Delhi
4. Ward, Scott and Robertson, T S (eds.), Consumer Behaviour; Theoretical Sources, Prentice-Hall, Englewood Cliffs, N J

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: MBAH417

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

SALES & DISTRIBUTION MANAGEMENT

Paper Code: MBAH418

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 READINGS:

1. Havaladar, 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.