

**SCHEME OF EXAMINATION**

**&**

**SYLLABI**

**of**

**MASTER OF BUSINESS ADMINISTRATION  
(HONOURS)**

**(Choice Based Credit System) FROM THE**

**ACADEMIC SESSION 2016-17**



**MAHARSHI DAYANAND UNIVERSITY  
ROHTAK (HARYANA)**

## **PROGRAM SPECIFIC OUTCOMES**

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

### **Program Specific Outcomes**

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

**SCHEME OF EXAMINATIONS FOR  
TWO-YEAR MBA (HONOURS) PROGRAMME FROM THE SESSION 2016-17**

**First Year: First Semester**

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

**Note:**

1. The duration of all the end term theory examinations shall be 3 hours.
2. The Criteria for awarding internal assessment of 20 marks shall be as under:
  - a) Class test : 10 marks
  - b) Assignment and Presentation : 5 marks
  - c) Attendance : 5 marks
  - Less than 65% : 0 marks
  - Upto 70% : 2 marks
  - Upto 75% : 3 marks
  - Upto 80% : 4 marks
  - Above 80% : 5 marks

**First Year: Second Semester**

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

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

**Second Year: Third Semester**

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
<b>Core Courses</b>						
17IMH23C1	E-Business	80	20	--	100	3-1-0
17IMH23C2	Strategic Management	80	20	--	100	3-1-0
17IMH23C3	Workshop on Emotional Intelligence	50	--	50	100	3-0-1
17IMB23C4	Summer Vacation Training Report	100	--	--	100	4
<b>Open Elective Course</b>						
Each student will opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses prepared by the Institute of Management Studies and Research.						3
<b>Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme)</b>						
<b>Human Resource Management</b>						
17IMH23GH1	Performance Management	80	20	--	100	3-1-0
17IMH23GH2	Organizational Development	80	20	--	100	3-1-0
<b>Finance</b>						
17IMH23GF1	Management of Financial Services and Institutions	80	20	--	100	3-1-0
17IMH23GF2	Project Management and Infrastructure Finance	80	20	--	100	3-1-0
<b>Information Technology</b>						
17IMH23GT1	Object Oriented Ana. and Design	50	--	50	100	3-0-1
17IMH23GT2	Multimedia & Web Engineering	50	--	50	100	3-0-1
<b>International Business</b>						
17IMH23GI1	Foreign Exchange Management	80	20	--	100	3-1-0
17IMH23GI2	Export Management	80	20	--	100	3-1-0
<b>Marketing</b>						
17IMH23GM1	Consumer Behavior	80	20	--	100	3-1-0
17IMH23GM2	Integrated Marketing Communication	80	20	--	100	3-1-0
<b>Total Credits</b>						<b>35</b>

**Note:**

1. Students are required to choose any two specialization areas offered under dual specialization scheme. The specialization area opted in 3<sup>rd</sup> Semester would remain same in 4<sup>th</sup> semester also.
2. Only the following combinations of specializations shall be offered to the students of Two Year MBA (Honours) Programme:
  - a. Finance and Marketing
  - b. Finance and Human Resource Management
  - c. Human Resource Management and Marketing
  - d. Finance and Information Technology
  - e. Finance and International Business
  - f. Marketing and International Business
  - g. Marketing and Information Technology

**Second Year: Fourth Semester**

Course Code	Title of the Course (s)	External Marks	Sessional/Internal Marks	Practical Marks	Total Marks	Credits (L-T-P)
<b>Core Courses</b>						
17IMH24C1	Business Process Outsourcing	80	20	--	100	3-1-0
17IMH24C2	Project Report	100	100	--	200	8
17IMH24C3	Comprehensive Viva-voce	100	--	--	100	4
<b>Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme)</b>						
<b>Human Resource Management</b>						
17IMH24GH1	Training and Development	80	20	--	100	3-1-0
17IMH24GH2	Talent Management	80	20	--	100	3-1-0
<b>Finance</b>						
17IMH24GF1	Security Analysis and Portfolio Management	80	20	--	100	3-1-0
17IMH24GF2	Financial Derivatives	80	20	--	100	3-1-0
<b>Information Technology</b>						
17IMH24GT1	Programming in Oracle	50	--	50	100	3-0-1
17IMH24GT2	Programming in Visual Basic	50	--	50	100	3-0-1
<b>International Business</b>						
17IMH24GI1	Multinational Financial Management	80	20	--	100	3-1-0
17IMH24GI2	International Banking Management	80	20	--	100	3-1-0
<b>Marketing</b>						
17IMH24GM1	Strategic Brand Management	80	20	--	100	3-1-0
17IMH24GM2	Retail Management	80	20	--	100	3-1-0
<b>Total Credits</b>						<b>32</b>

**Note:**

- Students are required to choose any two specialization areas offered under dual specialization scheme. The specialization area opted in 3<sup>rd</sup> Semester would remain same in 4<sup>th</sup> semester also.
- Only the following combinations of specializations shall be offered to the students of Two Year MBA (Honours) Programme:
  - Finance and Marketing
  - Finance and Human Resource Management
  - Human Resource Management and Marketing
  - Finance and Information Technology
  - Finance and International Business
  - Marketing and International Business
  - Marketing and Information Technology
- The topic of the Project Report (Code 17IMH24C2) shall be finalized in 3<sup>rd</sup> semester by a Committee of the faculty members to be constituted by Director/Principal of the concerned Institute after presentation by candidate before the Committee.

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

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

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

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

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**ROHTAK (HARYANA)**

**MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**  
**Paper Code: 16IMH21C1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Students will be able to describe the process of management, principles and theories of management and display managerial skills;
- CO2: Students will be able to understand the evolution of management and contribution of Management thinkers;
- CO3: Students will be skilled in organizing and controlling;
- CO4: Students will be able to exercise techniques leadership and motivation and can control individual and group behavior.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**MANAGERIAL ECONOMICS**  
**Paper Code: 16IMH21C2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Define the basic elements of managerial economics aspects of firm.
- CO2: Identify the role of manager, so as to manage or organize FOP.
- CO3: Forecast demand for a product.
- CO4: Know what to produce, where to, when to, how to, for whom to.
- CO5: Frame policy for production to minimize the cost and maximum the profit.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**QUANTITATIVE METHODS**  
**Paper Code: 16IMH21C3**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Facilitate objective solutions in business decision making under subjective conditions;
- CO2: Apply time series analysis in market prediction rates;
- CO3: Draw conclusions over the hypothetical situations;
- CO4: Determine the relationship between dependent and independent variables;
- CO5: Measure the trend setting factors for projection of sales and demand curves;

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**BUSINESS LAWS**  
**Paper Code: 16IMH21C4**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Draft a simple employment contract;
- CO2: Define the basic elements of contract; classify contract, breach contract and remedies for breach contract;
- CO3: Differentiate sale and agreement to sell, conditions and warranties;
- CO4: Elaborate on different type of negotiable instrument in practice;
- CO5: Define the practical aspects Information Technology Act;

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

## BUSINESS ENVIRONMENT ANALYSIS

Paper Code: 16IMH21C5

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students would be able to:

- CO1: Familiarize with the nature of business environment and its components;
- CO2: The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business;
- CO3: Understand the importance of business ethics and role of ethical behaviour in the business world today.

### Unit-I

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

### Unit-II

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

### Unit-III

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

### Unit-IV

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

### Suggested Readings:

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

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

## FINANCE AND MANAGEMENT ACCOUNTING

Paper Code: 16IMH21C6

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students would be able to:

- CO1: Assess the basic financial concepts;
- CO2: Analyse various costing concepts like marginal costing etc.;
- CO3: Demonstrate professional financial management aspects relevant to industry;
- CO4: Evaluate the various cost concepts;
- CO5: Design the financial and operating methods;

### Unit-I

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

### Unit-II

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

### Unit-III

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

### Unit -IV

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

### Suggested Readings:

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

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

**WORKSHOP ON IT**  
**Paper Code: 16IMH21C7**

L-T-P  
3-0-1

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Describe the fundamentals of Information Technology and how it helps Management to take better decision making;
- CO2: Categorizing the information need to solve the problems, recovering information and assist management operations;
- CO3: Competent to categorize the components of personal computer system, including both hardware and software;
- CO4: Able to identify the memory management and storage and retrieval process;
- CO5: Indicate the types of software including the purpose of application software;

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

## BUSINESS COMMUNICATION SKILLS

Paper Code: 16IMH21D1

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students would be able to:

- CO1: Develop an understanding of business communication;
- CO2: Equip and enrich the students with the communication skills for the dynamic business environment.
- CO3: Comprehend the holistic efforts of effective communication for business excellence.

### Unit-I

Purpose and process of communication; myths and realities of communication; paths of communication; oral communication: noise, barriers to communication; listening – listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication

### Unit-II

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews

### Unit-III

Nonverbal communication: gestures, handshakes, gazes, smiles, hand movements, style of working, voice Modulations, body sport for interviews; business etiquettes: business dining, business manners of people of different cultures, managing customer care

### Unit-IV

Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters, telex manages, facsimiles, electronic mail; diary writing; developing resume

### Suggested Reading:

1. Kaul, Asha, Business Communication, PHI, New Delhi
2. Kaul, Asha, Effective Business Communication, PHI, New Delhi
3. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication , Pearson Education
4. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi

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

**EVENT MANAGEMENT**  
**Paper Code: 16IMH21D2**

L-T-P  
3-1-0

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

**Course Outcomes**

The students would be able to:

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

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**STRATEGIC MARKETING**  
**Paper Code: 16IMH22C1**

L-T-P  
3-1-0

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

**Course Outcomes**

The students would be able to:

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

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**STRATEGIC HRM**  
**Paper Code: 16IMH22C2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Develop an in-depth understanding of the strategic role performed by human resources in organizations;
- CO2: Gain an insight of the alignment between different HR systems, practices and organizational outcomes.
- CO3: Developing a comprehensive of human resource decisions for organizational excellence;
- CO4: Demonstrate knowledge of developing HR practices as strategic differentiators.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**FINANCIAL MANAGEMENT**  
**Paper Code: 16IMH22C3**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Have introductory knowledge about financial management;
- CO2: Understand various sources of finance and selection of appropriate source of finance;
- CO3: Know various components of cost of capital and its importance;
- CO4: Describe the working capital policy and its financing.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

## MANAGEMENT INFORMATION SYSTEMS

Paper code: 16IMH22C4

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students would be able to:

- CO1: Apply MIS Tool in their prospective Job
- CO2: Get knowledge of technologies related to ERP such as Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM);
- CO3: Understand the Management Control system and subsystems
- CO4: Understand the concept of responsibility Centre

### Unit-I

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

### Unit-II

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

### Unit-III

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

### Unit-IV

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

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

### Suggested Readings:

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

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

**OPERATIONS RESEARCH**  
**Paper Code: 16IMH22C5**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Apply research techniques in quantitative and qualitative aspects;
- CO2: Schedule the projects and find the early ways of finishing it;
- CO3: Develop simulation models;
- CO4: Minimize the resource allocation for project;
- CO5: Maximize the productivity with help of least cost techniques;

**Unit-I**

Operations Research: Evolution, methodology and role in managerial Decision-making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

**Unit-II**

Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

**Unit-III**

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

**Unit-IV**

Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

**Suggested Readings:**

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

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

**BUSINESS RESEARCH METHODS**  
**Paper Code: 16IMH22C6**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Acquire knowledge on various kinds of research questions and research design Appreciate qualitative, quantitative and mixed methods research, as well as relevant ethical and philosophical consideration;
- CO2: Design a good quantitative purpose statement and good quantitative research questions and hypotheses;
- CO3: Familiar with good practices in conducting a qualitative interview and observation;
- CO4: Recognize how to distinguish between a population and a sample and to determine the sample size;
- CO5: Identify the various types of quantitative sampling techniques and conditions to use;

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

## OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Paper Code: 16IMH22D1

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students would be able to:

- CO1: Ability to appreciate the strategic framework of supply chains;
- CO2: Ability to plan and manage inventories in a supply chain, design inventory control system;
- CO3: Knowledge to plan transportation networks and warehousing;
- CO4: Understanding of role & benefits of information technology in supply chain;
- CO5: Understanding of issues related to supply chain integration and restructuring.

### Unit -I

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

### Unit-II

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

### Unit-III

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

### Unit-IV

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

### Suggested Readings:

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

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

**ENTREPRENEURSHIP**  
**Paper code: 16IMH22D2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Development of entrepreneurship as a field of study and as a profession;
- CO2: Understand the creative process of opportunity identification and screening;
- CO3: Understand the importance of innovation in the creation of sustainable competitive advantage;
- CO4: Techniques to test a business model to ensure its viability.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**E-BUSINESS**  
**Paper code: 17IMH23C1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Outline the foundations and importance of E-Business;
- CO2: Demonstrate an understanding of retailing in E- Business;
- CO3: Analyse the impact of E-business on business models and strategy;
- CO4: Describe the infrastructure needed for E-business;
- CO5: Explain the key features of internet, intranets and extranets and how they are related to each other;

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**STRATEGIC MANAGEMENT**  
**Paper Code: 17IMH23C2**

L-T-P  
3-1-0

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

**Course Outcomes:**

After completing the course students would be able to:

- CO1: Analyse the main structural features of an industry and develop strategies that position the firm most favourably in relation to competition;
- CO2: Recognize the different stages of industry evolution and recommend strategies appropriate to each stage;
- CO3: Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage;
- CO4: Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios;
- CO5: Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**WORKSHOP ON EMOTIONAL INTELLIGENCE**  
**Paper Code: 17IMH23C3**

L-T-P  
3-1-0

External Marks: 50  
Workshop Marks: 50  
(Internal)  
Time Allowed: 3 Hours

**Course Outcomes:**

After completing the course students would be able to:

- CO1: Develop an awareness of EI models;
- CO2: Expand your knowledge of emotional patterns in yourself and others;
- CO3: Understand how you use emotion to facilitate thought and behaviour;
- CO4: Discover how you can manage your emotions, and positively influence yourself and other.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**BUSINESS PROCESS OUTSOURCING**  
**Paper Code: 17IMH24C1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Gain essential knowledge about the Business Process Outsourcing industry and learn about the BPO business process framework and its key components;
- CO2: Understand the dynamics of each BPO process component to help better manage operations;
- CO3: Will be able to the necessary knowledge, competencies and skills to begin or continue their career in management of Business Process Outsourcing;
- CO4: Demonstrate knowledge of and use communication technology in a BPO environment;
- CO5: Learn, develop and practice the skills required to make an effective contribution in Business Process Outsourcing environment.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**PERFORMANCE MANAGEMENT**  
**Paper Code: 17IMH23GH1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Understanding of basic concepts of Performance management system;
- CO2: Ability to design the performance management systems;
- CO3: Can develop the sound feedback system in the business organization;
- CO4: Will be able to define capability requirements as per performance required.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**ORGANISATION DEVELOPMENT**  
**Paper Code: 17IMH23GH2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Gain knowledge on organizational changes and development, Organizational life cycle;
- CO2: Clearly appreciate the basic components and strategies involved in OD;
- CO3: Recognize about the concepts of team building, career planning and transactional analysis;
- CO4: Explore the significance of meeting and feedback system in management;
- CO5: Converse with MBO, QWL, Socio Technical Systems, Physical setting, conditions for OD, Re engineering and Internal Resource Persons (IRP);

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**TRAINING AND DEVELOPMENT**  
**Paper Code: 17IMH24GH1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Ability to prepare training need assessment to determine whether training is necessary;
- CO2: Able to design training programmes and choose appropriate training methods;
- CO3: Ability to evaluate the effectiveness of learning and development programmes;
- CO4: Ability to match the needs with the sources of assessment and incorporate the right training;
- CO5: Understand importance & methods of management development.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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**TALENT MANAGEMENT**  
**Paper Code: 17IMH24GH2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Match the right talented individuals to the right roles, to enable long-term success for company;
- CO2: Allowing employees to develop their professional skills typically results in higher workplace productivity, innovative approaches and creativity;
- CO3: Aligning resources with the company's overall business strategy allows employees to develop skills that help them contribute to the company's success;
- CO4: Talent retention makes work meaningful for each employee, by establishing a productive and safe working environment and rewarding employees who work collaboratively to solve company problems.

**Unit-I**

Introduction – Concept of talent management, strategic importance of talent, talent imperatives, elements of talent management, workforce diversity and talent management, role of HR in talent management

**Unit-II**

Talent Procurement and Deployment – Identifying talent needs, sourcing talent; developing talent, deployment of talent, establishing talent management system, talent multiplication

**Unit-III**

Talent Retention – Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover, and retention data, designing engagement strategies, drivers of engagements

**Unit-IV**

Return of Talent – Measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation, and reorganization of HR, new imperatives, talent forces of tomorrow

**Suggested Readings:**

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
3. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
4. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, JosseyBass, A Wiley Imprint
5. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint
6. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.

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

**MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS**  
**Paper Code: 17IMH23GF1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Identify objectives, strategies, policies and practices of major financial institutions in India;
- CO2: Identify the various financial services;
- CO3: Identify the risk associated with financial services;
- CO4: Apply different methods to measure those risks to suit different contexts;
- CO5: Propose methods to manage the risks based on international standards of banking practice.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE**  
**Paper Code: 17IMH23GF2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Students will know about project planning and analysis;
- CO2: Understanding of project appraisal system and environment appraisal system by the corporate;
- CO3: Students will able to plan, organize and control the project;
- CO4: Developing knowledge of systems of infrastructure projects.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**Paper Code: 17IMH24GF1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Identify the concepts of various portfolios;
- CO2: Design the investment management and planning;
- CO3: Assess wide knowledge on equity valuation;
- CO4: Differentiate elements standard deviation and beta concepts as to securities;
- CO5: Calculate the Capital Assets pricing models and its applicability;

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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**FINANCIAL DERIVATIVES**  
**Paper Code: 17IMH24GF2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Development of entrepreneurship as a field of study and as a profession;
- CO2: Understand the creative process of opportunity identification and screening;
- CO3: Understand the importance of innovation in the creation of sustainable competitive advantage;
- CO4: Techniques to test a business model to ensure its viability;
- CO5: Write a business plan;
- CO6: Understand the role of ethics, values, and integrity in entrepreneurial businesses.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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**OBJECT-ORIENTED ANALYSIS & DESIGN**  
**Paper Code: 17IMH23GT1**

L-T-P  
3-0-1

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Ability to analyze and model software specifications;
- CO2: Ability to abstract object-based views for generic software systems;
- CO3: Ability to deliver robust software components.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Lab:** Programming in C++ on above defined syllabus

**Suggested Readings:**

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

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

**MULTIMEDIA AND WEB ENGINEERING**  
**Paper Code: 17IMH23GT2**

L-T-P  
3-0-1

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Gain proficiency in 3D computer graphics API programming;
- CO2: Able to understand different realizations of multimedia tools;
- CO3: Able to develop interactive animations using multimedia tools;
- CO4: Able to understand the internet standards and recent web technologies like Conferencing, newsgroup etc.;
- CO5: Able to demonstrate systematic knowledge of backend and front end by developing an appropriate application.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

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

**Suggested Readings:**

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

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**PROGRAMMING IN ORACLE**  
**Paper Code: 17IMH24GT1**

L-T-P  
3-0-1

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Understand the basics of Relational Databases;
- CO2: Write SQL code based on ANSI/ISO standards to build and maintain database structures;
- CO3: Update database content with SQL and transaction handling;
- CO4: Retrieve data from single or multiple tables;
- CO5: Process data with row and aggregate functions.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Lab:** Programming in Oracle on above defined syllabus.

**Suggested Readings:**

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

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**PROGRAMMING IN VISUAL BASIC**  
**Paper Code: 17IMH24GT2**

L-T-P  
3-0-1

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Demonstrate fundamental skills in utilizing the tools of a visual environment in terms of the set of available command menus and toolbars;
- CO2: Explain and use of delegates and events for producing event-driven application
- CO3: Implement SDI and MDI applications while using forms, dialogs, and other types of GUI components;
- CO4: Apply visual programming to software development by designing projects with menus and submenus;
- CO5: Use visual programming environment to create simple visual applications;

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Lab:** Programming in Visual Basic based on the above syllabus

**Suggested Readings:**

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

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**FOREIGN EXCHANGE MANAGEMENT**  
**Paper Code: 17IMH23GII**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Understand why firms and nations seek out and benefit from international business activities;
- CO2: Analyze and identify factors that cause Identify the linkages between international financial prices;
- CO3: Understand the costs and benefits of different monetary systems;
- CO4: Identify and measure political risk associated with a sovereign nation;
- CO5: Measure the impact of exchange rate movements on the cash flows of a firm.

**Unit-I**

Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach; purchasing power parity theory; overvalued and undervalued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.

**Unit-II**

General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.

**Unit-III**

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.

**Unit-IV**

Currency futures, options and determination of their market value, over-the counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

**Suggested Readings:**

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

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**EXPORT MANAGEMENT**  
**Paper Code: 17IMH23GI2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Communicate effectively using basic international business vocabulary with specific emphasis on terms associated with international trade and import / export operations;
- CO2: Select between common modes of export in order to fit the business needs of exporting organizations;
- CO3: Identify factors that indicate strong potential export markets in order to define market selection models or drive market selection systems;
- CO4: Identify major product decisions that are necessary for export markets in order to facilitate product adaptation to the markets in question.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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**MULTINATIONAL FINANCIAL MANAGEMENT**  
**Paper Code: 17IMH24GI1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Clarify international capital and foreign exchange market
- CO2: Examine risk relating to exchange rate fluctuations and develop strategies to deal with them
- CO3: Outline the accounting components of BOP
- CO4: Categories the factors affecting International Trade flows
- CO5: Organizes the documents required for completing export and import transactions

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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**INTERNATIONAL BANKING MANAGEMENT**  
**Paper Code: 17IMH24GI2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Ability to understand various marketing cues;
- CO2: Aptitude to create an communication campaign for marketing purpose;
- CO3: Familiarity with various kind of media to be utilized in marketing communication;
- CO4: Research aptitude to find out solution of communication needs.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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

**CONSUMER BEHAVIOUR**  
**Paper Code: 17IMH23GM1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Development in interpersonal skills pertaining to consumers
- CO2: Ability to analyze the personal, social, psychological information of consumer
- CO3: Ability to plan more accurately in customer centric problems

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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**INTEGRATED MARKETING COMMUNICATION**  
**Paper Code: 17IMH23GM2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Ability to understand various marketing cues
- CO2: Aptitude to create an communication campaign for marketing purpose
- CO3: Familiarity with various kind of media to be utilized in marketing communication
- CO4: Research aptitude to find out solution of communication needs

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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**STRATEGIC BRAND MANAGEMENT**  
**Paper Code: 17IMH24GM1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Students will understand how brands deliver value to a range of stakeholders be it in functional, financial or emotional terms;
- CO2: Students will feel confident enough to apply for brand related roles;
- CO3: Ability to converse with both academic and practitioner brand specialists on a range of brand related issues;
- CO4: Appreciate the challenges of managing a brand over time and geographical boundaries.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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**RETAIL MANAGEMENT**  
**Paper Code: 17IMH24GM1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Skills to manage a retail store;
- CO2: Ability to understand consumer behaviour in retailing;
- CO3: Skills to manage distribution and availability of goods.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

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