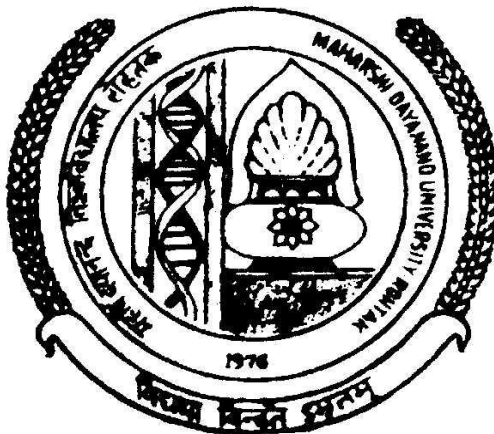


**SCHEME OF EXAMINATION**  
**&**  
**SYLLABI**  
**of**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(BUSINESS ECONOMICS)**  
**(Choice Based Credit System)**  
**FROM THE ACADEMIC SESSION 2016-17**



**MAHARSHI DAYANAND UNIVERSITY**  
**ROHTAK (HARYANA)**

**SCHEME OF EXAMINATIONS FOR  
TWO YEAR MBA (BUSINESS ECONOMICS) 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>						
16IMB21C1	Principles and Applications of Business Economics	80	20	-	100	3-1-0
16IMB21C2	Management Process and Organizational Behaviour	80	20	-	100	3-1-0
16IMB21C3	Business Statistics	80	20	-	100	3-1-0
16IMB21C4	Macro Economic Management	80	20	-	100	3-1-0
16IMB21C5	Accounting for Managerial Decisions	80	20	-	100	3-1-0
16IMB21C6	Industrial Economics	80	20	-	100	3-1-0
16IMB21C7	Computer Applications in Business	50	-	50	100	3-0-1
<b>Discipline Specific Elective Courses (Each student will opt one course)</b>						
16IMB21D1	Business Communication Skills	80	20	-	100	3-1-0
16IMB21D2	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>						
16IMB22C1	International Economics	80	20	-	100	3-1-0
16IMB22C2	Operations Research	80	20	-	100	3-1-0
16IMB22C3	Business Environment Analysis	80	20	-	100	3-1-0
16IMB22C4	Marketing Management	80	20	-	100	3-1-0
16IMB22C5	Human Resource Management	80	20	-	100	3-1-0
16IMB22C6	Financial Management	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>						
16IMB22D1	Operations and Supply Chain Management	80	20	-	100	3-1-0
16IMB22D2	Cost Benefit Analysis	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**

**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>						
16IMB23C1	Project Economics and Management	80	20	-	100	3-1-0
16IMB23C2	Business Entrepreneurship Development	80	20	-	100	3-1-0
16IMB23C3	Business Research Methods	80	20	-	100	3-1-0
16IMB23C4	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>						
16IMB23DHR1	Training and Development Systems and Practices	80	20	-	100	3-1-0
16IMB23DHR2	Industrial Relations and Labor Legislations	80	20	-	100	3-1-0
<b>Finance</b>						
16IMB23DFN1	Security Analysis and Portfolio Management	80	20	-	100	3-1-0
16IMB23DFN2	Financial Markets and Institutions	80	20	-	100	3-1-0
<b>International Business</b>						
16IMB23DIB1	Foreign Exchange Management	80	20	-	100	3-1-0
16IMB23DIB2	International Business Environment	80	20	-	100	3-1-0
<b>Marketing</b>						
16IMB23DMK1	Integrated Marketing Communication	80	20	-	100	3-1-0
16IMB23DMK2	Consumer Behavior	80	20	-	100	3-1-0
<b>Total Credits</b>						<b>35</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 (Business Economics) Programme:
  - Finance and Marketing
  - Finance and Human Resource Management
  - Human Resource Management and Marketing
  - Finance and International Business
  - Marketing and International Business

**Second Year: Fourth Semester****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>						
16IMB24C1	Business Strategy	80	20	-	100	3-1-0
16IMB24C2	Project Report	100	100	-	200	8
16IMB24C3	Comprehensive Viva-voce	100	-	-	100	4
<b>Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme)</b>						
<b>Human Resource Management</b>						
16IMB24DHR1	Strategic Human Resource Management	80	20	-	100	3-1-0
16IMB24DHR2	Organizational Development	80	20	-	100	3-1-0
<b>Finance</b>						
16IMB24DFN1	Financial Derivatives	80	20	-	100	3-1-0
16IMB24DFN2	Banking and Insurance Operations	80	20	-	100	3-1-0
<b>International Business</b>						
16IMB24DIB1	International Financial Management	80	20	-	100	3-1-0
16IMB24DIB2	International Logistics	80	20	-	100	3-1-0
<b>Marketing</b>						
16IMB24DMK1	Marketing of Services	80	20	-	100	3-1-0
16IMB24DMK2	Retail Business 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 (Business Economics) Programme:
  - Finance and Marketing
  - Finance and Human Resource Management
  - Human Resource Management and Marketing
  - Finance and International Business
  - Marketing and International Business
- The topic of the Project Report (Code 16IMB24C2) 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.

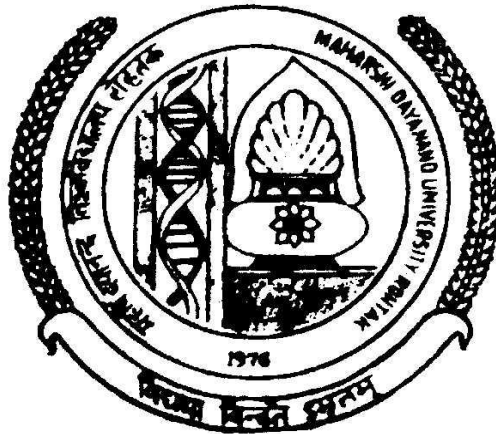
## **Instructions for the conduct of Practical and Comprehensive Viva-Voce of Two Year MBA (Business Economics) Programme**

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.

**SYLLABI**  
**of**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(BUSINESS ECONOMICS)**  
**(Choice Based Credit System)**  
**FROM THE ACADEMIC SESSION 2016-17**



**MAHARSHI DAYANAND UNIVERSITY**  
**ROHTAK (HARYANA)**

L-T-P  
3-1-0

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

## **PRINCIPLES AND APPLICATIONS OF BUSINESS ECONOMICS**

**Paper Code: 16IMB21C1**

### **Unit-I**

Nature and scope of Business Economics; business economics and managerial decision making; role of business economist; basic concepts- short and long run, firm and industry, types of goods and markets, opportunity cost, risk and uncertainty, demand, supply and equilibrium, productivity and efficiency, factors of production; objectives of a firm; nature of marginal analysis, law of demand; elasticity of demand; consumer's equilibrium – utility and indifference curves approaches.

### **Unit-II**

Short and long run production functions; optimal inputs combination; costs classification; short and long run costs curves and their interrelationship, modern theory of costs; economies of scale and scope; minimum efficient scale and its competitive implications; learning curve and its usage.

### **Unit-III**

Firm and industry equilibrium under perfect competition, monopoly, monopolistic competition and oligopoly; price discrimination; multi-plant equilibrium; advertising and firm's equilibrium; managerial theories of the firm; pricing policies, practices, strategies and tactics.

### **Unit-IV**

Factor pricing theory-determination of rent, wage, interest and profit; risk and uncertainty in business; risk incorporated into business decisions.

### **Suggested Readings:**

1. H. Craig Petersen and W. Cris Lewis, Managerial Economics, Prentice Hall of India, New Delhi.
2. Dominick Salvatore, Managerial Economics in Global Economy, Thomson Learning, Bombay.
3. Koutsoyiannis, Modern Micro Economics, Macmillan, New Delhi.
4. Manab Adhikary, Business Economics, Excel Books, 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.

L-T-P  
3-1-0

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

**MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR**  
**Paper Code: 16IMB21C2**

**Unit-I**

The concept and process of management; management levels and skills; managerial challenges; approaches to management; nature of managerial decision making; globalisation and management; ethical and social responsibility aspects of management; tasks of a professional manager; information system for management.

**Unit-II**

Planning-concept, types and objective setting; strategic planning process; nature of organising; departmentation; delegation and decentralization of authority; line-staff relationships; span of management; organisational re-engineering; staffing decisions.

**Unit-III**

The leadership function; leadership theories, behaviour and styles; the basic control process; critical control points, standards and benchmarks; control as feedback system; techniques of managerial control; prerequisites for effective control.

**Unit-IV**

Organisational behaviour - concept, challenges and opportunities; types of organisational structures; organisational culture, values and motivation; group behaviour and work teams; organisational communication; organisational conflicts and negotiation; training, development and performance appraisal; organisational change.

**Suggested Readings:**

1. Harold Koontz and Heinz Weihrich, Essentials of Management – An International Perspective, Tata McGraw Hill, New Delhi.
2. James A.F. Stoner, R. Edward Freeman and Daniel R. Gilbert, Management, Pearson Education, Delhi.
3. Stephen P. Robbins, Organisational Behaviour, Prentice Hall of India, New Delhi.
4. F. Luthans, Organisational Behaviour, Prentice Hall of India, N. 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.



L-T-P  
3-1-0

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

**BUSINESS STATISTICS**  
**Paper Code: 16IMB21C3**

**Unit-I**

Significance of statistics in business decisions; basic concepts-descriptive and inferential statistics; population and sample, parameter and statistic; frequency distributions and ogives; types of data, stationary and non-stationary time series, methods of data collection and presentation; basic sampling concepts and methods.

**Unit-II**

Measures of central tendency and dispersion, moments, skewness and kurtosis; simple, multiple and partial correlation; regression analysis: meaning and estimation of simple linear regression model (by OLS method).

**Unit-III**

Probability-basic concepts, postulates and rules; Bayesian Theorem; Probability distributions– Binominal, Normal and Poisson; sampling distributions– large and small sampling; statistical estimation-point and interval estimation.

**Unit-IV**

Statistical quality control: meaning, types of control, control charts for variable and attributes; time series analysis: meaning and component of time series, methods of estimating trend; measures of seasonal variations; constructions of index numbers, Laspeyre's, Paasche's, Fisher's methods, tests of adequacy of index number.

**Suggested Readings:**

1. Murray R. Spiegel and Larry J. Stephens, Statistics, Tata McGraw Hill, New Delhi.
2. Ya-Lun Chou, Statistical Analysis, Rinehart & Winsten, New York.
3. Croxton and Cowden, Practical Business Statistics, Prentice-Hall, London.
4. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi.
5. Amir D. Aczel and Jayavel Sounderpandian, Complete Business Statistics, Tata McGraw Hill, New Delhi.
6. Andy Field, Discovering Statistics using SPSS, SAGE, London.

**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.

L-T-P  
3-1-0

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

**MACRO ECONOMIC MANAGEMENT**  
**Paper Code: 16IMB21C4**

**Unit-I**

Nature of macro-economic system; circular flow of income; national income- concepts and measurement; determinants of economic growth; quantity theory relationship; investment multiplier and accelerator; Keynesian theory of income determination; inter-relationship between inflation rate, exchange rate and interest rate; trade-growth relationship.

**Unit-II**

Nature and components of fiscal policy; fiscal policy operations for macro-economic growth and stabilisation; fiscal deficit and its management; public debt operations and their impact, Central banking operations and aspects of monetary management; growth and stabilisation effects of monetary policy operations; liquidity and interest rate management; co-ordination of fiscal and monetary policies for effective macro-management; corporate adjustments to monetary and fiscal variations.

**Unit-III**

Aspects of balance of payment management; exchange rate management through macro-economic policies; approaches to manage trade and B. O. P. deficits; managing internal and external balance simultaneously; corporate responses to variations in exchange rates and policies.

**Unit-IV**

Approaches to macro-economic planning and objectives; resource mobilization and strategies of current five year plan in India; business opportunities in the current plan; appraisal of plan performance; effect of macro planning on corporate decisions.

**Suggested Readings:**

1. Rudiger Dornbusch, Stanley Fisher and Richard Startz, Macroeconomics, Tata McGraw Hill, New Delhi.
2. Edward Shapiro, Macroeconomic Analysis, Galgotia Publications, New Delhi.
3. Eric J. Pentecost, Macroeconomics – An Open Economy Approach, MacMillan, New Delhi.
4. Michael R. Baye and Dennis W. Jansen, Money, Banking and Financial Markets: An Economics approach, AITBS, New Delhi.
5. Dernburg, T.F. and J.D. Dernburg, Macroeconomic Analysis: An Introduction to Comparative Statistics and Dynamics, Addison-Wesley.

**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.

L-T-P  
3-1-0

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

**ACCOUNTING FOR MANAGERIAL DECISIONS**  
**Paper Code: 16IMB21C5**

**Unit-I**

Nature and scope of accounting concept; principles and standards; journal, ledger and ledger posting; preparation of trial balances; classification of capital and revenue expenditures; fixed assets and depreciation accounting- straight line and diminishing value method; preparation of financial statements along with adjustments.

**Unit-II**

Cost classification; preparation of cost-sheet; inventory accounting-inventory control and pricing methods. Labour cost accounting- remuneration and incentive techniques; conceptual knowledge of allocation of overheads.

**Unit-III**

Budgeting and budgetary control-types of budget; standard costing; variance analysis-material and labour; Fundamentals of strategic cost management; elementary knowledge of activity based cost and its application in budgeting.

**Unit-IV**

Marginal costing and cost-volume profit analysis; performance measurement- RI, ROI, EVA; responsibility accounting and human resource accounting.

**Suggested Readings:**

1. I.M. Pandey, Management Accounting, Vikas Publishing House, New Delhi.
2. Hansen and Mowen, Management Accounting, Thomson Learning, Bombay.
3. M.Y. Khan and P.K. Jain, Management Accounting, Tata McGraw Hill, New Delhi.
4. Hrongren and Sundem, Introduction to Management Accounting, Prentice Hall of India, 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.

L-T-P  
3-1-0

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

**INDUSTRIAL ECONOMICS**  
**Paper Code: 16IMB21C6**

**Unit - I**

Meaning of industrial economics, Concepts and organization of a firm-ownership, control and objective of the firm; Market Structure; Sellers concentration; Product differentiation; Entry Conditions; Economic of scale; Market structure and profitability; Market structure and innovation.

**Unit-II**

Theories of industrial location - Weber and Sargent Florence, Factors affecting location; Market Conduct: Product pricing - Theories and evidence; Investment expenditure methods of evaluating investment expenditure.

**Unit-III**

Theories of Mergers and acquisitions (M & As) and diversification. Market Performance, Growth of the firm; constraints on growth; Productivity, efficiency and capacity utilization concepts and measurement.

**Unit-IV**

Industrial productivity- measurement, partial and total trends. Pattern of Indian industrialization - Public and private; large, medium and small scale industries.

**Suggested Reading:**

1. Barthwal, R.R. (1985), Industrial Economics, Wiley Eastern Ltd. New Delhi.
2. Desai, B. (1999) Industrial Economy in India (3rd Edition) Himalaya Publishing House Mumbai.
3. Divine, P.J. and R.M. Jones et Al (1976), An Introduction to Industrial Economics, George Allen and Unwin Ltd., London.
4. Government of India, Economic Survey (latest issue).
5. Hay, D. and D.J. Morris (1976) Industrial Economics: Theory and Evidence, University Press, New Delhi.
6. Kuchal S.C. (1980) Industrial Economy of India (5th Edition), Chaitanya Publishing House Allabad.
7. Singh, A. and A.N. Sadhu (1988), Industrial Economics, Himalaya, Publishing House, Bombay.

**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.

L-T-P  
3-0-1

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

**COMPUTER APPLICATIONS IN BUSINESS**  
**Paper Code: 16IMB21C7**

**Unit-I**

Basic concepts- data, data processing, data base, data base system; structure of DBMS; database administrator, database user, data models, DBMS architecture; data independence, database languages, distributed data base.

**Unit-II**

Software types- system software, application software and utility software; forms of data transmission; communication channels; modes of data transmission; nature and types of communication packages.

**Unit-III**

Nature, types and criteria for classification of computer networks- LAN, MAN, WAN; network topologies; network architecture; applications of computer networks.

**Unit-IV**

Introduction to SPSS, running SPSS, variables, coding the variables, indicating the decimals places, variables and value labels, missing values, active file, listing data, cleaning data, data tabulations, descriptive statistics, business application of simple and general linear regression.

**Lab:** Working knowledge of MS-Word, MS-Excel, MS-PowerPoint and Internet Surfing.

**Suggested Readings:**

1. Rajaraman: Fundamentals of Computers; Prentice Halls of India, New Delhi
2. White, Data Communication and Networking, Thomson Learning Bombay
3. B. Ram, Computer Fundamentals, New Age, New Delhi.
4. Farouzan, Data Communication and Networking, TMH, New Delhi.
5. Andy Field, Discovering Statistics using SPSS, SAGE, London.

**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.

L-T-P  
3-1-0

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

**BUSINESS COMMUNICATION SKILLS**  
**Paper Code: 16IMB21D1**

**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.

L-T-P  
3-1-0

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

**EVENT MANAGEMENT**  
**Paper Code: 16IMB21D2**

**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.

L-T-P  
3-1-0

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

**INTERNATIONAL ECONOMICS**  
**Paper Code: 16IMB22C1**

**Unit-I**

Areas of international economics; alternative theories of international trade; dynamic factors affecting trade; terms of trade; intra industry trade and transfer pricing; trade-growth interrelationship and implications for macroeconomic policy; foreign trade multiplier; barriers to trade; economic effects of tariffs.

**Unit-II**

Forms of international economic cooperation and integration; trade creating and trade diverting effects of custom union; international capital movements; alternative approaches to FDI.

**Unit-III**

Analytical structure of balance of payment (bop); bop disequilibrium and approaches to adjustment; macroeconomic policy for internal and external balance; alternative exchange rate systems; foreign exchange market and exchange rate determination.

**Unit-IV**

Working of international institutions in trade and finance (WTO, IMF, UNCTAD and World Bank); problem of international liquidity and indebtedness; analysis of India's foreign trade and balance of payment in the post reform period.

**Suggested Readings:**

1. Soderston, Bo, International Economics, Macmillan Press, London.
2. Salvatore, D., International Economics, John Wiley, New York.
3. Porter, M.E., The Competitive Advantage of Nations, The Free Press, New York.
4. King, P., International Economics and International Economic Policy: A Reader, McGraw Hill, New York.
5. Govt. of India, Economic Survey (latest year), Ministry of Finance, Govt. of India, 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.



L-T-P  
3-1-0

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

**OPERATIONS RESEARCH**  
**Paper Code: 16IMB22C2**

**Unit-I**

Significance of operation research in managerial decision making; formulation of linear programming problem and its solution by graphical and simplex methods; idea of infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

**Unit-II**

Transportation problems; unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems.

**Unit-III**

Network Analysis: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off.

**Unit-IV**

Types of inventory, inventory costs, EOQ model, determination of optimal safety stock; Queuing theory: general structure of queuing system, operating characteristics of queuing system, Poisson- exponential single server infinite population model, determination of optimal service level.

**Suggested Readings:**

1. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Wanger, H.M., Principles of Operation Research with Applications to Managerial Decision, Prentice Hall of India, New Delhi.
3. Levin, R. I. and Kirkpatrick, C.A., Quantitative Approaches to Management, McGraw-Hill.
4. Hardy, A. Taha, Operations Research – An Introduction, Macmillan Publishing Co., New York.
5. Harper, W.M., Operations Research, ELBS, London.
6. Hilier, F.S. & Lieberman, G.J., Introduction to Operations Research, Holden Day Inc. San Francisco.
7. Hartley, R.V., Operation Research: A Managerial Emphasis, Good Year Publishing Company, California.

**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.

L-T-P  
3-1-0

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

**BUSINESS ENVIRONMENT ANALYSIS**  
**Paper Code: 16IMB22C3**

**Unit-I**

Business environment-nature, structure and determinants; country risk; political environment and corporate adjustment; corporate social responsibility; corporate governance; international impact on domestic business environment; Government influence on business environment.

**Unit-II**

Economic reforms and the current state of investment and growth environment; fiscal and monetary policy environment; corporate adjustment to interest rates; inflationary environment and corporate adjustment; competitive environment and the Competition Act, 2002; Intellectual property protection regime and R&D environment; consumer protection and marketing decisions; financial environment.

**Unit-III**

Industrial growth scenario; industrial policy design; public sector reforms and public-private partnership; operating environment for SMEs; trends in infrastructure development and policy; current trends in India's service sector; present state of industrial relations.

**Unit-IV**

BOP scenario; globalisation trends and corporate challenges; foreign trade pattern and policy; environment for FDI: exchange rate stability and corporate responses. RTI Act 2005: Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.

**Suggested Readings:**

1. Ruddar Datt(ed.), Second Generation Economic Reforms in India, Deep and Deep, New Delhi
2. N.K.Sengupta, Government and Business, Vikas, New Delhi.
3. S. K. Mishra and V. K. Puri, Economic Environment of Business, Himalaya Publishing, New Delhi.
4. Govt. of India, Economic Survey (latest year), Ministry of Finance, Govt. of India, New Delhi.
5. Council for Social Development: India: Social Development Report, Oxford University Press, 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.

L-T-P  
3-1-0

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

**MARKETING MANAGEMENT**  
**Paper Code: 16IMB22C4**

**Unit-I**

Importance and scope of marketing; marketing concepts; tasks of marketing management; consumer and business markets; developing marketing strategy and plan; marketing environment; marketing research process and information system; building an effective marketing organization.

**Unit-II**

Consumer buying decision process in consumer and business markets; building customer value, satisfaction and loyalty; managing customer relations. Market segmentation, targeting and positioning approaches to deal with market competition.

**Unit-III**

Product levels; developing and introducing new products; product life cycle; branding decisions; managing brand equity; developing brand strategy, packaging decisions; marketing channels and value networks; decisions concerning channel designing and management; market-logistics decisions. Developing effective marketing communications; media decisions; direct marketing; managing personal selling; pricing policies, strategies and tactics.

**Unit-IV**

Ethical issues in marketing; socially responsible marketing; consumerism and marketing decisions; special challenges of rural marketing; e-marketing; evaluating and controlling marketing effort; challenges of global marketing.

**Suggested Readings:**

1. Philip Kotler and Kevin Lane, Marketing Management, Pearson Education, New Delhi
2. Terence A. Shimp, Promotional Management and Marketing Communications, The Dryden Press, Orlando.
3. Richard R. Still, Edward W. Cundiff and Norman A. P. Govoni, Sales Management, Prentice
5. Hall of India, New Delhi.
6. V.S. Ramaswamy and S.Namakumari, Marketing Management: Planning, Control, MacMillan, N. 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.

L-T-P  
3-1-0

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

**HUMAN RESOURCE MANAGEMENT**  
**Paper Code: 16IMB22C5**

**Unit I**

Concepts and perspective of human resource management; human resource management in changing environment; process involved in HRM.

**Unit II**

Human resource planning- long and short term perspective; methods and techniques of forecasting the demand and supply of man power; job analysis and job evaluation; recruitment and selection; employment tests and interviews.

**Unit III**

Training and development of managerial, technical, operating personnel and office staff; workforce adjustment; employee promotion-mechanics system and key issues.

**Unit IV**

Human resource information system; human resource audit; human resource accounting; human resource motivation; compensation- aims and components, factors determining pay rates; establishing pay rates; industrial relations; industrial disputes and dispute resolution; trade unions; employee grievances and discipline; employee empowerment.

**Suggested Readings:**

1. G. Dessler, Human Resource Management, Pearson Education Asia, N. Delhi.
2. Jan Beardwell and Len Holden, Human Resource Management, A Contemporary Perspective, Mac Millan, New Delhi
3. E, Ramaswamy; Managing Human Resources, Oxford University Press, N. Delhi.
4. John Ivancevich, Human Resource Management, Tata McGraw Hill, N. Delhi.
5. Lais R.Gomez-Mejia, David B.Balcin, Robert L.Card, Managing Human Resource, Pearson Education, 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.

L-T-P  
3-1-0

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

**FINANCIAL MANAGEMENT**  
**Paper Code: 16IMB22C6**

**Unit-I**

Nature and scope of financial management; goals and functions of finance; objectives of financial management; impact of financial and economic environment on financial management; time value of money; ratio analysis; fund flow analysis; cash flow analysis.

**Unit-II**

Capital structure decisions; leverages; cost of capital; net income approach; net operating income approach; traditional approach; Merton Miller (MM) approach; EBIT-EPS analysis; debt equity ratio; generation of internal funds; dividend policy determinants.

**Unit-III**

Working capital management; need for working capital; determinants of working capital requirements; estimation of working capital needs; working capital financing; management of cash and inventory; credit management.

**Unit-IV**

Investment decisions- importance and difficulties; capital budgeting techniques; inflation and capital budgeting; risk analysis; risk-adjusted discounting rate; decision tree; independent and dependent risk analysis.

**Suggested Readings:**

1. M. Pandey, Financial Management, Vikas Publishing House, N. Delhi.
2. M. Y. Khan and P. K. Jain, Financial Management, Tata McGraw Hill, Delhi
3. Eugene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, Thomson South Western, Ohio.
4. Van Horne, Financial Management and Policy, Prentice Hall of India, N. Delhi.
5. Prasanna Chandra, Financial Management, Tata McGraw Hill, N. 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.

L-T-P  
3-1-0

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

**OPERATIONS AND SUPPLY CHAIN MANAGEMENT**  
**Paper Code: 16IMB22D1**

**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.

L-T-P  
3-1-0

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

**COST BENEFIT ANALYSIS**  
**Paper Code: 16IMB22D2**

**Unit -I**

Introduction to Cost-Benefit Analysis, Conceptual Foundations of Cost-Benefit Analysis Basic Microeconomic Foundations of Cost-Benefit Analysis, Valuing Benefits and Costs in Primary Markets.

**Unit-II**

Valuing Benefits and Costs in Secondary Markets, Discounting Benefits and Costs in Future Time Periods, Dealing with Uncertainty: Expected Value, Sensitivity Analysis, and the Value of Information.

**Unit-III**

Option Price and Option Value, Existence Value, Social Discount Rate, Valuing Impacts from Observed Behavior: Demonstrations, Valuing Impacts from Observed Behavior: Direct Estimation of Demand Curves, Contingent Valuation: Using Surveys to Elicit Information about Costs and Benefits.

**Unit-IV**

Meaning of Shadow Prices, Shadow Prices from Secondary Sources, Cost-Effectiveness Analysis, Distributional Weighted Cost-Benefit Analysis, Accuracy of CBA.

**Suggested Readings:**

1. Anthony Boardman, David Greenberg, Aidan Vining & David Weimer, Cost-Benefit Analysis, Prentice Hall.

**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.

L-T-P  
3-1-0

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

**PROJECT ECONOMICS AND MANAGEMENT**  
**Paper Code: 16IMB23C1**

**Unit-I**

Concepts of projects; project identification; formulation, analysis, risk, planning, design, report and appraisal; location of an enterprise; factory design and layout.

**Unit-II**

Understanding financial analysis; ratio analysis; fund flow analysis; breakeven analysis; social cost-benefit analysis; budgeting and planning process.

**Unit-III**

Sources of development finance; institutional finance to entrepreneurs; working capital management; incentives and subsidies; policies governing entrepreneurship; role of a consultancy organization.

**Unit-IV**

A review of project performance; post evaluation approach; community participation in projects; SWOT analysis; managing risk and exposure.

**Suggested Readings:**

1. Chandra, P., Project Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi.
2. Hedemey, J.W., Control and Management of Capital Projects, John Wiley, New York.
3. Wysocki, R.K., R. Bick and D. B. Crane, Effective Project Management, John Wiley and Sons, USA.
4. Chaudhary, S., Project Management, Tata McGraw Hill, 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.



L-T-P  
3-1-0

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

**BUSINESS ENTREPRENEURSHIP DEVELOPMENT**  
**Paper Code: 16IMB23C2**

**Unit-I**

Nature and dimensions of entrepreneurship; creativity, innovation and entrepreneurship; entrepreneurship versus intrapreneurship; entrepreneurship and economic growth; basic theories of entrepreneurship; individual and corporate entrepreneurship; entrepreneurial environment; nature of entrepreneurial capital and other resources; e-entrepreneurs; institutional arrangement for the promotion of entrepreneurship.

**Unit-II**

Identifying and evaluating business opportunities; barriers to entrepreneurship; environment analysis for a new venture; entrepreneurial strategy; risk management in entrepreneurship; managing intellectual property issues.

**Unit-III**

Nature of new business planning; preparation of technical, financial and marketing plans; plan format and presentation; plan critiquing; arranging new venture finance; assessing working capital requirements; cash flow management; evaluating outsourcing opportunities.

**Unit-IV**

Creating top management teams; building an enduring organization; major HR tasks of an entrepreneur; entrepreneurial culture and ethics; measuring entrepreneurial performance; business development through licensing, franchising and corporate networking.

**Suggested Readings:**

1. Dollinger, Marc, J., Entrepreneurship: Strategies and Resources, Pearson Education, Delhi.
2. Holt, David, H., Entrepreneurship: New Venture Creation, Prentice Hall of India, New Delhi.
3. Drucker, P., Innovation & Entrepreneurship, Heinemann, London.
4. Hisrich, Robert, D. and Michael P. Peters, Entrepreneurship, Tata McGraw Hill, New Delhi.

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L-T-P  
3-1-0

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

**BUSINESS RESEARCH METHODS**  
**Paper Code: 16IMB23C3**

**Unit-I**

Significance of business research; concepts, constructs, proposition and hypotheses; the process of research; structure of a research proposal; types of business research.

**Unit-II**

Research design concept and types; sampling design types and techniques; probability and non-probability sampling; measurement and scaling techniques; sources and methods of data collection; questionnaire designing.

**Unit-III**

Hypothesis testing; parametric and non-parametric tests (Analysis of Variance, Chi-square test, Sign test, Mann Whitney U-test, Kruskal-Wallis H- Test).

**Unit-IV**

Characteristics of multivariate analysis; dependency techniques in multivariate analysis-multiple regression, discriminant analysis, MANOVA, LISREL, conjoint analysis; interdependency techniques-factor analysis, cluster analysis and multi-dimensional scaling; structure of written research report.

**Suggested Readings:**

1. McBurny, Research Methods, Thomson Learning, Bombay.
2. Donald, R. Cooper and Pamela Schindler, Business Research Methods, Tata McGraw Hill, New Delhi.
3. C.R. Kothari, Research Methodology- Methods and Techniques, Wiley International Ltd, Singapore.
4. Uma Shekhran, Business Research Methods, Wiley Education, Singapore.
5. Andy Field, Discovering Statistics using SPSS, SAGE, London.

**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.

L-T-P  
3-1-0

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

**BUSINESS STRATEGY**  
**Paper Code: 16IMB24C1**

**Unit-I**

Business policy as a field of study; nature and objectives of business policy; strategic management process, vision and mission, establishment of organizational direction, corporate strategy and strategic activation; strategic business units.

**Unit-II**

Top management constituents board of directors, sub-committees, chief executive officer; task, responsibilities and skills of top management; corporate governance.

**Unit-III**

Formation of strategy: nature of company's environment and its analysis: SWOT analysis; evaluating multinational environment; identifying corporate competence and resources; principles and rules of corporate strategy; strategic excellence positions.

**Unit-IV**

Strategic analysis and choice; BCG matrix; GE-Cell Nine matrix; stop light strategic model; directional policy matrix model; grand strategy selection matrix; model of grand strategy clusters; behavioural considerations affecting strategic choice; contingency approach to strategic choice.

**Suggested Readings:**

1. Johnson and Scholes, Exploring Corporate Strategy, Prentice Hall, New Delhi.
2. Thomson, S., Strategic Management, Tata McGraw Hill, New Delhi.
3. Sukul, Compash, Strategic Management, Vikas Publishing, New Delhi.
4. Kazmi, A., Business Policy and Strategic Management, TMH, New Delhi.
5. Wheelen, T. and J.D. Hunger, Strategic Management and Business Policy, Pearson Education, New Delhi.

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L-T-P  
3-1-0

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

**TRAINING AND DEVELOPMENT SYSTEMS AND PRACTICES**  
**Paper Code: 16IMB23DHR1**

**Unit-I**

Nature and scope of training function; organization and management of training functions; role, responsibilities and challenges of training managers; models of training- systematic model and the transitional model; training consultancy.

**Unit-II**

The process and approaches to training needs analysis; teamwork for conducting training needs analysis; training climate and pedagogy; developing training modules.

**Unit-III**

Understanding and developing the objectives of training; facilitation of training with focus on trainee; training designs; facilitation of transfer with focus on organization; training methods; implementation of training programme.

**Unit-IV**

Approaches to management development; sources of knowledge and skill acquisition; types of management development programme; training and development in India.

**Suggested Readings:**

1. Raymond, A.N., Employee Training and Development, Tata McGraw Hill, New Delhi.
2. Soloman, M., A Handbook for Training Strategy, Jaico Publisher, New Delhi.
3. Lynton, R.P., Training for Development, Vistaar, New Delhi.
4. Beunet, R., Improving Training Effectiveness, Aldershot Gower, 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. All questions will carry equal marks.

L-T-P  
3-1-0

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

**INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS**  
**Paper Code: 16IMB23DHR2**

**Unit-I**

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

**Unit-II**

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

**Unit III**

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

**Unit- IV**

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

**Suggested Readings**

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

**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.

L-T-P  
3-1-0

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

**STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**Paper Code: 16IMB24DHR1**

**Unit-I**

Nature of human resource management environment; HR's new role and orientation; HRM for competitive advantage; HR and organizational performance.

**Unit-II**

Investment perspective of HR; investment in training and development; investment practices for improved retention; non-traditional investment approaches; investment in disabled employees; employee assistance programmes.

**Unit-III**

Importance of human resource to strategy; overview of theoretical foundation of strategic HR concepts; strategy-driven role behaviour and practices; integration of strategy with HR planning; determinants and problems of integration.

**Unit-IV**

Strategy implementation for work force utilization; selection of employees; strategically oriented performance management and compensation systems; the role of strategic HR leader; future roles and leadership competencies; managing workforce diversity; cultural issues relating to expatriates.

**Suggested Readings:**

1. Kandula, S.R., Strategic Human Resource Development, Prentice Hall, New Delhi.
2. Boxell and J. Purcell, Strategy and Human Resource Management, McMillan, New Delhi.
3. Mello, J.A., Strategic Human Resource Management, Thompson Learning, New Delhi.
4. Purcell, J., Human Resource Management: A Critical Text, Cincinnati OH: SW, Thompson Learning, New Delhi.

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L-T-P  
3-1-0

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

**ORGANIZATIONAL DEVELOPMENT**  
**Paper Code: 16IMB24DHR2**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Reading:**

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

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L-T-P  
3-1-0

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

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**Paper Code: 16IMB23DFN1**

**Unit-I**

Nature and scope of financial investment and decision making; financial environment; investment risk; marketing risk; interest risk; inflation risk; default risk; nature of stock market; listing of securities; valuation of securities; OTCEI.

**Unit-II**

Techniques of risk measurement and their application; portfolio evaluation; concept of beta; classification of beta-gear and un-gear beta; project beta; portfolio beta; security market line; capital market line; portfolio revision; portfolio reconstruction.

**Unit-III**

Security analysis; fundamental analysis; economy, industry, company and technical analysis; efficient market hypothesis, Dow Jones Theory; measurement of systematic and unsystematic risk

**Unit-IV**

Portfolio analysis; portfolio selection; portfolio theories-Markowitz Model and Capital Assets Pricing Model; portfolio revision; performance evaluation of managed portfolios; Sharpe Ratio; Treynor Ratio; Jensen's Alpha.

**Suggested Readings:**

1. Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Amling, F., Investment, Engle Wood Cliffs, Prentice Hall, New Jersey.
3. Hawgen, H.R., Modern Investment Theory, Engle Wood Cliffs, Prentice Hall, New Jersey.
4. Avdhani, V.A., Security Analysis and Portfolio Management, Himalaya Publishers, New Delhi.

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L-T-P  
3-1-0

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

**FINANCIAL MARKETS AND INSTITUTIONS**  
**Paper Code: 16IMB23DFN2**

**Unit-I**

Classification, role, functions and structure of financial market; role of government; nature and role of money market; structure of money market rates; linkages between money and capital markets; financial markets and economic growth.

**Unit-II**

Capital market-primary and secondary; capital market intermediaries and instruments; valuation of securities; recent developments in capital markets in India; functions and power of SEBI; merchant banking and venture capital; depository institutions.

**Unit-III**

Wealth maximization models and their application in financial decision making; evaluation of risk and return for financial institutions; interest rate analysis; yield curve approach.

**Unit-IV**

Working of financial institutions-commercial banks, mutual funds, Insurance Companies and venture capital institutions; capital adequacy and capital planning; international aspects of financial institutions.

**Suggested Readings:**

1. Bhole, L.M., Financial Institutions and Markets, Tata McGraw Hill, New Delhi.
2. Yeager, Fred, C. and E. Nail. Seitz, Financial Institution Management: Text and Cases, Englewood Cliffs, PHI, New Delhi.
3. Mayo, Financial Institutions, Investment and Management, Thomson Learning, Bombay.
4. Fabozzi, J.F., Foundations of Financial Markets and Institutions, 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.

L-T-P  
3-1-0

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

**FINANCIAL DERIVATIVES**  
**Paper Code: 16IMB24DFN1**

**Unit-I**

Introduction to derivatives; forward and futures contracts, swaps and options; nature of international financial derivatives market; derivatives as hedging instruments; over-the-counter markets; types of traders in derivative markets; nature of stock index futures.

**Unit-II**

Nature of forward exchange contracts; forward contracts for managing foreign exchange risk; forward contracts process; mechanism of futures market; the Hedge Ratio; T-bond and T-note futures; Euro Dollar futures.

**Unit-III**

Currency swaps-mechanism and operations; swap quotes; valuation of currency swaps; currency swaps in managing exchange risk; interest rate swaps; equity swaps; floating rate notes.

**Unit-IV**

Options market-mechanism and operations; option pricing-Black-Scholes Model, Binomial Model; hedging trading; arbitrage with options; recent trends in the development of derivatives market in India.

**Suggested Readings:**

1. Strong, Robert, A., Derivatives: An Introduction, Thomson Learning, Bombay.
2. Redhead, Financial Derivatives: An Introduction to Future/Forward/Options and Swaps, Prentice Hall of India, New Delhi.
3. Don, M., An Introduction to Derivatives and Risk Management, HarCourt College Publishers.
4. Vohra, N. D., and B.R. Badri, Futures and Options; TMH, New Delhi.

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L-T-P  
3-1-0

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

**BANKING AND INSURANCE OPERATIONS**  
**Paper Code: 16IMB24DFN2**

**Unit-I**

Nature and types of banks; banking functions, services and instruments; credit creation and money supply; structure of banking assets and liabilities; banks as executor of monetary policy; current banking in India; aspects of central banking control; banking legislation; e-banking.

**Unit-II**

Bank assets and liability management; credit appraisal techniques; aspects of deposits and credit marketing; loan pricing; management of investment portfolio; bank risk management; international banking; customer relation management.

**Unit-III**

Types of life and general insurance; basic insurance principles; underwriting and rate making standards; reinsurance; role of an actuary; current insurance environment; major aspects of insurance regulation and control; insurance penetration in India

**Unit-IV**

Pricing techniques in life and health insurance; options, guarantees and riders; computation of premium and surrender value; bonus calculation; claim settlement-procedure and documentation; group health insurance; major operational aspects of business property; marine and personal liability insurance.

**Suggested Readings:**

1. Graddy, Duane, B., A.H. Spencer and William H. Brunsen, Commercial Banking and the Financial Services Industry, Prentice Hall, Reston, Virginia.
2. Mishra, M.N., Principles and Practices of Insurance, S.Chand and Co., Delhi.
3. Gupta, P.K., Insurance and Risk Management, Himalya Publishing House, New Delhi.
4. Wilson, J.S.G., Banking Policy and Structure: A Comparative Analysis

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L-T-P  
3-1-0

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

**FOREIGN EXCHANGE MANAGEMENT**  
**Paper Code: 16IMB23DIB1**

**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, McGraw 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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L-T-P  
3-1-0

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

**INTERNATIONAL BUSINESS ENVIRONMENT**  
**Paper Code: 16IMB23DIB2**

**Unit-I**

Recent global trends in international trade and finance; dimensions and modes of IB; structure of IB environment; risk in IB; motives for internationalization of firms; organizational structure for IB; world trading system and impact of WTO; exchange rate systems; global financial system; barriers to IB; international business information and communication.

**Unit-II**

Foreign market entry strategies; country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB.

**Unit-III**

Decisions concerning global manufacturing and material management; outsourcing factors; managing global supply chains; product and branding decisions; managing distribution channels; international promotion mix and pricing decisions; counter trade practices; mechanism of international trade transactions.

**Unit-IV**

Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the LESSARD-LORANGE Model; cross cultural challenges in IB; international staffing decisions; compensation and performance appraisal of expatriate staff; ethical dilemmas and social responsibility issues.

**Suggested Readings:**

1. Daniels, J.D. and H. LEE Radesbaugh, International Business-Environment and Operations (New Delhi; Pearson Education).
2. Hill, Charles W.L., International Business -competency in the Global Marketplace (New Delhi: Tata McGraw Hill).
3. Sundaram, Anant K and Steward J Black, The International Business Environment: Text and Cases (New Delhi: Prentice Hall of India).
4. Sharan, V., International Business: Concept, Environment and Strategy (New Delhi: Pearson Education).
5. Beth V. Yarbrough and Robert H. Yarbrough, The World Economy – Trade and Finance, Thomson Learning, Singapore.

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L-T-P  
3-1-0

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

**INTERNATIONAL FINANCIAL MANAGEMENT**  
**Paper Code: 16IMB24DIB1**

**Unit-I**

Nature and aspects of international financial management; finance functions in an MNC; institutional structure of international financial markets; international monetary system; factors and instruments of international financial flows; sources and cost of international finance; balance of payment flows-analysis and interpretation.

**Unit-II**

International working capital management; aspects of international cash management; investment criteria and borrowing decisions; management of international receivables; securitisation of receivables; challenges of managing international working capital.

**Unit-III**

Decisions relating to foreign direct and portfolio investment; international CAPM; approaches to international capital budgeting; financial aspects of international joint venture; techniques of managing risk and exposure in international investment.

**Unit-IV**

Sources and methods of raising international finance; determinants of financial structure of MNC and their affiliates; costs and risks in international financing; repositioning of funds.

**Suggested Readings:**

1. Levi, M. D., International Finance, Tata McGraw Hill, New Delhi.
2. Buckley, A., Multinational Finance, Prentice-Hall of India, New Delhi.
3. Shapiro, A.C., Multinational Financial Management, Prentice Hall, New Delhi.
4. Apte, P.G., International Financial Management, Tata McGraw Hill, New Delhi.

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L-T-P  
3-1-0

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

**INTERNATIONAL LOGISTICS**  
**Paper Code: 16IMB24DIB2**

**Unit-I**

Logistics-importance and its interface with production and marketing; components of international logistics management; logistical mission: services and costs; logistic operations integration; customer service; international supply chain relationship; international supply contracts; incoterms.

**Unit-II**

Logistical resources; information forecasting: inventory strategy and management; international transportation infrastructure and management; international commercial documentation.

**Unit-III**

Warehouse management and material handling; export packaging; logistics positioning; role of information technology in logistics; information management for global logistics; logistics service firms and third party logistics.

**Unit-IV**

Planning design techniques; planning costing and pricing; operations and logistics control: measuring performance in functional and sectoral integration; control and security aspects in international logistics.

**Suggested Readings:**

1. Christopher, Martin, Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, Addison Weekly Longman, New Delhi.
2. Laylor, David, Manufacturing Operations and Supply Chain Management, Vikas Publishing House, New Delhi.
3. Bowersoze, Douald, J. and J. David Cross, Logistic Management: The Integrated Supply Chain Process, Tata McGraw Hill, New Delhi.
4. Khanna, K.K., Physical Distribution Management: Logistical Approach, Himalaya Publishing House, New Delhi.

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L-T-P  
3-1-0

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

**INTEGRATED MARKETING COMMUNICATION**  
**Paper Code: 16IMB23DMK1**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**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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L-T-P  
3-1-0

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

**CONSUMER BEHAVIOUR**  
**Paper Code: 16IMB23DMK2**

**Unit-I**

Scope and aspects of consumer behaviour; consumer needs and buying motives; buying decision process; life style, psycho-graphic, usage and benefit segmentation of consumer classes; models of consumer behaviour.

**Unit-II**

Influence of culture, sub-cultures and social groups on consumer behaviour; consumer perception and attitude; influence of personality and self-concept on buying behaviour; influence of reference groups.

**Unit-III**

Consumer motivation and involvement; processing of consumer information; consumer learning and memory; family purchase decision process.

**Unit-IV**

Post-purchase behaviour; industrial buying behaviour; basic process of consumer behaviour research; measuring consumer satisfaction; consumer behaviour audit; on-line consumer behaviour.

**Suggested Readings:**

1. Engle, J. F., Consumer Behaviour, Dryden Press, Chicago.
2. Howard, J. A., Consumer Behaviour in Marketing, Engle Wood cliffs, New Jersey.
3. Mowen, Jooan, C., Consumer Behaviour, MacMillan, New York.
4. Schiffman, L.G. and L.L. Kanuk, Consumer Behaviour, Prentice Hall, New Delhi.

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L-T-P  
3-1-0

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

**MARKETING OF SERVICES**  
**Paper Code: 16IMB24DMK1**

**Unit-I**

Growing significance of the service sector; goods v/s services; classification of services and marketing implications; service marketing process; distinctive challenges of service marketing; behaviour in service encounters; consumer purchase decision process for services; consumer difficulties in evaluating services.

**Unit-II**

Service delivery process; basic problems in service operations; service blueprinting; steps in developing service product; challenges of service branding; service positioning in competitive markets; service differentiation; developing the service communication mix; developing and managing service distribution channels; pricing of services.

**Unit-III**

Physical evidence of services; approaches to measure service quality; service quality; service quality information systems; improving service productivity; assessing customer satisfaction in services; service failures and recovery strategies; approaches to customer retention.

**Unit-IV**

Balancing demand and capacity; managing customer waiting line and reservation; human resource issues in service operations; creating a leading service organisation; ethical aspects of service marketing.

**Suggested Reading:**

1. Lovelock, Christopher, Service Marketing: People Technology Strategy, Pearson Education, New Delhi.
2. Zeitham, Valarie, L.A. and Mary J. Bitner, Service Marketing: Integrating Customer, Focus Across the Firm, Tata McGraw Hill, New Delhi.
3. Hoffman and Bateson, Essentials of Service Marketing, Thomson Learning, Bombay.
4. Payne, The Essential of Services Marketing PHI, New Delhi.

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L-T-P  
3-1-0

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

**RETAIL BUSINESS MANAGEMENT**  
**Paper Code: 16IMB24DMK2**

**Unit-I**

Nature and functions of retailing; retail formats; retail business planning; retailing environment-nature and dynamics; retail development and competition; development of organized retailing in India; major international retail chains.

**Unit-II**

Strategic marketing planning for retailing; consumer behaviour in retailing; merchandising operations and strategy; pricing strategies; locational and promotional aspects of retailing.

**Unit-III**

Store design and layout; managing retail service quality; store branding; challenges of service retailing; risk and financial aspects; distribution processes and stages; aspects of supply chain management; inventory decisions; warehouse management.

**Unit-IV**

Retail information systems; building customer relations and loyalty; retail security; out-of-store retailing; challenges of international retailing; HR issues in retailing. An overview of retail industry in India.

**Suggested Readings:**

1. Newman, A.J. and Peter C., Retailing Environment and Operations, Thomson Learning, London.
2. Andersen, C.H., Retailing: Concepts, Strategy and Information, St.Paul MN: West Publishing.
3. Hasty, R. and J. Reardon, Retail Management, McGraw Hill, New York.
4. Berman, B. and R.E Joel, Retail Management: A Strategic Approach, Prentice Hall, New Delhi.

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