

SCHEME AND SYLLABUS
MBA PROGRAMME (D.E)



(w.e.f. Academic Session 2022-23)

MBA PROGRAMME (DE)

(Semester Based)

DIRECTORATE OF DISTANCE EDUCATION
GURU JAMBHESHWAR UNIVERSITY OF SCIENCE AND
TECHNOLOGY,
HISAR

PC
PC MBA (OAL)

b
PC MBA (online)



1. Important Instructions-cum-Ordinance for Implementing the Outcome based Education Scheme and Syllabus of MBA Programme

- i) The MBA programme will be divided into four semesters (two semesters in the first year and two semesters in the second year).
- ii) The course of 05 (five) credits shall be of 100 marks in the ratio of 70% external and 30% internal.
- iii) Unless and otherwise specified at appropriate places, the division and distribution of marks is as under:

Final/Major Test (External)	: 70 Marks
Internal Assessment (Internal)	: 30 Marks
- iv) Unless and otherwise specified at appropriate place for specific course, the instructions to the examiners and students for the External Exam/Major Test of 70 marks will be given as under:
 - a) The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus.
 - b) In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only.
 - c) The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the External Exam/Major Test is 03 (three) hours.
- v) All courses in 1st and 2nd semesters will be compulsory, whereas, the courses in 3rd and 4th semesters will be compulsory, optional-elective, project-work-report and open-elective as well.
- vi) The specific instructions have been given at appropriate places regarding compulsory, optional-elective, project-work-report and open-elective courses depending upon the specializations opted by the students.
- vii) At the end of the second semester, all the students will have to undergo online/offline summer training of 6-8 weeks with an industrial, business or service or academic organization, either through offline or online modes.
- viii) Each student will be required to submit a training report, on a prescribed proforma, in the beginning of third semester along with a certificate issued by the concern where he/she has undertaken the summer training either with an industrial, business or service or academic organization to the Director, DDE up to 30th November without late fees, for the purpose of evaluation in the third semester. However, the guidelines along with prescribed proforma for the purpose will be notified at the end of second semester.
- ix) Each student shall present a seminar on the summer training, during third semester, before a committee of teachers constituted by the Director, DDE.

- x) The distribution of marks of Summer Training Report would be 25 marks for the seminar on training report and 25 marks for the written training report.
- xi) The Committee of Examiners to be appointed by the Director/Principal will evaluate this written training report, the Committee will be coordinated by the Programme Coordinator.
- xii) If any student gets placement offer, through on-campus placement drive, from any public or private sector organization during 4th semester and willing to join immediately, he or she may opt for In-Company-Project-Work for which detailed guidelines will be notified separately, from time to time, after taking necessary approval of competent authority of the university.
- xiii) This new Scheme and Syllabus of MBA Programme shall be effective from the academic session 2022-23.
- xiv) In case of any slip-up in above instructions, the general rules of university ordinance will be applicable if the same is in the interest of students.

Credits for Different Curriculum Components:

Semester-Wise Credit Distribution of MBA Programme			
Sr No	Semester-Wise	Number of Courses	Total No of Credits
1.	1 st Semester	7 Courses	33 Credits
2.	2 nd Semester	7 Courses	35 Credits
3.	3 rd Semester	8 Courses	43 Credits
4.	4 th Semester	4 Courses	20 Credits
		Total	131 Credits
Core and Elective Courses Wise Credit Distribution			

For the purpose of enhancing the current knowledge base, students can also access various online resources (supported by MHRD, Government of India) for their respective courses. These resources are available at:

- <http://nptel.ac.in/courses>
- www.mooc.org
- <https://epgp.inflibnet.ac.in>




Scheme and Syllabus of MBA Programme

The Master of Business Administration is a two-year full time programme, which is divided into four semesters. The course structure, viz, the scheme and syllabus of the MBA Programme is given as under:

SEMESTER-I				
Course Code	Course Title	External	Internal	Number of Credits
MBA-101	Management Process and Organisational Behaviour	70	30	05 Credits
MBA-102	Business Statistics	70	30	05 Credits
MBA-103	Managerial Economics	70	30	05 Credits
MBA-104	Accounting for Managers	70	30	05 Credits
MBA-105	Business Environment	70	30	05 Credits
MBA-106	Business Communication	70	30	05 Credits
MBA-107	Seminar (On Indian Ethos, Computer Applications in Business, Contemporary Issues in Cyber Security and Modern Business)* (Internal)		50	03 Credits
	Total	420	230	33 Credits

* Seminar will be organized by a committee of not less than three teachers.

SEMESTER-II				
Course Code	Course Title	External	Internal	Number of Credits
MBA-201	Marketing Management	70	30	05 Credits
MBA-202	Human Resource Management	70	30	05 Credits
MBA-203	Corporate Financial Management	70	30	05 Credits
MBA-204	Production and Operations Management	70	30	05 Credits
MBA-205	International Business	70	30	05 Credits
MBA-206	Management Science	70	30	05 Credits
MBA-207	Business Research Methods	70	30	05 Credits
	Total	490	210	35 Credits

SEMESTER-III				
Course Code	Course Title	External	Internal	Number of Credits
MBA-301	Strategic Management	70	30	05 Credits
MBA-302	Entrepreneurship Development	70	30	05 Credits
MBA-303	Business Legislation	70	30	05 Credits
MBA-304	Summer Internship and Seminar (Internal)		50	03 Credits
	Elective-I*	70	30	05 Credits
	Elective-II*	70	30	05 Credits
	Elective-III*	70	30	05 Credits
	Elective-IV*	70	30	05 Credits
OE-301	Counseling Skills for Managers	70	30	05 Credits
	Total	560	290	43 Credits

- * The students are required to opt 04 (four) Elective Courses offered in Semester III, all the four courses must be opted from single area of specialization. In addition to above 04 (four) elective courses, the students are also required to opt one Open Elective Course i.e. OE-301.

SEMESTER-IV				
Course Code	Course Title	External	Internal	Number of Credits
MBA-401	Comprehensive Viva- Voce (External)	100		05 Credits
MBA-402	Research Project (optional in lieu of one paper)**	70	30	05 Credits
	Elective-I*	70	30	05 Credits
	Elective-II*	70	30	05 Credits
	Elective-III*	70	30	05 Credits
	Or			
MBA-410	In-Company-Project-Work***			15 Credits
	Total			20 Credits

- * The students are required to opt 3 (three) Elective Courses offered in Semester IV, all the three papers must be opted from single area of specialization.

- ** Instructions for Research Project: The following instructions will be followed:
- Research project, which is optional, should be from major or core area of specialization of the student and shall be in lieu of one paper of his/her major or core area of specialization.
 - Students opting for MBA-402 Research Project in the 4th semester will have to register for the project in Semester III itself by submitting a synopsis along with consent of the

- supervisor from the concerned department in the Office of DDE by 30th November.
- iii) Research project will be accepted for submission and evaluation when at least one research paper out of the project work has been published or accepted in a research journal, or presented in any national conference/seminar. If a student fails to do so, then he/she has to give the presentation of the research project before a committee constituted by Director, DDE.
 - iv) External examiner will evaluate the Research Project and will conduct viva-voce of 70 marks. However, the guide will submit the internal awards out of 30 marks separately on the basis of overall performance of the student in the project.
 - v) The panel of examiners/experts will be provided by Director, DDE. The internal examiner for assisting the external examiner for evaluation and conducting viva voce will be appointed by the Director, DDE.

- *** Instructions for In-Company-Project-Work: The following instructions will be followed:
- i) If any student gets placement offer, through on-campus placement drive, from any public or private sector organization during 4th semester and willing to join immediately, he or she may opt for In-Company-Project-Work for which detailed guidelines will be notified separately, from time to time, after taking necessary approval of competent authority of the University.
 - ii) However, such In-Company-Project-Work will be jointly supervised by the Academic Guide (to be nominated by the Director, DDE) and Industry Guide (to be appointed by the competent authority of the concerned organization, who has offered appointment letter to the student and the organization requires to join immediately). The Academic Guide will get two hours per week credit per student maximum up to ten credits in his or her teaching workload during the semester.

The List of Elective Papers for Semester III and IV is as follows...



Human Resource Management Area

3rd Semester

Course Code	Course Title	External	Internal	Number of Credits
HRM-301	Management of Industrial Relations	70	30	5 Credits
HRM-302	Human Resource Planning	70	30	5 Credits
HRM-306	Leadership Dynamics	70	30	5 Credits
HRM-308	Training and Development	70	30	5 Credits

4th Semester

Course Code	Course Title	External	Internal	Number of Credits
HRM-401	Labour Laws	70	30	5 Credits
HRM-402	Human Resource Development	70	30	5 Credits
HRM-404	Organizational Change and Intervention Strategies	70	30	5 Credits



Finance Area

3rd Semester

Course Code	Course Title	External	Internal	Number of Credits
FM-302	Security Analysis	70	30	5 Credits
FM-303	Project Management	70	30	5 Credits
FM-304	Management of Banks and Financial Institutions	70	30	5 Credits
FM-306	Public Finance	70	30	5 Credits

4th Semester

Course Code	Course Title	External	Internal	Number of Credits
FM-401	Portfolio Management	70	30	5 Credits
FM-404	International Financial Management	70	30	5 Credits
FM-406	Financial and Commodity Derivatives	70	30	5 Credits



Marketing Area

3rd Semester

Course Code	Course Title	External	Internal	Number of Credits
		70	30	5 Credits
MM-301	Consumer Behavior	70	30	5 Credits
MM-302	Marketing Research	70	30	5 Credits
MM-304	Sales & Distribution Management	70	30	5 Credits
MM-306	Marketing of Services	70	30	5 Credits

4th Semester

Course Code	Course Title	External	Internal	Number of Credits
		70	30	5 Credits
MM-401	Global Marketing	70	30	5 Credits
MM-403	Rural Marketing	70	30	5 Credits
MM-405	Retail Management	70	30	5 Credits

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International Business Area

3rd Semester

Course Code	Course Title	External	Internal	Number of Credits
IB-302	Export-Import Procedures and Documentation	70	30	5 Credits
IB-303	India's Foreign Trade & Policy	70	30	5 Credits
IB-305	International Logistics	70	30	5 Credits
IB-307	Risk Management in International Business	70	30	5 Credits

4th Semester

Course Code	Course Title	External	Internal	Number of Credits
IB-401	Foreign Exchange Management	70	30	5 Credits
IB-403	Management of International Finance	70	30	5 Credits
IB-404	Global Strategic Management	70	30	5 Credits



Production and Operations Management Area

3rd Semester

Course Code	Course Title	External	Internal	Number of Credits
POM-301	Purchase and Materials Management	70	30	5 Credits
POM-302	Total Quality Management	70	30	5 Credits
POM-304	Service Operations Management	70	30	5 Credits
POM-305	Technology Management	70	30	5 Credits

4th Semester

Course Code	Course Title	External	Internal	Number of Credits
POM-401	Operations Research	70	30	5 Credits
POM-405	Warehouse Management and Inventory Control	70	30	5 Credits
POM-406	Project Management	70	30	5 Credits

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Information Technology Management Area

3rd Semester

Course Code	Course Title	External	Internal	Number of Credits
ITM-301	E-Commerce Applications	70	30	5 Credits
ITM-302	Internet and Web Designing	70	30	5 Credits
ITM-303	Relational Data Base Management Systems	70	30	5 Credits
ITM-304	E-Business Information Systems Management	70	30	5 Credits

4th Semester

Course Code	Course Title	External	Internal	Number of Credits
ITM-401	Data Ware Housing and Data Mining	70	30	5 Credits
ITM-403	Systems Analysis and Design	70	30	5 Credits
ITM-404	Principles of Programming Language	70	30	5 Credits



The Detailed Syllabus of MBA Programme as follows...

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FIRST SEMESTER

MBA-101 MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOR

Time Allowed: 3 Hours

M.M:70

Course Objective: *The objective of this paper is to familiarize the students with basic management concepts and behavioral processes in the organization.*

Course Outcomes:

- CO1:** Students will be able to recall the concepts of management process and organizational behavior.
- CO2:** Students will be able to understand individual and group behavior, and understand the implications of organizational behavior on the process of management.
- CO3:** Students will be able to employ different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
- CO4:** Students will be able to appraise the basic design elements of organizational structure and evaluate their impact on employees.
- CO5:** Students will be able to evaluate how organizational change and culture affect working relationships within organizations.
- CO6:** Students will be able to design strategies to manage individual, group and organizational behaviour.

Course Contents:

UNIT-I

Introduction to management: Meaning, nature and scope of management; Evolution of management thoughts: School of management thoughts, Approaches to management; Managerial skills; Managerial functions; Social Responsibility of managers and business; Challenges before modern managers

UNIT-II

Managerial functions: Planning, Decision Making, Management by Objectives; Organizing, Organizational Design, Organizational Structure, Authority and Responsibility, Power, Decentralization; Staffing; Directing, Leading, Motivating, Communicating; Controlling; Co-ordinating.

UNIT-III

Organizational Behavior: concepts, determinants, challenges and opportunities of OB; contributing disciplines to the OB; Organizational culture and climate, Impact of organizational structure on OB; Understanding and managing individual behavior: Personality; Perception; Values; Attitudes; Learning.

UNIT-IV

Understanding and managing group processes: Interpersonal and Group Dynamics; Understanding Self: Transactional Analysis; Applications of Emotional Intelligence in organizations; Conflict Management; Stress Management.

Suggested Readings:

1. Chandan, J.S., *Organizational Behaviour*, Vikas Publications
2. Koontz, H & Wehrich, H., *Management*, Tata McGraw Hill.
3. Luthans, F., *Organizational Behaviour*, Tata McGraw Hill.
4. Robbins, S.P., *Management*, Prentice Hall Ins.
5. Robbins, S., Judge, T. & Sanghi, S., *Organizational Behaviour*, Prentice Hall of India.
6. Stoner, J., *Management*, Prentice Hall of India.
7. Davis, K., *Organisational Behaviour*, Tata McGraw Hill.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this course is to make students learn about the applications of statistical tools and techniques for decision making.*

Course Outcomes:

CO1: Students will be able to recall different terms used in statistics.

CO2: Students will be able to understand the different methods used in statistics.

CO3: Students will be able to apply the knowledge of statistics in their future studies as well as in corporate sector also.

CO4: Students will be able to analyze the importance of statistics in business.

CO5: Students will be able to evaluate the proficiency of statistical methods in an industry or business.

CO6: Students will be able to assemble the different methods of statistics for the well being of business

Course Contents:**UNIT-I**

Univariate analysis: central tendency, dispersion (theoretical concept); Probability: Introduction, addition theorem, multiplication theorem, conditional probability, Bayes Theorem. Theoretical probability distributions: Binomial, Poisson, Normal Distribution; their characteristics and applications.

UNIT-II

Sampling: probability and non-probability sampling methods; Sampling distribution and its characteristics; Hypothesis testing: hypothesis formulation, and testing; Statistical Tests: z-test, t-test, F-test, Analysis of variance, Chi-square test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.

UNIT-III

Correlation analysis: simple, partial and multiple correlations; Regression analysis: simple linear regression model, ordinary least square method. Time series analysis: components of a time series and their measurements and uses.

UNIT-IV

Index numbers: meaning and types, methods for measuring indices, adequacy of indices; Statistical quality control: causes of variation in quality, Control Charts, Acceptance sampling.

Suggested Readings:

1. Gupta, S.P., *Statistical Methods*, Sultan Chand & Sons
2. Anderson, Sweeney and Williams, *Statistics for Business and Economics*, Cengage Learning.
3. Ken Black, *Business Statistics*, Wiley.
4. Levin, Richard I and David S Rubin, *Statistics for Management*, Prentice Hall, Delhi.
5. Aczel and Sounderpandian, *Complete Business Statistics*, Tata McGraw Hill, New Delhi.
6. Hooda, R.P., *Statistics for Business and Economics* Macmillan, New Delhi.
7. Heinz, Kohler, *Statistics for Business & Economics*, Harper Collins, New York.
8. Lawrence B. Morse, *Statistics for Business & Economics*, Harper Collins, NY

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this course is to acquaint the students with concepts and techniques used in the field of economics and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.*

Course Outcomes:

- CO1:** Students will be able to define the terms associated with managerial economics.
- CO2:** Students will be able to explain different theories of managerial economics.
- CO3:** Students will be able to apply the models of managerial economics in business decisions.
- CO4:** Students will be able to examine the demand and supply forces and their effect on pricing and output related decisions.
- CO5:** Students will be able to evaluate the effectiveness of various models and theories of managerial economics in demand, supply, production and costs related decision making procedures.
- CO6:** Students will be able to create the competitive strategies to ensure optimum utilisation of resources.

Course Contents:**UNIT-I**

Theory of demand and consumer equilibrium-utility and indifference curve approach; Demand function; Elasticity of demand and its significance in managerial decision-making; Demand forecasting and its techniques.

UNIT-II

Theory of Cost: Types of cost: production cost, selling cost, R&D Cost, short run and long run cost curves, relation between cost and revenue, break-even point; Economies and diseconomies of scale and scope; Production function: Short term and long run production function, law of variable proportion and return to scale, Iso-quant curves.

UNIT-III

Market Structure and Competition: Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

UNIT-IV

Modern theories of firm: Bamoul's theory of sales maximization, Managerial Theory, Behavioral Theory; National Income: Concept and Measurement.

Suggested Readings:

1. Ferguson, P. R. Rothschild, R. Ferguson G.J., Business Economics, Palgrave Macmillan.
2. Dwivedi, D. N., Managerial *Economics*, Vikas Publication.
3. Salvatore, *Managerial Economics in Global Economy*, Thomson Learning.
4. Thomas, C.R. & Maurice S.C., *Managerial Economics*, Tata McGraw Hill.
5. Koutsoyiannis, A., *Modern Economics*, Macmillan

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of financial and accounting information for planning, decision-making and control.*

Course Outcomes:

- CO1:** Students will be able to describe various accounting concepts, principles, techniques associated with decision making.
- CO2:** Students will be able to recognize the usefulness of costing to manager and its applications in the business.
- CO3:** Students will be able to apply the principles, postulates and techniques of accounting for planning and decision making.
- CO4:** Students will be able to differentiate between various types of accounting practices being followed within the organisation.
- CO5:** Students will be able to appraise the performance of organisations with the help of financial statements presented at the end of the year.
- CO6:** Students will be able to formulate advanced policy structure comprising of all accounting information required for controlling deviations in the performance.

Course Contents:**UNIT-I**

Financial Accounting- Meaning, scope and importance; Accounting concepts and conventions; Accounting process: Journal, Ledger and Trial Balance, Depreciation accounting and policy, Preparation of Final Accounts of Joint-stock Companies, Understanding and Analyzing Published Financial Statements of Companies.

UNIT-II

Cost Accounting: Nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost sheet. Budgeting: Types of budgets and their preparation

UNIT-III

Management Accounting: Nature, scope and tools of Management Accounting; Management Accounting vs. Financial Accounting; Financial analysis: Ratio analysis, Cash Flow Statement.

UNIT-IV

Marginal costing: CVP analysis, break-even analysis, Decision involving alternative choices: fixation of selling price, exploring new markets, make or buy decision and product mix decision. An overview of Standard Costing

Suggested Readings:

1. Anthony, R.N. & Reece J.S., *Accounting Principles*, Homewood, Illinois, Rd Irwin.
2. Bhattacharya, S.K. & Dearden, J., *Accounting for Management: Text and Cases*, Vikas Publishing House
3. Gupta, R.L. & Ramaswamy, *Advanced Accountancy*, Volume I&II, Sultan Chand & Sons.
4. Hingorani, N.L. & Ramanathan, A.R., *Accounting*, Sultan Chand & Sons.
5. Jawahar Lal, *Cost Accounting*, Vikas Publishing House.
6. Maheshwari, S.N., *Advanced Accounting*, Vikas Publishing House.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this course is to analyze the micro and macro environment of business in coherent and critical manner.*

Course Outcomes:

- CO1:** Students will be able to define and trace all the indicators of micro and macro environment affecting business organizations
- CO2:** Students will be able to identify and illustrate the impact, challenges and opportunities of all environmental indicators on business organizations
- CO3:** Students will be able to apply and demonstrate the gathered knowledge about how the various laws and other national and international policies influence the organizations in order to take proactive measures so that organizational effectiveness is maintained.
- CO4:** Students will be able to distinguish and examine the necessary techniques and skills that help them in handling the organization's global and national issues efficiently.
- CO5:** Students will be able to evaluate and value the importance of environment within which a business organization has to sustain itself successfully
- CO6:** Students will be able to design and develop their approaches and systems in maintaining coherence both at micro and macro level

Course Contents:**UNIT-I**

Indicators of Internal and External Business environment; Environmental scanning and risk assessment; Concepts of Economic systems; New Industrial Policy-1991 and Recent Financial and Economic Reforms, Recent Monetary and Fiscal Policy and their impact on Business Environment.

UNIT-II

Impact of Political, Economic, Social and Technological Environment on the Emerging Sectors of Indian Economy: Public Sector, Private Sectors, Services Sector and SME Sector; Privatization in India; Public Private Partnership; Challenges and Opportunities in the Rural sector.

UNIT-III

Globalization Business Environment; Opportunities and challenges for MNCs in India; Foreign investment in India; Indian Foreign Trade and its Impact on Balance of Payment, Exchange rate Movements and India's Competitiveness in the world economy; World Trade Trends and Economic Integration. Contemporary Issues: Climate change, Food security, Geopolitics Sustainable Development and De-Globalization.

UNIT-IV

Legislations for Social Responsibilities- Consumer Protection Act, 1986 and its Amendments, Competition Act, 2002 and its Amendments and Environmental Protection Act, 1986; Foreign Exchange Management Act, 1999 (FEMA) and their influences on the Business Environment.

Suggested Readings:

1. Faisal Ahmed and M. Absar Alam. Business Environment: Indian and Global Perspective, PHI, New Delhi. 2014
2. Cherunilam, Francis, *Business Environment*, Himalya Publishing House.
3. Misra, S.K. & Puri, V.K., *Indian Economy*, Himalya Publishing House.
4. Aswath Thapa, K., *Business Environment*, Excel Books.
5. Bedi S.K., *Business Environment*, Excel Books.
6. Khujan Singh, Business Environment – Theory and Practice, IAHRW Publications
7. Paul Jastin, *Business Environment*, Tata Mc Graw Hill.
8. Economic Survey, Govt. of India.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The course is aimed at equipping the students with the necessary techniques and skills that help them in communicating effectively for handling inter as well as intra organizational issues.*

Course Outcomes:

- CO1:** Students will be able to define and outline all four business communication skills i.e. reading, writing, speaking and listening
- CO2:** Students will be able to identify and illustrate communication abilities to face corporate challenges.
- CO3:** Students will be able to apply and demonstrate the gathered knowledge about the business communication regarding both inter and intra organizational situations
- CO4:** Students will be able to distinguish and examine the necessary techniques and skills that help them in communicating effectively for handling organizational issues.
- CO5:** Students will be able to evaluate and judge which business correspondence is required when and how to use it in order to handle corporate tasks.
- CO6:** Students will be able to design and develop their methods and ways in transmitting information within and outside the organizations in the most effective manner

Course Contents:**UNIT-I**

Communication: Importance for business organization; Process and associated hurdles; Principles for effective communication; Dimensions of Communication; Network of communication; Grapevine

UNIT-II

Verbal Communication: Oral and Written; Non-Verbal Communication: Kinesics; Paralanguage; Proxemics; Sign Language. Cross Cultural Communication.

UNIT- III

Essentials of effective business correspondence; Business Letter- Types; Proposal writing Report writing- Essentials, Types, and Steps, Introduction to Plagiarism; Notices, Circulars, Office Orders, Memos, Agenda and Minutes, Representations, Employee Newsletters.

UNIT-IV

Presentation Skills; Listening Skills; Small Talks; Public Speaking; Resume' Writing; Meetings; Interview; Group Discussion; Electronic Mail and Telephone Etiquettes.

Suggested Readings:

1. Raymond V. Lesikar & Marie E. Flatley, *Basic Business Communication*, TMH
2. Murphy H. A. and Hildebrandt H. W., *Effective Business Communications*, TMH
3. Sinha, K.K. *Business Communication*, Galgotia Publishing Co
4. Courtland L. Bovee, John V. Thill & Barbara E. Schatzman, *Business Communication Today*, Pearson Education.
5. Krishna Mohan & Meera Banerji, *Developing Communication Skills*, Macmillan India Ltd.
6. Taylor, S., *Communication for Business*, Pearson Education.
7. Any leading National English Daily

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

MBA-107

SEMINAR

**(On Indian Ethos, Computer Applications in Business,
Contemporary Issues in Cyber Security and Modern Business)
(Internal)**

Time Allowed: 1 Hour

M.M.: 50

Course Objective: *The objective of this course is to acquaint the students with existing issues pertaining to Indian Ethos and business. Also, inculcating in them the ability of expressing themselves to an audience with poise and self- belief.*

Course Outcomes:

- CO1:** Students will be able to define the concept and scope of the seminar topic of their interest relating to Indian ethos or contemporary issues in business.
- CO2:** Students will be able to review an existing issue related to business that can help them to get ahead.
- CO3:** Students will be able to illustrate the possible managerial relevance and implications of the specific issue they have approached.
- CO4:** Students will be able to appraise the relevance of arguments prepared for the topic under consideration.
- CO5:** Students will be able to defend difference in opinion towards a topic.
- CO6:** Students will be able to develop their presentation skills.

Important Instructions for the Programme Coordinator and the Examiner:

- The list of contemporary topics will be announced in the class and at least one topic will be allotted to each student by the Programme Coordinator.
- The Evaluation Committee duly constituted by the Director/Principal will invite a seminar presentation from each student and the evaluation will be done on the basis of communication skills, contents, delivery, body-language and question-answer handling skills of the student on a proforma duly notified to the students in advance.

SECOND SEMESTER

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

Course Outcomes:

- CO1:** Students will be able to recall and describe the fundamental concepts related to marketing.
- CO2:** Students will be able to describe the different approaches of marketing and environment in which marketing systems operate.
- CO3:** Students will be able to demonstrate an understanding of the 4Ps used by the marketers.
- CO4:** Students will be able to examine the upcoming trends of marketing in the ever dynamic business world.
- CO5:** Students will be able to evaluate the marketing strategies and programmes of different products in real world.
- CO6:** Students will be able to design a marketing plan for real world market offering (product/service).

Course Contents:**UNIT- 1**

Nature, scope and concept of marketing; Corporate orientations towards the marketplace; Marketing Mix; Understanding 4 A's of Marketing; Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research; Understanding Consumer and Industrial Markets; Market Segmentation, Targeting and Positioning

UNIT- II

Product decisions: Product concept and classification, product mix, product life cycle, new product development; Product branding, packaging and labeling decisions; Pricing decisions: Factors affecting pricing decisions, setting the price, Pricing strategies and methods.

UNIT- III

Distribution Channels and Logistics Management: nature, types and role of intermediaries; Channel design decisions, Channel behavior and organization, Channel management decisions, Logistics management decisions. Marketing communication and promotion decisions: Factors influencing promotion mix; Advertising decisions; Personal Selling; Sales force management; Sales promotions; Publicity and Public relations.

UNIT- IV

Holistic marketing: Trends in marketing practices, Internal marketing, Socially responsible marketing, Marketing implementation and control; New issues in marketing-Globalization, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing, Ethics in Marketing.

Suggested Readings:

1. Kotler, Philip and Keller, Kevin, *Marketing Management*, Prentice Hall of India
2. Kotler, Philip and Armstrong, G., *Principles of Marketing*, Prentice Hall of India
3. Czinkota & Kotabe, *Marketing Management*, Thomson Learning
4. Ramaswamy, V.S. & Namakumari, S., *Marketing Management: Planning, Control*, Macmillan
5. Kotler, Lane, Keller., *Marketing Management*, Pearson
6. Rajan Saxena, *Marketing Management*, McGraw Hill
7. R. Srinivas, *Case Studies in Marketing- Indian Context*, PHI Learning
8. Stanton, *Fundamentals of Marketing*, McGraw Hill
9. Sontakki, C.N. et al., *Marketing Management*, Kalyani Publishers
10. Kumar, A and Meenakshi, N, *Marketing Management*, Vikas Publishing House Pvt. Ltd.
11. C.K. Prahalad, *The Fortune at the Bottom of Pyramid*, FT Press
12. Matt Haig, *100 Brand Failures*, Kogan Page
13. W. Chan Kim & Renee Mauborgne, *Blue Ocean Strategies*, Harvard Business Review Press

Important Instructions for the Course Coordinator and the Examiner:

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- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.*

Course Outcomes:

CO1: Students will be able to recall the terms associated with Human Resource Management.

CO2: Students will be able to discuss various HR practices used in the business world.

CO3: Students will be able to apply various HR practices.

CO4: Students will be able to compare and contrast HR practices across companies.

CO5: Students will be able to evaluate the effectiveness of HR practices adopted in the organizations.

CO6: Students will be able to create and design the HR strategies related to coping in dynamic business environment.

Course Contents:**UNIT-I**

Introduction to HRM: Concepts and Perspectives of Human Resource Management; Human Resources Management in a Changing Environment; Managerial and Operative Functions of HRM.

UNIT-II

Recruitment, Placement and Retention Strategies; Human Resource Planning; Job Analysis; Methods of Manpower Search; Attracting, Selecting and Retaining Human Resources; Induction and Socialization.

UNIT-III

Training and Development: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Career and Succession Planning; Talent Management.

UNIT-IV

Employee Relations and Compensation Administration: Job Evaluation and Compensation Management; Incentives and Employee Benefits; Employee Welfare; Industrial Relation; Employee Separation Practices, HR Accounting and audit.

Suggested Readings:

1. Aswathappa, K., *Human Resource and Personnel Management*, Tata McGraw Hill.
2. Dessler, G., *Human Resource Management*, Pearson Education.
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press.
4. Bohlander, G. & Snell, S., *Human Resource Management*, Cengage Learning.
5. Patnayak, B., *Human Resource Management*, PHI Learning.
6. Rao, V.S.P., *Human Resource Management*, Excel Books.
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.
8. Noe, Hollenbeck, Gerhart & Wright, *Human Resource Management*, McGraw-Hill Higher Education

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business.*

Course Outcomes:

- CO1:** Students will be able to outline the basic framework of financial management.
- CO2:** Students will be able to explain the role of financial management for financial decision making in business.
- CO3:** Students will be able to apply various theories of capital structure and dividend policy.
- CO4:** Students will be able to examine risk in capital budgeting decisions.
- CO5:** Students will be able to select various sources of finance with evaluation of their cost.
- CO6:** Students will be able to create working capital policy for organization.

Course Contents:**UNIT-I**

Financial Management: meaning, objectives and scope; types of financial decisions, risk-return framework for financial decision-making, time value of money.

Capital Budgeting Decisions: nature, importance and types of investment decision; techniques of evaluating capital budgeting decisions, risk analysis in capital budgeting.

UNIT-II

Capital Structure Decisions: optimum capital structure; theories of capital structure; factors determining capital structure. Sources of long term and short term finance.

Cost of Capital: concept and importance; computations of cost of various sources of finance; weighted average cost of capital.

UNIT-III

Working Capital Management: Concept and types of working capital; operating cycle, determinants of working capital, estimation of working capital requirement; working capital policy; Management of cash, accounts receivables and inventories; financing working capital.

UNIT-IV

Dividend Policy: Dividend and its forms, theories of dividend policy and their impact on the value of a firm; types of dividend policy. An overview of Corporate Restructuring

Suggested Readings:

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey I. M., *Financial Management*, Vikas Publishing.
3. Damodaran, A, *Corporate Finance: Theory and Practice*, John Wiley & Sons.
4. Hampton, John. *Financial Decision Making*, Englewood Cliffs, Prentice Hall Inc.
5. Khan, M.Y. & Jain, P.K., *Financial Management*, McGraw Hill.

Important Instructions for the Course Coordinator and the Examiner:

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- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The Course is designed to acquaint the students with decision making in planning, scheduling and control of production operations in both manufacturing and service organizations.*

Course Outcomes:

- CO1:** Students will be able to recall different terms used in production and operation management.
- CO2:** Students will be able to summarise basic concepts in production and quality control.
- CO3:** Students will be able to apply different techniques/methods for effective management of production.
- CO4:** Students will be able to analyze the utility of different techniques for operation management.
- CO5:** Students will be able to evaluate the performance of different methods used for management of materials, its production process and operation.
- CO6:** Students will be able to create and design new techniques for quality control in the process of production and operation management.

Course Contents:**UNIT-I**

Nature and Scope of Production and Operations Management; Types of Manufacturing Systems
Facility Location; Plant Layout: Layout Planning and Analysis.

UNIT-II

Production Planning: Capacity Planning, Aggregate Planning, Master Production Scheduling,
Material Requirement Planning; Maintenance Management.

UNIT-III

Material Management: An overview of Material Management, Inventory Control, Purchase Management, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

UNIT-IV

Quality Control: Statistical Quality Control, Acceptance Sampling, Total Quality Management, ISO-9000; Work Study: Method Study, Work Measurement.

Suggested Readings:

1. Heizer, J. & Render, B., Operations Management, Pearson.
2. Gaither, N. & Frazier, G., Operations Management, Thomson.
3. Adams, Everett E. (Jr.) and Ebert, Ronald J., Production and Operations Management: Concepts, Models and Behavior, Prentice Hall of India.
4. Krajewski Lee J. & Ritzman Larry P., Operations Management: Processes and Value Chain, Pearson.
5. Buffa, E. S. & Sareen, Modern Production Management, John Wiley.
6. Chary, S. N., Production and Operations Management, Tata McGraw Hill.
7. Richard, B. Chase, F. Robert Jacobs, Nicolas J. Aquilano & Nitin K Agarwal, Operations Management for Competitive Advantage, Tata McGraw Hill.
8. Nair, N.G. Production and Operations Management, Tata McGraw Hill.

Important Instructions for the Course Coordinator and the Examiner:

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Course Objective: *The objective of this course is to highlight the international environment, including relationships between business, government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.*

Course Outcomes:

- CO1:** Students will be able to describe the different concepts and terms used in the literature of International Business.
- CO2:** Students will be able to identify the importance of tariffs, theories, modes, foreign exchange market, international organization and strategies.
- CO3:** Students will be able to illustrate and interpret the macroeconomic changes that affect the international business.
- CO4:** Students will be able to examine the recent practices followed across functional areas of international business.
- CO5:** Students will be able to evaluate the strategic alliance, merger and acquisition, joint venture and regulation of international business.
- CO6:** Students will be able to design international business strategies.

Course Contents:**UNIT – I**

Overview of International Business: Evolution and development of international business; International Business Environment: Factors leading to growth in international business, Modes of international business.

UNIT –II

An overview of International trade theories, Commercial Policy Instruments: Tariff and Non-Tariff Measures and their impact; Balance of Payment Account, Foreign Direct Investment, International Financial Environment; Foreign Exchange Rates and Markets, Management of exchange rate.

UNIT- III

Organizational Structure for International Business, International Marketing Management, International Financial Management, International Production Management, International HRM, International Business Negotiations, Recent developments and issues in International Business.

UNIT- IV

Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers, Strategic Alliances, Mergers and Acquisitions, Foreign Trade Promotion, Indian Joint Ventures Abroad, Multilateral regulation of trade and investment: IMF, World Bank, WTO, UNCTAD, Regional Economic Cooperation.

Suggested Readings:

1. Korth, Christopher M., *International Business Environment and Management*, Prentice Hall.
2. Ramu, S. Shiva, *International Business: Governance Structure*, Wheeler Publishing.
3. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications.
4. Mithani, D.M., *International Economics*, Himalaya Publishing House.
5. Charles W.L. Hill, *International Business*, Tata MC Graw-Hill.
6. Czinkota, Ronkainen & Moffet, *International Business*, Thomson, South-Western.
7. Daneiels, Radebaugh and Sullivan, *International Business, Environments and Operations*, Pearson Education.
8. V. Sharan, *International Business, concept, environment and strategy*, Pearson Education

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Course Objective: *The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.*

Course Outcomes:

- CO1:** Students will be able to define the basic concepts in the field of Management Science.
- CO2:** Students will be able to recognize the contribution of Management Science in quality decision making.
- CO3:** Students will be able to apply various methods and techniques to optimize the utilization of the resources.
- CO4:** Students will be able to appraise the utility of different methods in finding optimal solutions of the managerial problems.
- CO5:** Students will be able to evaluate the performance and suitability of different methods used for efficient utilization of the resources.
- CO6:** Students will be able to formulate the problems and interpret the results produced by the applied models.

Course Contents:**UNIT-I**

Management Science - Basic concepts and its role in decision-making. Linear programming: meaning, scope & assumptions, Formulation of linear programming problem & solution by graphical & simplex methods and some special cases.

UNIT-II

Duality and Sensitivity analysis: change in objective function coefficient and availability of resources with simplex method. Transportation - Some special cases like maximization, unbalanced problems, degeneracy in transportation models, Assignment models (HAM).

UNIT-III

Queuing theory (single channel Poisson arrivals with exponential service time, infinite population model); Inventory management techniques (Deterministic Model), special techniques of inventory management; PERT/CPM - Network analysis, determining the critical path, calculation of float.

UNIT-IV

Game theory: Pure and mixed games, dominance and graphical method. Decision theory: one stage and multi stage decision trees; Introduction to Integer programming, Goal programming, Dynamic programming.

Suggested Readings:

1. Vohra, N.D. *Quantitative Techniques in Management*, Tata McGraw Hill.
2. Budnik, Frank S. Dennis Mcleavy, Richard *Principles of Operations Research*, Richard Irwin, Illinois - All India Traveller Bookseller
3. Sharma, J K. *Operations Research: Theory and Applications*, New Delhi, Macmillian India Ltd.
4. Taha, H A., *Operations Research - An Introduction*, New York, Mc-Millan.
5. Narang, A S. *Linear Programming and Decision Making*, Sultan Chand.

Important Instructions for the Course Coordinator and the Examiner:

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Course Objective: *This course is designed to introduce the students to the fundamentals of research methods and to equip them to follow scientific methods in solving business problems.*

Course Outcomes:

- CO1:** Students will be able to relate with the basic understanding of research methodology in the changing business scenario.
- CO2:** Students will be able to identify and classify the application of analytical techniques to face the tasks aimed at fulfilling the objective of business decision making.
- CO3:** Students will be able to apply and demonstrate an understanding of ethical dimensions of conducting research.
- CO4:** Students will be able to distinguish and examine the necessary experimental techniques that help in scientific decision making.
- CO5:** Students will be able to judge and support best alternatives relating to the practices learnt through research methods.
- CO6:** Students will be able to assemble and formulate advanced ways of taking decisions in a logical manner.

Course Contents:**UNIT –I**

Introduction to Research: Defining Business Research, Types of Research; Scientific Method, Theory Building, Type of Variables; Research Process: Problem Definition, Exploratory Research.

UNIT –II

Research Designs: Concept, Need and Types of Research Designs; Survey Research: Nature of Surveys, Errors in Survey Research, Personal Interview, Telephone Interview, Self-Administered Questionnaire; Observation Methods; Introduction to Experimental Research.

UNIT –III

Sampling Design: Census v/s Sampling, Sampling Methods, Determination of Sample Size; Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Basic Concepts of Reliability and Validity

UNIT –IV

Data Analysis: Descriptive Statistics, Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis; Report Writing.

Suggested Readings:

1. Zikmund, W. G. *Business Research Methods*. Thomson.
2. Copper, D. R., Schindler P. S. & Sharma, J. K. *Business Research Methods*, McGraw Hill Education.
3. Burns, R. B. & Burns, R. A. *Business Research Methods and Statistics using SPSS*, SAGE Publications Ltd.
4. Bajpai, N, *Business Research Methods*, Pearson.
5. Chawla, D. & Sondhi N., *Research Methodology: Concepts and Cases*, Vikas Publishing House.
6. Panneerselvam, R, *Research Methodology*, Prentice Hall India.
7. Kothari, C.R. *Research Methodology & Technique*, New Age International Publishers.

Important Instructions for the Course Coordinator and the Examiner:

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**FINAL YEAR
COMPULSORY PAPERS**

Course Objective: *The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.*

Course Outcomes:

CO1: Students will be able to outline the type of decisions taken at different levels of organisation.

CO2: Students will be able to explain the process of strategic decision making in an organisation.

CO3: Students will be able to apply various tools to assess business environment.

CO4: Students will be able to differentiate among various stages of strategic management starting from strategy formulation to its evaluation.

CO5: Students will be able to evaluate the strategy which best fits in achieving the organisational goals.

CO6: Students will be able to develop a framework of how an organisation actually works by developing policies and strategies.

Course Contents:**UNIT-I**

An introduction to business policy - Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making.

UNIT-II

Strategy formulation: Company's vision, mission and objectives; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy, Concept of value chain, core competency, resource base theory and competitive advantage.

UNIT-III

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

UNIT-IV

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

Suggested Readings:

1. Jauch & Glueck, *Business Policy and Strategic Management*, McGraw-Hill Publications.
2. Thompson A.A. and Stickland A.J, *Strategic Management- Concept and cases*, Pearson
3. Michael Porter, *Competitive Advantage of Nations*, Free Press.
4. Azhar Kazmi, *Business Policy and Strategic Management*, Thomson Learning
5. Kenneth, A. Andrews, *Concepts of corporate Strategy*, Irwin/McGraw-Hill
6. Melvin J. Stanford, *Management Policy*, Prentice-Hall
7. Pearce, J. A., II, and R. B. Robinson, Jr. *Strategic Management: Strategy Formulation, Implementation, and Control*, Chicago, IL: R. D. Irwin, Inc
8. Jean-Louis Schaan, & Micheál J. Kelly *Cases in Alliance Management: Building Successful Alliances*, SAGE Publications

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Course Objective: *The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.*

Course Outcomes:

CO1: The students will be able to list various constituents of entrepreneurship development.

CO2: The students will be able to identify the various environmental factors affecting entrepreneurship development

CO3: The students will be able to demonstrate skills to develop business plan at individual level.

CO4: The students will be able to examine the feasibility of a business.

CO5: The students will be able to evaluate the funding alternatives available for entrepreneurs.

CO6: The students will be able to develop and implement a business plan.

Course Contents:**UNIT-I**

Concept of Entrepreneur and Entrepreneurship, Entrepreneur vs. Manager, Significance of Entrepreneurship in Economic Development; Economic, Social and Psychological needs for Entrepreneurship; Characteristics, Qualities and Pre-requisites of Entrepreneur; Rural Entrepreneurship.

UNIT-II

The Function of the Entrepreneur in Economic Development of a Country; Methods and Procedures to start and expand one's own Business; Achievement Motivation; Environmental Factors affecting success of a new Business.

UNIT-III

Feasibility Study -Preparation of Feasibility Reports: Selection of factory location, Economic, Technical, Financial and Managerial Feasibility of Project.

UNIT-IV

Government support to new Enterprises; Role of Government and Promotional agencies in Entrepreneurship Development; Entrepreneurship Development Programmes in India

Suggested Readings:

1. Clifton, Davis S & Fyfe, David E., *Project Feasibility Analysis*, John Wiley.
2. Desai, A N., *Entrepreneur & Environment*, Ashish Publications.
3. Drucker, Peter., *Innovation and Entrepreneurship*, Heinemann.
4. Jain R., *Planning a Small Scale Industry: A Guide to Entrepreneurs*, S.S. Books.
5. Kumar, S A., *Entrepreneurship in Small Industry*, Discovery.
6. McClelland, D C & Winter, W G., *Motivating Economic Achievement*, Free Press.
7. Pareek, Udai and Venkateswara Rao, T., *Developing Entrepreneurship -A Handbook Learning Systems*, Learning Systems

Important Instructions for the Course Coordinator and the Examiner:

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Course Objective: *The aim of the paper is to acquaint the students with the Business law and Company law in their future role as managers.*

Course Outcomes:

- CO1:** Students will be able to define laws applicable to a business.
- CO2:** Students will be able to classify different laws and explain their specific purpose.
- CO3:** Students will be able to illustrate cases of law and interpret own manner to solve the problems of business class
- CO4:** Students will be able to examine company laws and compare it with previous laws before amendment of 2013
- CO5:** Students will be able to evaluate the existing business laws in India and analyse their importance
- CO6:** Students will be able to formulate guidelines according to regulatory framework of an organisation

Course Contents:**UNIT-I**

The Indian Contract Act, 1872: Meaning of a Contract, Classification of Contracts, Essentials of a Valid Contract; Performance of a Contract; Discharge of a Contract; Breach of Contract; Quasi Contracts; Contract of Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.

UNIT-II

The Sales of Goods Act, 1930: Meaning and essentials of a valid contract of sale, Distinction between sale and agreement to sell, Meaning of goods and their classification, Conditions and warranties, Doctrine of Caveat Emptor, Rights of an unpaid seller, Rights of buyer; Negotiable Instruments Act, 1881: Meaning and characteristics of negotiable instrument, Types of negotiable instruments and their characteristics, Holder and Holder-in-due-course, Discharge and Dishonour of negotiable instruments, Negotiation and Assignment.

UNIT-III

The Companies Act, 2013; Meaning and Characteristics of a Company; Objects and Applications of Companies Act, 2013; Landmark provisions of new Companies Act, 2013; Classification of companies, Concept of One Person Company; Formation of a company, Memorandum and Articles of association, Prospectus, Allotment of shares and share capital, Membership in companies.

UNIT-IV

Meetings of Companies: General principles of meetings, Types of meetings; Prevention of Oppression and Mismanagement; Winding up of a Company; Consumer Protection Act: Define consumer rights, provisions regarding complaints in consumer courts, Unfair Trade Practices and Restrictive Trade Practices, Consumer Protection Council, Consumer forum.

Suggested Readings:

1. Gulshan, S.S. and Kapoor, G.K., *Business Law including Company Law*, New Age International Publication.
2. Macintyre, E., *Business law*, Pearson Education.
3. Tulsian, *Business law*, Tata McGraw Hill.
4. Majumdar A.K. and Kapoor G.K., *Company Law and Practices*, Taxmann Publication.
5. Kothari, V., *Understanding Companies Act, 2013*, Taxmann Publication.
6. Pathak, A., *Contract Law in India*, Oxford University Press.
7. Gogna, P.P.S., *A Textbook of Company Law*, S. Chand Publishing.
8. Nolakha, R.L., *Company Law and Practice*, Vikas Publishing House Private Limited.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this course is to enable students to explore a career path and give themselves an edge in job market.*

Course Outcomes:

- CO1:** Students will be able to describe organizational structure and its functions with all the theoretical aspects learned in class room settings and simulated environment
- CO2:** Students will be able to identify (through understanding and learning the routine tasks within the organization) which work they would prefer to do after completion of MBA.
- CO3:** Students will be able to interpret the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization.
- CO4:** Students will be able to appraise the practical exposure and knowledge related to the job of their interest by working as an intern in any organization.
- CO5:** Students will be able to evaluate their learning during the internship phase and report it in form of a seminar.
- CO6:** Students will be able to assemble and present the learnings from internship.

Important Instructions for the Programme Coordinator and the Examiner:

- The list of students will be notified by the Programme Coordinator in the class along with the schedule of seminar presentation by each student during the semester.
- The Evaluation Committee duly constituted by the Director/Principal will invite a seminar presentation from each student on his/her summer training and the evaluation will be done on the basis of exposure to industry/academics, problem undertaken, communication skills, contents, delivery, body-language and question-answer handling skills of the student on a preform duly notified to the students in advance.

Course Objective: *The objective of the course is to enable students to get a thorough understanding of what conceptual knowledge they have acquired and how they will be able to express it unambiguously in a demanding situation*

Course Outcomes:

- CO1:** Student will be able to recall the important terms related to core and general courses of management.
- CO2:** Students will be able to explain their understanding about learnings from the programme.
- CO3:** Students will be able to demonstrate their soft and hard skills.
- CO4:** Students will be able to examine their own spontaneity, mannerisms and presence of mind which will help them in introspection for future such events (Job Interviews).
- CO5:** Students will be able to defend the knowledge about their respective field.
- CO6:** Students will be able to assemble their experiences gained during the programme.

Important Instructions for the Programme Coordinator and the Examiner:

- The Programme Coordinator will announce in the class in the beginning of the semester regarding the significance of the Comprehensive Viva-Voce Examination and the expectations of the Panel of Examiners from the passing out students of MBA Programme.
- The Panel of Examiners duly constituted by the COE/Director/Principal will conduct an oral viva-voce examination to assess the overall programme objectives and overall course outcomes achieved by the students, during the programmes, on the basis of communication skills, course contents, analytical ability and question-answer handling skills of the student on a proforma duly notified to the students in advance.

Course Objective: *The objective of this course is to make students understand the scientific and systematic way of solving organizational problems by making valuable choices*

Course Outcomes:

- CO1:** Students will be able to draw a management problem in a scientific manner.
- CO2:** Students will be able to recognize the impediments and nuances associated with data requirements and find out the practical techniques of collecting data relevant for a research study.
- CO3:** Students will be able to apply the conceptual knowledge in a practical situation and learn how to conduct a study and present it in form of a report.
- CO4:** Student will be able to distinguish the appropriate data analysis techniques thus reporting the findings and suggestion associated with the problem at hand.
- CO5:** Students will be able to evaluate the procedure for the scientific and systematic research in solving pragmatic problems of any organization.
- CO6:** Student will be able to construct and formulate research problems objectively thus enabling themselves to make effective decisions.

Instructions for Research Project: The following instructions will be followed:

1. Research project, which is optional, should be from major or core area of specialization of the student and shall be in lieu of one paper of his/her major or core area of specialization.
2. Students opting for MBA-402 Research Project in the 4th semester will have to register for the project in Semester III itself by submitting a synopsis along with consent of the supervisor in the office of DDE up to by 30th November.
3. Research project will be accepted for submission and evaluation when at least one research paper out of the project work has been published or accepted in a research journal, or presented in any national conference/seminar. If a student fails to do so, then he/she has to give the presentation of the research project before a committee constituted by Director, DDE.

4. The external examiner, appointed by the COE/Director, will evaluate the Research Project and will conduct viva-voce of 70 marks. However, the guide will submit the internal out of 30 marks separately.
5. The panel of examiners/experts will be provided by Director, DDE. The internal examiner for assisting the external examiner for evaluation and conducting viva voce will be appointed by the Director, DDE.

Course Objective: *The objective of this course is to make the already placed students to understand the procedural scientific and systematic way of solving organizational problems by making valuable choices.*

Course Outcomes:

- CO1:** Students will be able to outline the real issues faced by the organization.
- CO2:** Students will be able to convert their learning of research methods into a realistic research design for their topic of research.
- CO3:** Students will be able to apply the conceptual knowledge in a practical situation and learn how to conduct a study and present it in form of a report.
- CO4:** Students will be able to examine the impediments and nuances associated with data requirements and find out the practical techniques of collecting data relevant for a research study.
- CO5:** Student will learn to evaluate and select the appropriate data analysis techniques thus reporting the findings and suggestion associated with the problem at hand.
- CO6:** Students will be able to assemble and present the findings in a report.

Instructions for In-Company-Project-Work: The following instructions will be followed:

- If any student gets placement offer from any public or private sector organization during 4th semester and willing to join immediately, he or she may opt for In-Company-Project-Work-Report for which detailed guidelines will be notified separately, from time to time, after taking necessary approval of competent authority of the university.
- However, such In-Company-Project-Work-Report will be jointly supervised by the Academic Guide (to be nominated by the Director, DDE) and Industry Guide (to be appointed by the competent authority of the concerned Organization, who has offered appointment to our student and any pressing hard to join immediately). The Academic Guide will get two hour per week credit per students maximum up to ten credits in his or her teaching workload.
- The evaluation process will be along with detailed guidelines in this connection.

OPEN ELECTIVES

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

Course Outcomes:

CO1: Students will be able to recall different terms used in counselling.

CO2: Students will be able to explain conceptual framework of counselling.

CO3: Students will be able to demonstrate the process of counselling.

CO4: Students will be able to differentiate between theories of counselling.

CO5: Students will be able to evaluate practical solutions to human behaviour related problems in the organization

CO6: Students will be able to develop his own model of counselling.

Course Contents:**UNIT-I**

Introduction to Counseling- Emergence, Growth, Definition, Need, Goal, Role and Characteristics of Counselor and Counsee, Difference between Counseling and Psychotherapy, and General Principles of Counseling

UNIT-II

Approaches to Counseling- Psycho-analytical (Sigmund Freud Theory), Therapeutic (Alfred Adler Theory), Behaviouristic (B. F. Skinner Theory), Cognitive (Albert Ellis Model) and Humanistic Approaches (Carl Rogers Approach);

UNIT-III

Counseling Process- 5-D Model, the Phases of Counseling Process, Counseling Environment and Procedure, and the Core Conditions of Counseling; Counselor's Attitude and Skills of Counseling- Verbal and Non-verbal Communication Modalities, Listening Skills, Listening Barriers and Strategies to Overcome Listening Barriers;

UNIT-IV

Organizational Applications of Counseling Skills- Identifying Problems and Coping Strategies with regard to Occupational Stress and Performance Management; Special Problems in Counseling- Selection of Counseling Strategies and Interventions, Changing Behavior through Counseling; Ethical and Legal Aspects of Counseling, and Current trends in Counseling.

Suggested Readings:

1. Cormer, L.S., and Hackney, H., *The Professional Counselor's Process Guide Helping*, Englewood Cliffs, Prentice Hall Inc.
2. Moursund, J., *The Process of Counseling and Therapy*, Englewood Cliffs, Prentice Hall Inc.
3. Munro, C A, *Counseling: A Skills Approach*, Methuen.
4. Reddy, Michael, *Counseling at Work*, British Psychological Society and Methuen.
5. Rao, S. Narayana, *Counselling and Guidance*, Tata McGraw Hill.
6. Gladding, S. T, *Counseling- A Comprehensive Profession*, Pearson.
7. Singh, Kavita, *Counselling Skills for Managers*, Prentice Hall of India.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

HUMAN RESOURCE MANAGEMENT AREA

THIRD SEMESTER

Course Objective: *Organizational efficiency and performance are intricately interlinked with industrial relations. This course attempts to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.*

Course Outcomes:

CO1: Students will be able to describe the basic concepts of Industrial Relations.

CO2: Students will be able to explain the importance of organized trade unions.

CO3: Students will be able to apply the process of collective bargaining between managers and workers.

CO4: Students will be able to appraise the process of resolving industrial disputes in industrial organizations.

CO5: Students will be able to evaluate and compare the industrial relations scenario of different countries.

CO6: Students will be able construct cases of industrial disputes/ relations of corporate sector.

Course Contents:**UNIT-I**

Industrial Relations: Concept, evolution, significance, perspectives and organization; Anatomy of industrial relations; Industrial relations and the State; Trade Unions: Concept, significance, types, approaches and objectives, Problems of trade unions in India and recommendations of National Commission on labour for strengthening of trade unions.

UNIT-II

Collective Bargaining: concept, importance and process of bargaining; Participative Management: Forms of worker's participation in management; Tripartite and bipartite bodies; Standing order and Grievance procedure; Code of Discipline

UNIT-III

Industrial Disputes: Conciliation and Board of conciliation; Arbitration: types and evaluation; Adjudication: Three tier System, Model principles for reference of dispute to adjudication.

UNIT-IV

Modern and international Scenario of Industrial relations: Industrial Relations and Technological Change; Industrial Relations and HRD; ILO and Industrial Relations; Legal Framework of Industrial Relations; Industrial Relations systems in India, UK, USA and Japan.

Suggested Readings:

1. Mamoria & Manoria, *Dynamics of Industrial Relations*; Himalaya Publishing House.
2. Niland, J R., *The Future of Industrial Relations*, Sage.
3. Davar; R.S., *Personnel Management and Industrial Relations*; Vikas Publishing House Pvt Ltd.
4. Ltd.
5. Manappa, A., *Industrial Relations*; Tata McGraw Hill Publishing Company Ltd.
6. Dwivedi; R.S., *Managing Human Resources and Industrial Relations*. Galgotia Publishing
7. Company.
8. Srivatava; S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House Pvt Ltd.
9. Venkata Ratnam, C.S., *Industrial Relations*; Oxford University Press.
10. Sen, R. *Industrial Relations in India*; Macmillan India Ltd.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this paper is to develop a conceptual as well as a practical understanding of the students regarding human resource planning in organizations*

Course Outcomes:

CO1: Students will be able to recall different terms used in Human Resource Planning.

CO2: Students will be able to explain conceptual framework of HRP.

CO3: Students will be able to demonstrate the process of HRP.

CO4: Students will be able to compare job related techniques.

CO5: Students will be able to evaluate practical solutions of problems related to manpower planning in the organization.

CO6: Students will be able to develop their own model of HR planning suitable to the organization.

Course Contents:**UNIT-I**

Human Resource Planning: Concept, Objectives, Benefits, Problems; Strategic Human Resource Planning; Job Analysis

UNIT-II

Human Resource Planning Process and Action Plans: Human Resource Demand Forecasting: Assessment and Techniques; Human Resource Supply Forecasting: Assessment and Techniques; Action plans for Recruitment and Selection, Separation, Retention, Training and Redeployment

UNIT-III

Productivity Management and Human Resource Planning: Work Study, Method Study, Work Measurement, Job Design, Work Scheduling

UNIT-IV

Human Resource Planning in Changing Context: Human Resource Information System; Human Resource Accounting and Audit; Structure of Labour Force and Demographic Changes: Problems and Challenges.

Suggested Readings:

1. Sekhri, A., Human Resource Planning & Audit, Himalya Publishing House
2. Bhattacharyya D.K., *Human Resource Planning*, Excel Books India.
1. Dessler, G., *Human Resource Management*, Prentice Hall of India
2. Rao, V.S.P., *Human Resource Management*, Excel Books
3. Ashwathappa, K., *Text & Cases in Human Resources Management*, Tata McGraw Hill
4. D'Cenzo, David A. and Robbins, S. P., *Human Resource Management*, John Wiley
5. Gomez-Mejia, Luis R., D. B. Balkin, and. Cardy, R. L., *Managing Human Resources*, Prentice Hall
6. Rothwell, W. J., & Kazanas, H. C., *Planning and Managing Human Resources*, Jaico Publishing House
7. Stevenson, W., *Operations Management*, McGraw Hill

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The purpose of this course is to enhance the leadership skills of students and to develop insight into interpersonal dynamics through sensitivity training and experience based methods of learning.*

Course Outcomes:

CO1: Students will be able to recall different terms used in leadership dynamics.

CO2: Students will be able to explain conceptual framework of leadership dynamics.

CO3: Students will be able to apply various leadership theories in practical life.

CO4: Students will be able to compare the leadership styles practised by famous personalities.

CO5: Students will be able to evaluate various contemporary issues in leadership.

CO6: Students will be able to develop their own particular style of leadership.

Course Contents:**UNIT-I**

Leadership Dynamics: Concept, Leadership and Management, Leadership and Power, Successful Leadership versus Effective Leadership.

UNIT-II

Leadership Approaches: Trait Approach, Skills Approach, Behavioral Approach, Situational Approach, Contingency Approach, Path Goal Approach.

UNIT-III

Leadership Styles: Autocratic, Democratic, Participative, Supportive, Free- rein; Comparative Analysis of Leadership Styles, Building Effective Leadership Styles, Leadership Styles of Famous Personalities in general perspective and in managerial perspective.

UNIT-IV

Contemporary Issues in Leadership: Charismatic Leadership, Women Leadership, Multicultural Leadership, Team Leadership, Ethics in Leadership, Servant Leadership, Transactional and Transformational leadership.

Suggesting Readings:

1. Northouse, G. P., *Leadership: Theory and Practice*, Sage Publications.
2. Yukl, G., *Leadership in Organizations*, Pearson.
3. Hersey, P., Blanchard, K.H. and Johnson, D.E., *Management of Organisational Behaviour*, PHI.
4. Daft, L. R., *The Leadership Experience*, Cengage Learning.
5. Halder, U. K., *Leadership and Team Building*, Oxford University Press.
6. Tripathi, D. K., *Team Building and Leadership*, Himalaya Publishing House.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The purpose of this paper is to provide an in-depth understanding of the role of training in organizations and to enable the course students to manage the training systems and processes.*

Course Outcomes:

CO1: Students will be able to describe the key concepts associated with training and development.

CO2: Students will be able to explain the training and development process.

CO3: Students will be able to interpret the training needs assessment of various employees.

CO4: Students will be able to differentiate between traditional and modern methods of training and development.

CO5: Students will be able to evaluate the effectiveness of training and development.

CO6: Students will be able to design training programme for various categories of employees.

Course Contents:**UNIT-I**

Introduction to Training and Development: Concept, Objectives, Types, Importance, Role of Training and Development in HRD, Role, Responsibilities and Challenges of Training Manager, Strategic Training; Overview of Training Process.

UNIT-II

Assessment: Training Needs Assessment-Organizational analysis, Person analysis, Task analysis; Objectives Setting; Learning: Theories and Programme Design, Principles of Adult Learning.

UNIT-III

Implementation: Traditional and Modern Training Methods; Role of Technology in Training; Training Aids; Training Climate.

UNIT-IV

Evaluation: Concept, Process of Evaluation, Evaluation designs, Training Effectiveness, Transfer of Training; Future of Training and Development.

Suggested Readings:

1. Noe, R. A., *Employee Training and Development*, McGraw Hill
2. Blanchard, P. N., Thacker, J.W. and Ram, V.A., *Effective Training: Systems, Strategies and Practices*, Allyn and Bacon
3. Beebe, S.A., Mottet, T. P. & Roach, K. D., *Training and Development: Enhancing Communication and Leadership Skills*, Allyn and Bacon.
4. Dessler, G., *Human Resource Management*, Prentice Hall of India
5. Rao, V.S.P., *Human Resource Management*, Excel Books
6. Buckley, R. & Caple, J., *The Theory & Practice of Training*, Kogan Page.
7. Lynton, R.& Pareek, U., *Training for Development*, Sage Publications.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

FOURTH SEMESTER

Course Objective: *The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.*

Course Outcomes:

CO1: Students will be able to list the labour laws and related terminology.

CO2: Students will be able to explain the importance of various labour legislations.

CO3: Students will be able to apply the knowledge of labour laws in their working organizations.

CO4: Students will be able to appraise the implementation of various labour laws.

CO5: Students will be able to evaluate the practical implementation of various labour laws.

CO6: Students will be able to develop various case laws pertaining to labour issues for corporate sector.

Course Contents:**UNIT-I**

Introduction, Emergence, Need and Objectives of Labour Laws; Principles of Modern Labour Laws; Classification of Labour Laws; ILO, Indian Constitution and Labour Legislations, Code of Labour Laws.

UNIT-II

Regulative Labour Laws: Trade Union Act; Industrial Dispute Act; Factory Act.

UNIT-III

Wage-Related Labour Laws: Payment of Wages Act; Minimum Wages Act; Payment of Bonus Act; Payment of Gratuity Act.

UNIT-IV

Social Security Labour Laws: Workmen's Compensation Act; Employees' State Insurance Act; Employees Provident Fund and Miscellaneous Provisions Act.

Suggested Readings:

1. Singh, B.D., *Labour Laws for Managers*, Excel Books
2. Malik, P L., *Handbook of Industrial Law*, Eastern Books.
3. Kapoor, N.D., *Mercantile Law*, Sultan Chand and Sons.
4. Taxmann's Labour Laws, Taxmann Publishing Pvt. Ltd.
5. Srivastava, S. C., *Industrial Relations and Labour Law*, Vikas Publishing House.
6. Latest Bare Act of each Act.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The purpose of this course is to facilitate an understanding of the concept, framework and applications of HRD. This course is intended to make students capable of applying the principles and techniques for developing human resources in an organization.*

Course Outcomes:

CO1: Students will be able to describe the concept of human resource development.

CO2: Students will be able to discuss various HRD applications or interventions.

CO3: Students will be able to interpret HRD needs of various employees.

CO4: Students will be able to appraise the influence of HRD on employee behavior

CO5: Students will be able to evaluate the effectiveness of various HRD programmes.

CO6: Students will be able to design effective HRD programmes for employees in organizational settings.

Course Contents:**UNIT-I**

Foundations of Human Resource Development (HRD): Evolution, Concept, Goals, Benefits, Functions; Roles and Competencies of HRD professionals; Influence of HRD on Employee Behavior; HRD and Learning; Challenges in HRD.

UNIT-II

Framework for HRD: Assessing HRD needs, Designing and developing effective HRD programme, Implementing HRD programs, Evaluating effectiveness of HRD Programs: Purpose, Models and Framework of Evaluation, HRD Audit, Ethical Issues in Evaluation; HRD Climate and Culture, HRD strategy

UNIT-III

HRD Applications: Coaching and Mentoring, Socialization and Orientation, Training and Development, Career management and development, Potential appraisal and development, Succession Planning, Employee counseling, Competency mapping, Organization Development and Change, People Capability Maturity Model (PCMM), Quality of Work Life.

UNIT-IV

Contemporary Issues in HRD: HRD and Diversity-HRD programmes for culturally diverse employees, Adapting to Labour Market Changes, HRD practices in Indian and International organizations.

Suggested Readings:

1. Desimone, Werner, Human Resource Development, Cengage Learning.
2. Haldar, U. K., *Human Resource Development*, Oxford Publications
3. Krishnaveni, R., *Human Resource Development*, Excel Books.
4. Wilson, J.P., *Human Resource Development*, Kogan page.
5. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
6. Rao, T.V., *Human Resource Development*, Experiences, Interventions, Strategies, SAGE Publications.
7. Mankin, D., *Human resource development*, Oxford University Press India.
8. Curtis, B., Hefley, W. E., Miller, S. A., *The People Capability Maturity Model: Guidelines for Improving Workforce*, Pearson Education.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.*

Course Outcomes:

CO1: Students will be able to recall different concepts of organisation change and intervention strategies.

CO2: Students will be able to explain the process of organisation changes.

CO3: Students will be able to demonstrate the various intervention strategies.

CO4: Students will be able to appraise the process of organisation changes.

CO5: Students will be able to evaluate the role of change agents.

CO6: Students will be able to develop their own consultancy model for corporate sector.

Course Contents:

UNIT-I

Organizational Change: The domain of change, concept, Change Agents, Strategic management of change; Managerial approaches for implementing change; Models of Organizational Change, Kurt Lewin's Models of Change, Huse's 7 stages model of change

UNIT-II

Change Management: Understanding the Change Process, Facilitating Change, Dealing with Individual and Group Resistances, Intervention Strategies and Develop Learning Organization. Organizational Diagnosis- Meaning & Importance, Weisbord's model of Organizational Diagnosis and Methods of obtaining diagnostic information

UNIT-III

Organizational Development: An overview, Steps in OD process, General OD Competencies, OD Skills, Values, Assumption and Beliefs in OD; Designing OD Interventions- Interpersonal, Team, Intergroup, Structural and Comprehensive Interventions; Evaluation of Organizational Development Interventions

UNIT-IV

Organizational Culture & Change; Corporate Culture, Types of Culture, Importance, Nature, Formal & Informal Components of Organizational Culture, Designing for Cultural Change; Organizational Culture & Leadership; Emerging Trends in Organizational Culture; Ethics of OD Professionals and Future of OD.

Suggested Readings:

1. French, W. H. and Bell, *Organization Development*, Prentice Hall of India.
2. French, W. H., *Organization Development Theory, Practice and Research*, Prentice Hall of India.
3. Singh, K., *Organization Change and Development*, Excel Books
4. Huse, F. E. and Cummings, T. G., *Organization Development and Change*, West.
5. De Nitish, *Alternative Designs of Human Organizations*, Sage.
6. Harvey, D.F. and Brown, D.R., *An Experiential Approach to Organization Development*, Prentice Hall Inc.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

FINANCE AREA

THIRD SEMESTER

Course Objective: *The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis.*

Course Outcomes:

- CO1:** Students will be able to describe the environment and working of capital markets.
- CO2:** Students will be able to discuss and differentiate different financial assets and their holding motives
- CO3:** Students will be able to demonstrate the processes of calculating risk and return of financial assets
- CO4:** Students will be able to able to appraise the processes of doing fundamental and technical analysis
- CO5:** Students will be able to judge the trends in the stock markets.
- CO6:** Students will be able to develop a reasoned argument for security selection and investment choices

Course Contents:**UNIT-I**

The Investment Environment - Meaning and objective of investment, investment vs. gambling and speculation, investment alternatives, investment process, concept of return and risk.

UNIT-II

Security Analysis – Fundamental analysis: economic analysis, industry analysis and company analysis. Technical analysis: assumptions Dow theory, chart patterns, moving averages and market indicators. Efficient market theory: weak form hypothesis, semi-strong form hypothesis and strong form hypothesis.

UNIT-III

Fixed Income Securities - Bond fundamentals: bond characteristics, pricing and yields Valuation of fixed income and variable income securities

UNIT-IV

Indian Security Market - New issue market, secondary market: SEBI, NSE, BSE and market indices. Recent trends in Indian and international stock markets, exposure to leading business web portals like www.moneycontrol.com, www.bloomberg.com etc.

Suggested Readings:

1. Reilly, Frank K. And Brown, Keith C., *Investment Analysis and Portfolio Management*, South-Western Cengage Learning India Pvt. Ltd.
2. Bodie, Z., Kane, A. and Marcus, A., *Investments*, McGraw-Hill.
3. Fischer, Donald E. and Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall of India.
4. Sharpe, William F. et al, *Investment*. New Delhi, Prentice Hall of India.
5. Fuller, Russell J. and Farrell, James L., *Modern Investment and Security Analysis*, New York, McGraw Hill.
6. Alexander, Gordon J. and Bailey, Jeffery V., *Investment Analysis and Portfolio Management*, Dryden Press, Thomson Learning
7. Machiraju, H. R., *Indian Financial System*, Vikas Publishing House.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning, finance, appraisal and management in the review of the projects undertaken.*

Course Outcomes:

CO1: Students will be able to explain the importance, scope and functions of Project Management.

CO2: Students will be able to illustrate the Life Cycle of any given project.

CO3: Students will be able to sketch estimation of Guidelines for Time, Costs and Resources required for Project Management by applying different methods.

CO4: Students will be able to examine the Scheduling Resources and Reducing Project Duration.

CO5: Students will be able to evaluate Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager.

CO6: Students will be able to formulate strategies for risk reduction.

Course Contents:**UNIT-I**

Project Analysis: Meaning, Overview, Capital Budgeting and Strategic Issues, Generation and Screening of Project Ideas.

UNIT-II

Feasibility Reports: Market and Demand Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Risk specific to individual firm and Market Risk; Decision under risk and Risk Analysis in Practice.

UNIT-III

Social Cost and Benefit Analysis: UNIDO approach and L-M Approach; Multiple Projects and Constraints, Financing of Projects, Sources of Risk capital, Recent development in India.

UNIT-IV

Project Management: Project Planning and Control, Human aspects of Project Management; Project Review and Administrative Aspects; Problem of Time and Cost Overrun.

Suggested Readings:

1. Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, Tata McGraw Hill.
2. Dhankar, Raj S., Financial Management of Public Sector Undertakings, Westville.
3. Little I.M.D. and J.A. Mirrlees, Project Appraisal and Planning for Developing Countries, Hienemann Educational Book.
4. OCED Manual of Industrial Project Analysis in Developing Countries- Methodology and Case Studies, OCED, Paris.
5. Planning Commission, Guidelines for Preparation of Feasibility reports of Industrial Projects, Controller of Publication.
6. UNIDO Guide to Practical Project Appraisal, United Nations.

Important Instructions for the Course Coordinator and the Examiner:

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Course Objective: *The objective of this course is to analyze the major concepts, theories and principles of banking and financial institutions in logical and critical manner.*

Course Outcomes:

- CO1:** Students will be able to tell about the Indian banking structure and banking reforms in India.
- CO2:** Students will be able to explain the functions of banks and financial institutions.
- CO3:** Students will be able to interpret the role of RBI, NABARD, IFCI, SIDBI, NHB for economic development.
- CO4:** Students will be able to examine the concept of non-performing assets in Indian banking.
- CO5:** Students will be able to evaluate the risk management in bank.
- CO6:** Students will be able to formulate loan policy.

Course Contents:**UNIT -1**

Indian Financial System: Introduction, Evolution and growth of banking system in India, Bank Market structure in India, Banking sector reforms (The Narsimham Committee and The Raghu Ram Rajan Committee), Recent Innovations and development in Indian Banking.

UNIT -II

Management of Commercial Banks in India: Functions of Bank, Sources of Bank Funds, Credit Management-Cardinal principles of sound bank lending, Formulating loan policy, Factors influencing loan policy; Investment Management-Nature and significance of investment management in commercial banks, Fundamental principles of security investment by commercial bank.

UNIT- III

Capital Adequacy in Indian Banks: Functions of capital funds in commercial banks, Capital adequacy –Basel III norms on capital adequacy in Indian commercial banks; Concept of ALM : Objectives, Functions, Process, Measurement and Management of Risks, Concept of NPAs.

UNIT – IV

Management of Financial Institutions: Financial Institutions, their role in economic development, challenges and opportunities; NABARD, IFCI, SIDBI, NHB– Introduction and their operational policies; Role of RBI; Insurance Industry in India, Mutual Funds, Micro Finance Institutions (MFIs); Current issues and future challenges in Management of Banks and financial Institutions.

Suggested Readings:

1. Srivastava, R.M. & Nigam, D., *Management of Indian Financial Institutions*, Himalaya Publishing House.
2. Khan, M. Y. *Indian Financial System*, Tata McGraw Hill.
3. Suresh, P. & Paul, J., *Management of Banking and Financial Services*, Pearson
4. Singh, S.P.N., *Management of Banking and Financial Institutions*, Centrum Press
5. *Principles & Practices of Banking by Indian Institute of Banking and Finance*, Macmillan Publications

Important Instructions for the Course Coordinator and the Examiner:

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- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this course is to analyze the major concepts, theories of public finance in logical and critical manner.*

Course Outcomes:

- CO1:** Students will be able to relate public expenditure and revenue concepts.
- CO2:** Students will be able to identify the issues involved in public debt management in India
- CO3:** Students will be able to demonstrate integrative understanding of auditing system in India
- CO4:** Students will be able to compare the possible burden, benefits and distribution of various types of taxes and their impact on general welfare
- CO5:** Students will be able to appraise and critically evaluate the issues in Government finances
- CO6:** Students will be able to develop analytical skills and judgement in major areas of public finance reforms

Course Contents:**UNIT-I**

Nature and Scope of Public Finance; Principle of maximum social advantage Public revenue-General considerations: Division of tax burden and incidence of taxes, Classification and choice of taxes and effect of taxation. Indian taxation system and its key issues

UNIT-II

Public Debt and some issues in debt management; Public expenditure- General considerations and effect of public expenditure; Public budget- budget classification, Performance and Programme budgeting system (PPBS) and Zero base budgeting; Balance budget and fiscal policy. Comments on recent central Government budget

UNIT-III

Introduction to Indian Public Financial System – Historical background, Financial Federalism under Constitution; Indian Federal finance- Recommendations of latest finance commission of India; Public debt in India-Central and states Government debt.

UNIT-IV

Government of India Finances: expenditure trends expenditure policy, control of public expenditure in India, Suggestions for reforming the budget, trends in receipts. Railway finances, public sector in India and its Financial Autonomy and Accountability of Public sector, states finances and local finances. Investment policy of public sector in India: Financial, economic and social appraisal. Financial control; Legislative and Executive Accounting and Auditing System in India, Role of Comptroller and Auditor General (CAG), Contemporary Issues in Government Finances.

Suggested Readings:

1. Musgrave, R.A., and P. B. Musgrave, *Public Finance in Theory and Practice*, Tata McGraw Hill.
2. Harvey S. Rosen, Ted Gayer, *Public Finance*, McGraw Hill
3. Tayagi, B.P., *Public Finance*, S. Chand & Co.
4. Lekhi, R.K., *Public Finance*, Kalyani Publishers.
5. Mithani, D.M., *Public Finance and International Trade*, Himalaya Publications.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

FOURTH SEMESTER

Course Objective: *The objective of this course is to impart knowledge to students regarding the theory and practice of portfolio management.*

Course Outcomes:

- CO1:** Students will be able to define the concepts and terminologies of portfolio management.
- CO2:** Students will be able to summarise the theories underlying portfolio management.
- CO3:** Students will be able to apply the concepts of portfolio management and solve relevant numerical problems.
- CO4:** Students will be able to examine and evaluate portfolio performance.
- CO5:** Students will be able to apprise and judge trends in international financial markets.
- CO6:** Students will be able to construct investment portfolio and defend their choices.

Course Contents:**UNIT-I**

Introduction to Portfolio Management: Meaning, need, and objective of portfolio management, the process of portfolio management, determination of risk & return of a portfolio, risk analysis tools

UNIT-II

Theories of portfolio selection and management- Markowitz portfolio theory: optimal portfolio, meaning and construction of efficient frontier, investors' utility; CAPM: capital asset pricing model, risk-free and risky lending and borrowing, market portfolio; capital market theory: CML, SML and Sharpe Single Index Model; Arbitrage Pricing Theory (APT).

UNIT-III

Bond portfolio management strategies –bond characteristics, fundamentals of bond valuation, bond & equity portfolio management strategies: passive portfolio strategies & active portfolio strategies.

UNIT-IV

Portfolio evaluation and revision – portfolio performance evaluation, risk adjusted performance measures; meaning, need and constraints of portfolio revision; formula plans: constant-dollar-value plan, constant ratio plan, variable ratio plan, process and intricacies of trading system in Indian stock market.

Suggested Readings:

1. Reilly, Frank K. And Brown, Keith C., *Investment Analysis and Portfolio Management*, South-Western Cengage Learning India Pvt. Ltd.
2. Fischer, Donald E. and Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall of India.
3. Sharpe, William F. et al, *Investment*. New Delhi, Prentice Hall of India.
4. Fuller, Russell J. and Farrell, James L., *Modern Investment and Security Analysis*, New York, McGraw Hill.
5. Alexander, Gordon J. and Bailey, Jeffery V., *Investment Analysis and Portfolio Management*, Dryden Press, Thomson Learning
6. Machiraju, H. R., *Indian Financial System*, Vikas Publishing House.

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Course Objective: *This course is designed to provide an understanding of international financial products, financial markets, and institutional structures necessary to be effective financial managers in modern corporations. Upon successful completion of this paper, Students should expect to learn the nature and purposes of financial management in the international context under the new financial order evolving higher degree of vulnerability in a highly borderless financial world.*

Course Outcomes:

- CO1:** Students will be able to define appropriate formats and technologies to financial communication.
- CO2:** Students will be able to explain international capital and foreign exchange market,
- CO3:** Students will be able to demonstrate an integrative understanding of the foreign exchange market and the relationships between interest rates, spot and forward rates and expected inflation rates
- CO4:** Students will be able to appraise investment opportunities in the international environment, identify market conventions on exchange rate quotation and correctly calculate those quotations
- CO5:** Students will be able to evaluate various hedging strategies.
- CO6:** Students will be able to develop strategies for futures and option contracts in hedging foreign exchange exposure.

Course Contents:**UNIT-I**

International financial Environment- Importance, rewards & risk of international finance Goals of MNCs; Globalization & Multinational firm: finance functions in MNCs, structure of international financial Market; Cost and availability of international financial flows; Corporate Governance around the World; International monetary system

UNIT-II

The markets for foreign exchange (case study: St. Bury Herbal products Ltd) Futures and options on foreign exchange Management of Transaction & Economic exposure (case Study: Airbus Dollar exposure); Management of translation exposure.

UNIT-III

International Banking & Money market; forward rate Agreements (FRAs) International bond markets; International equity markets and Instruments: ADR, GDR, ECBs etc.

UNIT-IV

Interest rates and currency swaps, FDI and cross-border acquisitions; Contemporary issues in international financial management.

Suggested Readings:

1. Aliber, R.Z., Exchange Risk and *Corporate International Finance*, Macmillan.
2. Apte P G, *International Financial Management*.
3. *International Financial Management* - Eun & Resnick, Tata McGraw Hill.
4. Luca Cornelius, *Trading in the Global Currency Markets*, Prentice Hall.
5. Shapiro, A.C., *International Financial Management*.
6. Utton, W.H., *Trading in Currency Options*, New York Institute of Finance.
7. Eiteman, Moffett and Stonehill, *Multinational Business finance*.

Important Instructions for the Course Coordinator and the Examiner:

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- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.*

Course Outcomes:

CO1: Students will be able to describe the concepts and terminologies of financial and commodity derivatives.

CO2: Students will be able to explain the models used for pricing/valuation of derivatives

CO3: Students will be able to interpret innovations in financial and commodity markets

CO4: Students will be able to appraise investment opportunities in derivative market.

CO5: Students will be able to evaluate derivative pricing and hedging practices.

CO6: Students will be able to formulate basic risk management and trading strategies using derivatives.

Course Contents:**UNIT-I**

Financial Derivatives –Meaning, types, uses and factors driving the growth of derivatives. Forward Contracts v/s Future Contracts. Types of Traders: Futures Markets and the use of Futures for Hedging.

UNIT-II

Future Payoffs: long futures and short futures. Pricing stock futures: with dividend and without dividend. Application of futures: Hedging, speculation and arbitrage. Currency Futures: Meaning, uses and contract details. Interest Rate Futures: Meaning, uses and contract details.

UNIT-III

Stock Options: meaning, types and uses. General factors affecting stock option price Black-Scholes Option Model and Binomial model. Option based investment strategies-bullish, bearish, straddle, strangle and butterfly, Swaps: meaning& uses, currency swap & interest rate swap

UNIT-IV

Introduction to Commodity Derivatives: meaning, uses, Cereals, metals and energy products. History and Contemporary issues of Indian derivative market.

Suggested Readings:

1. Brennet, M., *Option Pricing: Theory & Applications*. Toronto, Lexington Books.
2. Cox, John C and Rubinstein, *Mark Options Markets*. Englewood Cliffs, Prentice Hall Inc.
3. Huang. Stanley S C and Randall, Maury R., *Investment Analysis and Management*, Allyn and Bacon.
4. Hull. John C. Options, *Futures and Other Derivative Securities*, PHI.
5. Sharpe. William F. et al., *Investment*, Prentice Hall of India.

Important Instructions for the Course Coordinator and the Examiner:

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MARKETING AREA

THIRD SEMESTER

Course Objective: *The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.*

Course Outcomes:

- CO1:** Students will be able to define various terms associated with the field of consumer behaviour.
- CO2:** Students will be able to explain different components of consumer behaviour.
- CO3:** Students will be able to interpret the impact of consumer behaviour while framing marketing strategies.
- CO4:** Students will be able to distinguish the individual and group aspects of consumer behaviour for devising marketing strategy.
- CO5:** Students will be able to select the most suitable consumer behaviour for understanding consumer psyche.
- CO6:** Students will be able to design a comprehensive marketing strategy based on consumer behaviour.

Course Contents:**UNIT – I**

Consumer Behaviour- Introduction to consumer behaviour; Its Roots in Various Disciplines, Interrelationship between Consumer Behaviour and Marketing Strategy, Consumer Research; Process, Research Methods & Tools, Types and its Relevance

UNIT – II

Consumer as an Individual -Consumer Needs and Motivation; Goals, Dynamics of Motivation, Measurement of Motives, Personality and Consumer Behaviour; Nature, Theories of Personality and Self Concept, Consumer Perception and Information Processing; Dynamics of Perception, Consumer Imagery, and Perceived Risk, Learning & Consumer Involvement; Meaning, Behavioural & Cognitive Learning Theories and application to marketing, Consumer Attitude; Meaning, Attitude Formation & Change, Relationship in Behaviour & Attitude Formation, and Structural Models.

UNIT – III

Group Dynamics and Consumer Behaviour - Reference Groups; Meaning, Types, Affects, Relevance and Applications, The Family; Functions, Decision Making and Family Life Cycle, Social Class; Meaning, Types of Status, Lifestyle Profiles and Mobility in Social Classes, Measurements, Influence of Culture; Characteristics, Measurements & Core Values of Culture, Sub Cultural Aspects on Consumer' Mind Set; Meaning, Types & Understanding of Multiple Sub-cultural Membership Interaction & Influence.

UNIT – IV

Consumer Decision Making Process- Personal Influence and the Opinion Leadership; Meaning and Dynamics of Opinion Leadership Process, Measurement of Opinion Leadership, Diffusion of Innovations; Process of Diffusion & Adoption, Profile of Consumer Innovator, Consumer Decision Making; Meaning of Decision, Levels of Decision Making. Consumer Behaviour Models, Current trends and ethical issues in Consumer Behavioural Studies.

Suggested Readings:

1. Assael, H., *Consumer Behaviour and Marketing Action*, Asian Books Private Limited, New Delhi.
2. Engel, J. F., Kollat, D.T., Roger D. Blackwell, R.D. *'Consumer Behaviour*, Holt McDougal.
3. Hawkins, D., Mothersbaugh D., *Consumer Behavior: Building Marketing Strategy*, McGraw-Hill Education.
4. Schiffman, L. and Kanuk, L., *Consumer Behavior*, Prentice Hall.
5. Schiffman, L., & Wisenblit, J., *Consumer Behaviour*, Prentice Hall PTR.
6. Loudon, *Consumer Behavior: Concepts and Applications*, Tata McGraw-Hill Education Private Limited, Noida, Uttar Pradesh, India.

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Course Objective: *The purpose of this course is to enable students to learn the process, tools and techniques of marketing research.*

Course Outcomes:

- CO1:** Students will be able to tell the significance and process of marketing research.
- CO2:** Students will be able to identify skills to conduct professional marketing research.
- CO3:** Students will be able to use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
- CO4:** Students will be able to appraise a marketing research proposal.
- CO5:** Students will be able to defend a marketing research proposal.
- CO6:** Students will be able to assemble the findings in the form of a report.

Course Contents:**UNIT-I**

Introduction to Marketing Research: Importance, Nature and Scope of Marketing Research, Types of Marketing Research; Introduction to Marketing Research Industry; Marketing Intelligence: Marketing Information Systems, Decision Support Systems

UNIT-II

Marketing Research Process: Problem Identification and Definition; Research Designs; Exploratory: Qualitative Research; Descriptive: Survey and Observation; Data Collection: Primary and Secondary Data; Questionnaire Design.

UNIT-III

Attitude Measurement and Scaling Techniques - Introduction to Measurement Scales, Sampling Plan: Universe, Sample Frame and Sampling Unit, Sampling Techniques, Sampling and Non-sampling errors, Sample size determination.

UNIT-IV

Data Analysis: Univariate, Bivariate and Multivariate Data Analysis; Report Writing; Market Research Applications: Product Research, Advertising Research, Sales and Market Research; International Marketing Research.

Suggested Readings:

1. Malhotra N., K. & Dash S., *Marketing Research: An Applied Orientation*, Pearson.
2. Churchill, Lacobucci & Israel, *Marketing Research: A South Asian Perspective*, Cengage Learning
3. Donald S. Tull & Del I. Hawkins, *Marketing Research: Measurement and Method*, Prentice Hall.
4. Boyd. H.W. , Westfall, R.,& Starsh, S.F., *Marketing Research: Text and Cases*, Richard D. Irwin, Boston
5. Chisnall, P. M., *The Essence of Marketing Research*, Prentice Hall, New Delhi.
6. Churchill, Gilbert A., *Basic Marketing Research*, Dryden Press, Boston.
7. Beri, G.,C., *Marketing Research*, Tata McGraw Hill, New Delhi.

Important Instructions for the Course Coordinator and the Examiner:

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Course Objective: *To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution Management.*

Course Outcomes:

- CO1:** Students will be able to define the concepts of sales management and distribution.
- CO2:** Students will be able to explain the role, functions, and methods of selling and distribution process.
- CO3:** Students will be able to apply the concepts to solve practical sales and distribution problems.
- CO4:** Students will be able to compare different methods used for sales and distribution related decisions.
- CO5:** Students will be able to appraise their sales management skills.
- CO6:** Students will be able to develop the strategies that help in taking strategic decisions.

Course Contents:**UNIT-I**

Sales Management: Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Modern Roles and Required Skills for Sales Managers. Theories of Selling. Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting. Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Field sales organization; Determining size of sales force.

UNIT-II

Territory Management: Need, procedure for setting up sales territories; Time management; Routing. Sales Quotas: Purpose, types of quotas, administration of sales quotas. Managing the Sales-force: Recruitment, selection, training, compensation, motivating and leading the sales-force; Sales meetings and contests

UNIT-III

Control Process: Analysis of sales, costs and profitability; Management of sales expenses; Evaluating sales force performance; Ethical issues in sales management.

UNIT-IV

Distribution Channels: Role of Distribution Channels, Number of Channels, Factors Affecting Choice of Distribution Channel, Channel Behavior and Organization, Channel Design Decision; Channel Management Decisions; Distribution Intensity; Partnering Channel Relationship.

Suggested Readings:

1. Still, Cundiff, Govoni, *Sales Management: Decisions, Strategies & Case*,– Prentice Hall, India.
2. Anderson R, *Professional Sales Management*, Englewood Cliff, New Jersey, Prentice Hall, India.
3. Spiro, Rosann L., Gregory A. Rich, and William J. Stanton, *Management of a Sales Force*, McGraw-Hill Irwin, Boston.
4. Dalrymple, Douglas J., and William L., *Sales Management: Concepts and Cases*, New York, NY: John Wiley and Sons.
5. Panda, T. K., Sahadev , S., *Sales And Distribution Management*, Oxford Publishing, India
6. Hughes, G. David, Daryl McKee, Charles H. Singler, *Sales Management: A Career Path Approach*, Cincinnati, OH: South-Western College Publishing
7. Peppers, D. & Rogers, M., '*The short way to long-term relationships*'. *Sales and Marketing Management*

Important Instructions for the Course Coordinator and the Examiner:

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Course Objective: *The aim of this paper is to explicate the cutting edge service concepts to the students through bridging the gaps between theory and real world by incorporating practical management applications.*

Course Outcomes:

- CO1:** Students will be able to relate service and technology.
- CO2:** Students will be able to classify services and recognize service challenges.
- CO3:** Students will be able to use marketing research as a tool to understand customers and to deploy employees for service delivery.
- CO4:** Students will be able to examine the reasons of service failure and implementing strategies to recover it.
- CO5:** Students will be able to evaluate delivery and performance of services.
- CO6:** Students will be able to construct service design and standards.

Course Contents:**UNIT- I**

Introduction to Services: Service and Technology, Goods versus Services, Service Marketing Mix, Gap model of Services, important service industries-Hospitality and Tourism, Transportation, Telecom, Banking and Insurance, Education and Entertainment, Healthcare. Service classification and challenges in Service Business.

UNIT- II

Focus on the Customer: Consumer behaviour in Services, Customer Expectation of Services, and Customer perception of services Elements in an effective services marketing research programme, Building customer relationship, Relationship development strategies, Reasons of Service failure, Service recovery and strategies.

UNIT- III

Aligning Service design and standards: Challenges of Services Innovation and design, new service development process Service Blueprinting, Customer-defined service standards and its types, Physical evidence and types of servicescape, Strategic roles of servicescape

UNIT- IV

Delivering and performing services: Employees role in service delivery, Customers role in-service delivery, Delivering services through intermediaries and electronic channels, Strategies for matching capacity and demand, Key service communication challenges, Approaches to pricing services, Financial and Economic impact of services.

Suggested Readings:

1. Zeithaml, V., Bitner, M.J., Gremler, D.D.&Pandit, A., *Service Marketing*. McGraw Hill.
2. Lovelock, C., Wirtz, J. & Chatterjee, J., *Services Marketing*. Pearson Education.
3. Srinivasan, *Service marketing: Indian Context*, PHI
4. Swartz, T., Iqobucci, D., *Handbook of Service Marketing and Management*, Sage Publication

Important Instructions for the Course Coordinator and the Examiner:

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- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

FOURTH SEMESTER

Objective: *The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of global marketing.*

Course Outcomes:

- CO1:** Students will be able to describe basic global market entry strategies.
- CO2:** Students will be able to identify the emerging issues and developments in global marketing.
- CO3:** Students will be able to interpret the marketing environment at global level.
- CO4:** Students will be able to differentiate the marketing practices at domestic and global level.
- CO5:** Students will be able to evaluate the marketing mix strategy of a company competing at global level.
- CO6:** Students will be able to create global marketing strategies.

Course Contents:**UNIT-I**

Global Marketing- Introduction, Drivers towards globalization, Global marketing objectives; Initial modes of entry; Process of international marketing. Culture and Global Marketing- Cultures across countries, Culture and negotiations

UNIT –II

Country Attractiveness- Environmental research, Entry evaluation procedure, Country data sources, Forecasting country sales and market share. Local Marketing- Understanding local customers, Local marketing in mature markets and growth markets.

UNIT-III

Global Segmentation and Positioning- Global market segment, Targeting segments, Global product positioning. Global products- Standardization versus Adaptation, Developing new global products, Global brand management.

UNIT-IV

Global Pricing- Pricing policy and strategy, Transfer pricing, Counter trade. Global Distribution- Local channels, Wholesaling and retailing, Global logistics, Effects of parallel distribution. Global Advertising and Promotion- Global advertising decision, Elements of global advertising, Global sales promotion; E-commerce as a tool of global marketing.

Suggested Readings:

1. Warren, J. Keegan, *Global Marketing Management*, Pearson Edu/PHI, New Delhi
2. Johansson Johny, *Global Marketing: Foreign Entry, Local Marketing and Global Management*, McGraw Hill.
3. Sak Onkvisit and John Shaw, *International Marketing (analysis and Strategy)*, PHI.
4. Phillip R. Cateora, *International Marketing*, Tata McGraw Hill.
5. Vern Terpestra and Ravi Sarathy, *International Marketing*, Thomson
6. R. L. Varshney and B. Bhattacharya, *International Marketing*, Sultan Chand Publications.

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Course Objective: *The objective of this course is to analyze the major concepts of rural and agricultural marketing in coherent and critical manner.*

Course Outcomes:

- CO1:** Students will be able to recite problems in rural marketing and changing focus of corporate towards rural market.
- CO2:** Students will be able to recognize need of agricultural marketing in economic development and constraints of agricultural marketing.
- CO3:** Students will be able to solve the problems of cooperative sector in India.
- CO4:** Students will be able to appraise role of supply chain in agricultural marketing.
- CO5:** Students will be able to evaluate role of government and financial institution in growth of rural and agricultural marketing.
- CO6:** Students will be able to develop model for rural and agricultural marketing.

Course Contents:

UNIT-I

Features, Significance, Scope and Limitations of rural markets in India; Environmental factors affecting rural markets; Changing focus of corporate towards rural markets; Demographic and psychographic profile of rural consumer; Classification of products and services in Rural marketing, rural demand and problems in rural marketing.

UNIT-II

Agriculture Marketing –Definition, Scope, Concept and Objectives; Differences in Agricultural and Consumer Marketing; Constraints in Agricultural marketing; Role of Agriculture in Economic Development of India; Role of Government in Agricultural Development; Agribusiness; Export potential for farm products -Supporting Services.

UNIT-III

Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector, Advantages & Limitations of Organized retailing in Agri Inputs and Outputs, Trends in Agri Marketing. Supply Chain Management in Agri Business i.e. Cold Chains, Organized procurement & warehousing.

UNIT- IV

Marketing Mix for rural products; Role of financial institutions in rural marketing. Rural marketing strategies: Different models and case studies of corporate vis Tata Kisan Seva Kendra, Commodity market functioning etc. Innovative distribution Channels like ITC E-Choupal, Godrej Adhar, HUL Shakti.

Suggested Readings:

1. Acharya S. S. and Agarwal N. L., *Agricultural Marketing in India*, Oxford & IBH Publishing Co.
2. Dr. Subhash Bhawe, *Agribusiness Management in India –Text & Cases*.
3. Arora, R C., *Integrated Rural Development*, Scharnd.
4. Desao. Vassal. *Rural Development*, Himalaya Publishing House
5. Mishar, S. N., *Politics and Society in Rural India*, Inter India.
6. Porter, Michael, E. *Competitive Strategy*, Free Press.
7. T.P Gopaldaswamy, *Rural marketing- Environment, problems and strategies*

Important Instructions for the Course Coordinator and the Examiner:

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- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this course is to familiarize the students with the basic concepts of retailing and understanding retail business so as to make them ready for future roles as managers*

Course Outcomes:

- CO1:** Students will be able to define the different terms used in the retail sector.
- CO2:** Students will be able to identify the current retail structure in India.
- CO3:** Students will be able to demonstrate the insights of retailing and related key activities.
- CO4:** Students will be able to appraise the importance of retailing and its role in the success of modern businesses.
- CO5:** Students will be able to evaluate the current marketing scenario and identify retail opportunities thereof.
- CO6:** Students will be able to develop a retail plan for opening up a retail store.

Course Contents:**UNIT-I**

Introduction to Retail- Evolution of Retail, Organised Vs Unorganised retailing, Retail Mix, theories of retail development, Types of Retailers; Careers in Retailing; Understanding Consumers.

UNIT-II

Retail Locations- Planned and Unplanned, Retail Site Location- Site Characteristics, Trade Area Characteristics, Location and Site Evaluation; Store Layout and Design; Space Management; Visual Merchandising; Atmospheric

UNIT-III

Managing Merchandise - Merchandise Planning, Process, Forecasting Sales, Developing Assortment Plans, National Brands and Private Labels; Retail Pricing- Setting Retail Prices, Price Adjustments, Pricing Strategies; Retail Communication Mix.

UNIT-IV

Information and Supply Chain Management- Information Flows, Logistics, Distribution Centre. Contemporary issues in Retail-Significance of retail as an industry, Retail scenario at International and National Level, Technology in Retailing, Multi-channel Retailing, E-Retailing: Future of e-retailing, Challenges for traditional retail and e-retail, FDI in Retail.

Suggested Readings:

1. Pradhan, S., *Retailing Management Text and Cases*, Mc Graw Hill Education, New Delhi
2. Levy, Micheal, Weitz, Barton, A. and Pandit, Ajay, *Retailing Management*, Tata McGraw Hill, New Delhi
3. Berman, Barry and Evans, Joel, R., *Retail Management; A Strategic Approach*; PHI/Pearson Education; New Delhi
4. Newman, Andrew, J. & Cullen, Peter, *Retailing: Environment & Operations*, Vikas Publishing House; New Delhi.
5. Gilber, David, *Retail Marketing Management*, Pearson Education, New Delhi.

Important Instructions for the Course Coordinator and the Examiner:

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- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

INTERNATIONAL BUSINESS AREA

THIRD SEMESTER

Course Objective: *The aim of the course is to acquaint the students with the know export-import procedures and documentation*

Course Outcomes:

CO1: Students will be able to describe the legal framework and procedure governing international trade.

CO2: Students will be able to explain the incorporation of various terms in drafting of an export contract and understand the importance of risk management.

CO3: Students will be able to apply the concepts learned in terms of export order, delivery and international trade pricing to actual transactions.

CO4: Students will be able to appraise the role and importance of export-import documentation and procedure framework according to commodities and countries.

CO5: Students will be able to evaluate the nuances of import and export clearance procedures.

CO6 Students will be able to develop the skills to export-import various commodities in different countries and avail benefits of various export incentives and promotional schemes given by government.

Course Contents:**UNIT I**

Export Preliminaries, Documentation in international trade: Aligned Documentation System (ADS); Commercial documents, Regulatory documents, Documents related to goods, shipment, payment, inspection and legal regulated documents, Official machinery for consultation.

UNIT II

Export contract: Distinction between domestic sales contract and export sales contract, Major laws for export contracts, Elements in export contracts, Dispute settlement, Role of ICC; INCOTERMS, Containerization.

UNIT III

Export order processing; shipping and custom clearance of export and import cargo; central excise clearance; Role of clearing and forwarding agents. Types of risks in international trade, Cargo Insurance and claim Procedures

UNIT IV

Methods of payment in international trade; documentary collection of export bills, UCPDC guideline, Instruments of payments, Pre-shipment and post-shipment finance, Negotiation of documents with banks, Main Provisions of FEMA; Procedure and documentation for availing export incentives

Suggested Readings:

1. C. Rama Gopal, *Export Import Procedures, Documentation and Logistics*, New Age International Publishers, New Delhi.
2. M. D. Jitendra, *Export Procedures and Documentation*, Rajat Publications.
3. Pervin Wadia, *Export Markets and Foreign Trade Management*, Manishka Publications.
4. Paras Ram, *Export: What, Where and How*, Anupam, Publications.
5. *Government of India, Handbook of Import – Export Procedures.*
6. *Nabhi's Exporters Manual and Documentation.*
7. *Nabhi's New Import-Export Policy Procedures*

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Course Objective: *To acquaint the students with recent trends in India's foreign trade management and policy related issues in the global context.*

Course Outcomes:

CO1: Students will be able to recall different terms used in India's Foreign Trade Policy.

CO2: Students will be able to describe the different concepts of India's Foreign Trade.

CO3: Students will be able to apply the terms used in India's Foreign Trade Policy in doing their business.

CO4: Students will be able to appraise the overall structure of India's foreign trade.

CO5: Students will be able to evaluate the different schemes run by government in promoting India's foreign trade.

CO6: Students will be able to create their own business by getting support from government.

Course Contents:**UNIT – I**

India's Foreign Trade Recent Trends, and Directional Pattern in the Global Context, objectives of foreign trade policy, Structure and Equilibrium of India's Balance of Payments, major exports and imports, prohibited and restricted items.

UNIT – II

Merchandise Exports from India Scheme (MEIS), Service Exports from India Scheme (SEIS), export promotion capital goods (EPCG) scheme, schemes for exporters of gems and jewellery, Duty exemption / remission schemes: duty free import authorization scheme (DFIA), deemed exports.

UNIT – III

Role of State Trading Organizations, Specific Service Institutions, Quality complaints and other trade Disputes, Role of EXIM Bank of India, Export Promotion Councils, Role of central board of excise and custom, Role of WTO in India's foreign trade policy.

UNIT – IV

Special Economic Zones, Agriculture Export Zones, Export Oriented Units electronics hardware technology parks (EHTPS), software technology parks (STPS) scheme and bio-technology parks (BTPS), Ministry of Commerce, organization and Role of DGFT in India's trade policy.

Suggested Readings:

1. Latest Foreign trade policy
2. Datt, Ruddar and Sundaram, K.P.M., *Indian Economy*, S.Chand & Co. New Delhi.
3. Mishra and Puri, *Indian economy*, Himalaya Publishing House.
4. *Export-Import Policy*, Nabhi Publications.
5. Paras Ram, *Export, What, Where & How*, Anupam Publications.
6. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

IB-305

INTERNATIONAL LOGISTICS

Time Allowed: 3 Hours

M.M:70

Course Objective: *This course exposes students to the fundamentals of logistics as applied to international business.*

Course Outcomes:

- CO1:** Students will be able to recall the different terms of international logistics.
- CO2:** Students will be able to differentiate the transportation through different modes, i.e., road, rail, air, and ships.
- CO3:** Students will be able to apply the knowledge to optimize the logistics cost.
- CO4:** Students will be able to compare the role of various agencies involved in the international logistics business.
- CO5:** Students will be able to judge and select the efficient agency involved in international logistics.
- CO6:** Students will be able to create an optimal logistics strategy for a company.

Course Contents:

UNIT – I

Logistics: Concept, objectives and scope; logistics interface with marketing; Logistics System elements, Relevance of International logistics, logistics as a strategic resource, Principles for logistics excellence.

UNIT II

General Structure of Shipping Industry: Characteristics, liner and tramp operations; Liner conferences; Freight structure and practices; chartering principles; UN convention on shipping.

UNIT III

Developments in Ocean Transportation: Containerization: Inland container depots; Multi-modal transportation and CONCOR; Highlights of the Multi-modal Transport of Goods Act 1993, Role of intermediaries including freight forwarders, Shipping agents, freight brokers and Stevedores.

UNIT IV

Port organization and management: Responsibilities of Port Trust: Major ports of India; International Maritime Organization (IMO), INCOTERMS, Air Transport Management, Air Cargo Tariff Structure

Suggested Readings:

1. Annual Reports, INSA.
2. Annual Reports, CONCOR.
3. Bowersox, Dhohld J. and Closs David J., *Logistical Management*, Tata McGraw-Hill
4. Coyle, Bard and Langley, *The management of Business Logistics*, Thomson.
5. Pierre Davd, *International Logistics*, Biztantra.
6. Bloomberg David J., Stephan Lemay& Joe B. Hanna., *Logistic*, PHI.
7. Shipping Documents and Reports, UNCTAD.
8. Krishnaveni, M., *Logistice Management and World Seaborne Trade*, Himalaya Publishing House, New Delhi.

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Course Objective: *The objective of the course is to introduce state of the art tools and necessary for planning, executing and maintain risk management risk management in today's environment*

Course Outcomes:

- CO1:** Students will be able to describe the basic concepts of risk management in international management vis-à-vis International Financial Derivatives and Foreign Exchange Risk Management.
- CO2:** Students will be able to explain and illustrate the terminology used in risk management vis-à-vis Financial Risk, Credit Risk and Political Risk.
- CO3:** Students will be able to apply optimum solutions in the cases of risk management especially in international scenario through hedging with currency future and option.
- CO4:** Students will be able to differentiate between Options and Futures pricing in risk management and apply the understanding in the simulated foreign currency derivatives and cultural diversities in risk analysis.
- CO5:** Students will be able to evaluate the various risk management strategies for their application in international business.
- CO6:** Students will be able to develop the analytical ability to apprehend and comprehend the risk management practices and their impact on international business vis-à-vis cultural diversities, currency derivatives and asset liability management.

Course Contents:**UNIT-I**

The concept of risk, Benefit of risk management, Country risk analysis, Cultural diversity and Multi-National Corporations.

UNIT-II

Financial risk management, Management of credit risk, Political risk and its management. Foreign Exchange Risk Management

UNIT-III

Risk management through derivative: Swaps Forwards, Futures, Options, Option prices models, interest rate derivatives, foreign currency derivatives.

UNIT-IV

Concept of value at risk, Approaches for calculating value at risk, introduction to assets liability management. Organizational and Accounting issues in Risk Management, Case studies in risk management

Suggested Readings:

1. Milind S., *International Financial Management*, John Wiley and Sons.
2. Chance, D.M., *An introduction to Derivatives and Risk Management*, Harcourt College Publishers.
3. Marrison, C, *Fundamentals of Risk management*, TMH Publications.

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FOURTH SEMESTER

Course Objective: *To acquaint the students with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk. Upon successful completion of this paper, Students should expect to learn the nature and purposes of foreign exchange management under the new financial order evolving higher degree of vulnerability in a highly borderless financial world.*

Course Outcomes:

- CO1:** Students will be able to state appropriate formats and technologies to financial communication.
- CO2:** Students will be able to identify market conventions on exchange rate quotation and correctly calculate those quotations.
- CO3:** Students will be able to apply information within the global financial environment of foreign exchange to solve problems and make informed decisions.
- CO4:** Students will be able to appraise forward exchange rates given spot exchanges rates and rationale behind it.
- CO5:** Students will be able to evaluate the problems of dealing in foreign currency and the advantages and disadvantages of overseas funding.
- CO6:** Students will be able to develop an integrative understanding of the foreign exchange market and the relationships between interest rates, spot and forward rates and expected inflation rates.

Course Contents:**UNIT-I**

Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates Arbitrage profit in foreign exchange markets, Swift Mechanism.

UNIT-II

International Parity Relationships & Forecasting Foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effects.

UNIT-III

Foreign Exchange Exposure:- Management of Transaction exposure (Case Study: Airbus Dollar Exposure); Management of Translation exposure- Management of Economic exposure (Case study: Exporter's/Importer's Position: Hedge or Hedge Not).

UNIT-IV

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap. Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing.

Suggested Readings:

1. Eun and Resnick, *International Financial Management*, Tata McGraw Hill.
2. Eiteman, Moffett and Stonehill, *Multinational Business Finance*, Pearson.
3. Jeff Madura, *International Corporate Finance*, Cengage Learning.
4. Alan C. Shapiro, *Multinational Financial Management*, Wiley India
5. Apte, P. G *International Financial Management*, TMH.
6. Maurice Levi *International Finance*, Routledge.
7. Paul Einzip, *A Textbook on Foreign Exchange*
8. Paul Roth, *Mastering Foreign Exchange and Money Markets*, Pitman.

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Course Objective: *The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.*

Course Outcomes:

CO1: Students will be able to describe the environment of international finance.

CO2: Students will be able to compare domestic financial management with international financial management

CO3: Students will be able to apply various mathematical formulas in financial decisions.

CO4: Students will be able to examine issues related to various finance functions of MNCs.

CO5: Students will be able to evaluate issues related to financial management in different MNCs.

CO6: Students will be able to create financial management guidelines for organizations operating at international level.

Course Contents:**UNIT-I**

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

UNIT-II

International Working Capital Management: Aspects of international cash management; Investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables.

UNIT-III

International investment factors and benefit; direct portfolio investment; international CAPM; capital budgeting for foreign direct investment; assessing and management political risk.

UNIT-IV

International aspects of raising capital; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing

Suggested Readings:

1. Maurice D. Levi, International Finance, McGraw-Hill.
2. Buckley, Multinational Finance, Prentice-Hall of India.
3. Shapro, A.C., Multinational Financial Management, Prentice-Hall.
4. Apte, P. G., *International Financial Management*, Tata McGraw-Hill.

Important Instructions for the Course Coordinator and the Examiner:

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Course Objective: *The course aims at imparting knowledge of Formulation, Implementation and evaluation of Strategies in International Business.*

Course Outcomes:

CO1: Students will be able to define various concepts, terms related to global strategic management.

CO2: Students will be able to explain the various problem areas of global strategic management.

CO3: Students will be able to apply the acquired knowledge to understand global environment, emerging issues in the world trade.

CO4: Students will be able to compare the economies of the countries, their strengths & weaknesses and strategic issues.

CO5: Students will be able to select and defend the different strategies which they adopt in the given situations.

CO6: Students will be able to construct and design the strategies independently according the environmental factors and strength of company as a part of global strategic management.

Course Contents:**UNIT – I**

Introduction: Definition, Phases of global strategy, Difference between international strategy and global strategy, Drivers of global strategy, CSR Strategies.

UNIT – II

Global Strategic Analysis: External macro environment – PEST analysis, Diamond model, Industry environment – Five force model, phases of international product life cycle, Analysis of internal environment – analyzing firm resources and capabilities, global value chains and value systems, comparative analysis.

UNIT – III

Global strategic Development: Managing the internationalization process, international strategic alliances through partnership and cooperation, strategy at subsidiary level, headquarter level strategy.

UNIT - IV

Global strategic Implementation: Global structures and designs, managing change in global context, global management of innovation and knowledge, Global R&D Networks.

Suggested Readings:

1. Dunning, J.H., Explaining *International Production*, Harper Collins.
2. Garpand. J. and Farmer, R. N., *International Permissions of Business Policy and Strategy*, Kent Publishing Co.
3. Ansoff, H. I. *Corporate Strategy*, McGraw Hill.
4. Porter, M. E., *Competitive Strategy*, Free Press.
5. Frynas, J.G. and Mellahi, K., *Global Strategic Management*, Oxford University Press.

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PRODUCTION AND OPERATIONS MANAGEMENT AREA

THIRD SEMESTER

Course Objective: *The key objective of this course is to acquaint students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations: Cost-reduction techniques in Pre-Purchase, Purchase and Post-Purchase systems: Modern material planning and delivery systems like MRP and JIT and Material handling and logistics systems.*

Course Outcomes:

- CO1:** Students will be able to describe various concepts of Purchasing and Materials Management.
- CO2:** Students will be able to explain the purchase procedure for placing purchase orders for different categories of the materials.
- CO3:** Students will be able to use the tools and techniques for addressing the cost related aspects of purchase and materials management.
- CO4:** Students will be able to examine the overall utility of purchase and material management techniques in relation to the overall objectives of the manufacturing organisations.
- CO5:** Students will be able to argue various factors influencing Make or Buy decisions.
- CO6:** Students will be able to formulate the problems based on his understanding on purchase and material management

Course Contents:**UNIT-I**

Role of Purchasing and Materials Management - Objectives, Organization and Interrelationships, Determination and Description of Material Quantity, MRP and JIT

UNIT-II

Determination and Description of Material Quality - Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability

UNIT-III

Cost-Reduction Techniques - Standardization, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decisions, Source of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing - Procedures and Documentation.

UNIT-IV

Purchasing of Capital Equipment - Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification and Codification; Material Logistics Warehousing Management, Material Handling, disposal of Scrap, Surplus and Obsolete Materials.

Suggested Readings:

1. Ansari A & Murderess B., *JIT Purchasing*, Free Press.
2. Baily P. et al, *Purchasing Principles and Management*. Pitman.
3. Burt, David N., *Proactive Procurement*, Englewood Cliffs, Prentice Hall Inc.
4. Dobler, D W. et al, *Purchasing and Materials Management*,. McGraw Hill.
5. Dutta, A K., *Integrated Materials Management*, PHI Learning.
6. Farrington B and Waters, Derek W., *Managing Purchasing*, Chapman & Hall.
7. Gopalakrishnan P & Sunderashan M., *Handbook of Materials Management*, Prentice Hall of India.

Important Instructions for the Course Coordinator and the Examiner:

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- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Course Objective: *The objective of this course is to acquaint students with the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems - ISO 9000 and other standards and their applicability in design manufacturing quality control and services.*

Course Outcomes:

- CO1:** Students will be able to state the tools and techniques of Total Quality Management.
- CO2:** Students will be able to describe the philosophy and significance of TQM for organisations in their endeavour for continuous improvement.
- CO3:** Students will be able to choose the quality related problems of the organisations.
- CO4:** Students will be able to examine the importance of continuous improvement in process for maximising customer's satisfaction and employees' involvement.
- CO5:** Students will be able to evaluate various factors influencing total quality management.
- CO6:** Students will be able to formulate the real-life problems based on his understanding on total quality management.

Course Contents:**UNIT-I**

Introduction to TQM : History, Aims, Objectives, Benefits, Gurus and their principles, TQM process and phases of a typical implementation of TQM; Reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM; Introduction to Tools and Techniques : Brainstorming, Affinity Diagram, Benchmarking, Fishbone Diagram, Check Sheet, Flow Chart, Line Graph, Run Chart, Histogram, Pareto Diagram, FMEA, Scatter Diagram, Control Chart, QFD, Tree Diagram, Force Field Analysis, Seven W and is/is-not questions, Why-Why diagrams; Total Quality Control, Quality Assurance : Practices and Techniques, TQM and Management : New Management challenges, trends and contribution of TQM.

UNIT-II

Customer Focus : Defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction; Continuous Improvement Process : What is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM's control and improvement process; Designing for Quality : Opportunities for improvement in product

design, early warning, concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance; Workforce Teams : Team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work; Benchmarking : Definition, importance and benefits, types, basic steps, pitfalls; JIT : Definitions, benefits, JIT cause and effects, JIT implementation in manufacturing.

UNIT-III

TQM for Marketing Function: Quality in marketing and sales, Factors for excellence; BPR and IT: Business Process Management; Quality Control SQC/SPC: Statistical Process Control; Change Management; Technology and Product Quality: Quality of after Sales Services: Quality measurement in customer service.

UNIT-IV

Organization for Quality : Quality Circles, Self managing teams, Quality Director, Reliability of Quality Characteristics; Quality Leadership : Developing a quality culture, Technology and Culture, Motivation Quality Linked Productivity; Total Employee Involvement : Awareness of quality, Recognition and rewards, Empowerment and self-development, Education and training; Cost of Quality : Cost of poor quality, Categories of quality cost, Analysis of quality costs, benefits of costs of quality control; Supporting Technologies : Overview of Supplier Quality Assurance System.

Suggested Readings:

1. Bharat Wakhlu, *Total Quality-Excellence through Organisation wide Transformation*’ Wheeler Publishing.
2. Bagchit, T.I.P. ISO, ISO 9000 Concepts, Methods and Implementation, Wheeler Publishing. .
3. Samuel, KIIO. TQM Integrated Approach, Kogan Page Limited

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Course Objective: *The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.*

Course Outcomes:

- CO1:** Students will be able to state the Nature and Characteristics of Services.
- CO2:** Students will be able to describe the elements of services design.
- CO3:** Students will be able to illustrate the service blueprinting for mapping variety of real life service processes
- CO4:** Students will be able to appraise the role of alternate locations and sites for variety of services.
- CO5:** Students will be able to judge the service orientation at variety of service facilities/ organizations.
- CO6:** Students will be able to develop the real-life problems based on his understanding on service operations management.

Course Contents:**UNIT-I**

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and layout for Services

UNIT-II

Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards and Work Measurement;

UNIT-III

Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting - Line analysis;

UNIT-IV

Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services: Case Studies on Professional Services.

Suggested Readings:

1. Bowman David E. et al., *Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing*, Jossey Bass.
2. Collier David A., *Service Management Operating Decisions*. Englewood Cliffs, Prentice Hall Inc.
3. Fitzsimmons, James A and Sullivan, Robert S., *Service Operations Management...* McGraw Hill.
4. Heskett, James L. et al., *Service Breakthroughs - Changing the Rules of the Game*, Free Press.
5. Murdiek, R G. et al., *Service Operations Management*, Allyn and Bacon.
6. Sharma, J K., *Service Operations Management*, Anmol Publications.
7. Voss, C. et al., *Operations Management in Service Industries and the Public Sector*, Chichester, Wiley.

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Course Objectives: *The course focuses on different matters of significance related to Technology Management. It aims to make students understand various aspects of technological innovation and subsequent diffusion. It also analyses the Technology Management scenario in India.*

Course Outcomes:

- CO1:** Students will be able to indicate the concepts of Technology Management.
- CO2:** Students will be able to explain the strategic nature of Technology Management.
- CO3:** Students will be able to illustrate the tools and techniques for forecasting the technology needs of the business organisations.
- CO4:** Students will be able to examine the dynamic nature of management of technology and its related issues.
- CO5:** Students will be able to appraise various factors influencing technology management.
- CO6:** Students will be able to develop the real-life problems based on his understanding on technology management.

Course Contents:**UNIT I**

Introduction: Definition and Characteristics of Technology, Market Based and Resource Based view, Concept and significance of management of technology, Dynamics of Technological Change: Forms of technological change, Process of Technological Change; Innovation: Components of Innovation, Innovation Dynamics at the Firm Level, recent developments in Technological environment - Globalization, Time Compression, Technology integration, Induced & Autonomous changes in the Technological environment, Competitive advantages through new technologies.

UNIT II

Technology supply and Research & Development Management: Sources of technology, Process of new product development; managing hi-tech products: Strategy to avoid product failure in market. Principles and Process of Product Development; Managing R& D Organization –issues and recent trends, Linkage between technology, development and competition, management of Intellectual Property Rights in context of technology management, strategic issues in managing IPR

UNIT III

Technological Forecasting: Meaning, significance of Technology forecasting, techniques of Technology forecasting: Exploratory and normative technique; Process and application of techniques like Delphi, Growth Curves, S- curve, Pearl Curve, Gompertz curve : Relevance Tree, Morphological Analysis, Mission Flow Diagram

UNIT IV

Meaning and Importance of Technology Intelligence; Technology Strategy: Meaning and Key Principles Underlying Technology Strategy, framework for formulating technology strategy Technology Strategy Types; Linkage of technology strategy with business strategy, Issues in technology strategy

Suggested Readings:

1. Narayanan, V. K., *Managing Technology and Innovation for Competitive Advantage*, Pearson Education.
2. Khalli, T., *Management of Technology*, McGraw-Hill
3. Betz. F., *Strategic Technology Management*, McGraw-Hill
4. Lowell W. S., *Managing Technology – The Strategic View*, McGraw Hill.
5. Schilling *Strategic Management of Technological Innovation*, McGraw-Hill

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FOURTH SEMESTER

Course Objective: *The Course is designed to introduce the students to the principles of operations research techniques and their applications in decision making. Students will also be required to use computer packages for data processing purposes.*

Course Outcomes:

- CO1:** Students will be able to define the basic concepts of Operations Research.
- CO2:** Students will be able to explain the usefulness of its tools and techniques in solving the business problems related to allocation of the scarce resources.
- CO3:** Students will be able to solve the problems of optimising the given objectives subject to constraints.
- CO4:** Students will be able to examine the alternatives in a decision-making environment.
- CO5:** Students will be able to appraise the models describing the industry related problems
- CO6:** Students will be able to formulate the real-life problems based on his understanding on operations research.

Course Contents:**UNIT –I**

Introduction to Operations Research and Modeling Linear Programming: Formulation, Solution Methodologies, Simplex Method, Two Phase Method, Dual Simplex Method and Modified Simplex Method. Duality Theory Post Optimal Analysis of LP models, Parametric Linear programming

UNIT –II

Transportation models, Transshipment models and Assignment Models; Integer Programming: formulations, Cutting Plane method, Branch and Bound Algorithm, Additive algorithm for Zero one programming

UNIT –III

Dynamic Programming: Stages, states, Principle of Optimality, recursive relationship. Capital Allocation model, Knap sack Model, Traveling salesmen's model and other related model
Decision Theory: Decision under Certainty, Risk and Uncertainty,

UNIT –IV

Game Theory: Two-Person Zero Sum Game, graphical method, Linear-programming formulation of Game Queuing theory: characteristics, Single server and multi-server models, Self-service system, Finite Population Network models: Minimum spanning tree, shortest path model, Maximal Flow Introduction to Goal Programming.

Suggested Readings:

1. Ahuja A K. et al., *Network Flows*, Englewood Cliffs, Prentice Hall Inc.
2. Gould, F J. et al., *Introduction to Management Science*, Englewood Cliffs, Prentice Hall Inc.
3. Gupta, M P. & Sharma J K., *Operations Research for Management*, National Publishing House
4. Taha Hamby A., *Operations Research: An Introduction*, Macmillan.
5. Mathur, K & Solow D., *Management Science*, Englewood Cliffs, Prentice Hall Inc.
6. Shamla, S. J K., *Operations Research: Theory and Applications*, Macmillan
7. Srinath, L S., *Operations Research for Executive*, East West Press.
6. Paneerselvan, R. *Operations Research*, , Prentice Hall of India.
7. Hamdy A. Taha, *Operations Research - an Introduction*, Prentice Hall of India.

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POM-405 WAREHOUSE MANAGEMENT AND INVENTORY CONTROL

Time Allowed: 3 Hours

M.M:70

Course Objectives: *This course aims to make students understand the prerequisites for decision making regarding warehouse management and inventory control and to analyze the implications of these decisions*

Course Outcomes:

CO1: Students will be able to state the activities of warehousing management.

CO2: Students will be able to discuss the related aspects of warehousing management and decisions.

CO3: Students will be able to illustrate the inventory control systems.

CO4: Students will be able to examine the concepts of JIT.

CO5: Students will be able to evaluate various factors influencing warehousing and inventory control in the business organizations.

CO6: Students will be able to design the real-life problems based on his understanding on warehousing and inventory control.

Course Contents:

UNIT I

Warehouse management: Meaning and significance; Warehouse Organization: Requisitions and Replenishment of Materials, Receipt and Inspection of Materials, Issue of Materials, Stocktaking, Discrepancies and Their Resolution, Control of Tools, Surplus, and Scrap Materials, Storage and Handling Practices of Materials

UNIT II

Computerization of Warehouse Activities, Performance Evaluation of Stores Activities, ISO Standards and Warehouse Activities, Warehouse Location, Layout, and Facilities Planning, Warehouse Security, Safety, and Maintenance

UNIT III

Inventory Management: Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock; Inventory costs; Inventory Control systems: Issues in the P and Q systems of inventory control; The Basic Economic Order Quantity Model, Production Quantity Model, Quantity Discounts, Reorder Point, Safety Stocks, Service Level, Order quantity for periodic inventory system, Order quantity with variable demand

UNIT IV

Just-In-Time: Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, and other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory; Make or Buy Decisions: Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore, management strategy. Evaluation of performance of Materials function: cost, delivery, quality, inventory turnover ratio methodology of evaluation, Use of ratios and analysis like FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management in JIT Environment

Suggested Readings:

1. Saxena, J.P., *Warehouse Management and Inventory Control*, Vikas Publication
2. Bose, C., *Inventory Management*, PHI
3. Mahadevan, B., *Operations Management: Theory and Practice*, Pearson

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Course Objective: *To train the scientist and managers in the practical application and modern tools and techniques of planning, scheduling, monitoring and control of multiple projects.*

Course Outcomes:

- CO1:** Students will be able to define the concepts of Project Management.
- CO2:** Students will be able to explain the feasibility issues of the large scale projects.
- CO3:** Students will be able to illustrate the types of arrangement in managing the projects.
- CO4:** Students will be able to examine the financial aspects of the project management.
- CO5:** Students will be able to evaluate various factors influencing project management in the business organizations.
- CO6:** Students will be able to develop the real-life problems based on his understanding on project management.

Course Contents:**UNIT-I**

Structuring Projects: Project Finance vis-à-vis Corporate Finance; Designing new hybrid financing structure incorporating elements of both project and corporate finance in an attempt to solve disadvantages associated with each structure, Project entity as special purpose vehicle with contractual bundling.

UNIT-II

Valuing Projects: Large Scale Projects: Basic economics; complexity in estimating demand; Marketing feasibility study; role of government, both as investor and as a customer. Project Evaluation in Emerging Markets: Developing Project Cash Flows & Multiple Discount Rates- Estimation of Cost of Capital and Complexities of valuation in emerging markets, Financial Modeling,

UNIT-III

Managing Risky Projects: Build, Operate and Transfer (BOT) Arrangements: Deal structuring and major risks identification, assessment and mitigation in such a way that senior lenders are adequately protected without further equity support. BOOT, BOT, BOLT and BOO framework, Contract design and negotiation. Project Evaluation in Emerging Markets: Political risk management through project selection, structuring & insurance & contrast this approach with the older financial style of political risk management

UNIT-IV

Financing Projects: Process, Participants and Economics of Syndicated Lending: Key issues in designing the Syndication strategy; the lending process from a bank's perspective, and the difference between making a loan and arranging/underwriting/distributing a loan (syndication). Credit Enhancements Instruments to improve access to international bond markets, such as bank guarantee instruments, Export Credit Agency programme and political risk insurance.

Suggested Readings:

1. Chaoudhury, Sadhan, *Project Scheduling and Monitoring in Practice*, South Asian Pub.
2. Harriosn, F L., *Advanced Project Management*, Gower.
3. Lockyer, K.G., *An Introduction to Critical Path Analysis*, Ptiman Books.
4. Martino, R.L., *Project Management and Control; Finding the Critical Path; Applied Operational Planning: Allocating and Scheduling Resources*, American Management Association.
5. Meredith, Jack R. and Mantel, Samuel J., *Project Management: A Manageria*

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**INFORMATION
TECHNOLOGY
MANAGEMENT AREA**

THIRD SEMESTER

Course Objective: *This course exposes students to environment for E-commerce and developing application skills for the same.*

Course Outcomes:

- CO1:** Students will be able to describe the foundation and importance of E -Commerce
- CO2:** Students will be able to explain retailing in E-Commerce b analysing customer assets management and determining the effectiveness of market research
- CO3:** Students will be able to illustrate the feature of internet, intranet, extranet and explain how they relate to each other.
- CO4:** Students will be able to compare the different electronic payment system
- CO5:** Students will be able to select the infrastructure for E-Commerce.
- CO6:** Students will be able to create business model and strategy for online business

Course Contents:**UNIT- I**

Technology and Infrastructure for E-Commerce: Framework of E-commerce; Network Infrastructure for E-Commerce – Market Forces Influencing I-way, Network Access Equipment, Public Policy Issues Shaping the I-way; EDI - Applications in Business, Legal, Security and Privacy Issues of EDI; Components of EDI Standards, ASC X12 and EDIFACT.

UNIT-II

E-Commerce and Retailing: Changing Retail Industry Dynamics, Mercantile Models from the Consumer's Perspective, Management Challenges in Online Retailing. Intranets and Customer Asset Management: Basics of Customer Asset Management, Online Sales Force, Online Customer Service and Support, Technology and Marketing Strategy.

UNIT-III

Intranets and Manufacturing: Integrated Logistics, Agile Manufacturing, Emerging Business Requirements, Manufacturing Information Systems, Intranet-based Manufacturing, Logistics Management. E-Commerce and Online Publishing: Why Online Publishing, Online Publishing approaches, Advertising and Online Publishing E-Commerce and Banking: Changing Dynamics in the Banking Industry, Home Banking Implementation Approaches, Management Issues in Online Banking.

UNIT-IV

Intranets and Corporate Finance: An Introduction, Financial Systems, Financial Intranets, Software Modules in Financial Information Systems, Human Resource Management Systems, Size/Structure of Financial Software Market.

Lab: Each student is required to develop at least one application of e-commerce.

Suggested Readings:

1. Kalakota & Whinston, *Electronic Commerce: A Manager's Guide*, Pearson Education.
2. Greenstien & Vasarhelyi, *Electronic Commerce: Security, Risk Management and Control*, Tata McGraw Hill.
3. Joseph, *E-Commerce: An Indian Perspective*, Prentice Hall of India.
4. Turbon, et. al., *Electronic Commerce: A Managerial Perspective*, Pearson Education.

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Course Objective: *This course exposes students to environment for web-publishing and developing programming skills for the same.*

Course Outcomes:

CO1: Students will be able to describe the web, internet technologies and internet applications.

CO2: Students will be able to identify various security hazards on the internet and need of security measures.

CO3: Students will be able to choose the fundamental tools and technology for the web design.

CO4: Students will be able to compare different web designing languages.

CO5: Students will be able to evaluate designing rules in constructing web sites and web pages.

CO6: Students will be able to create a web page and identify its elements and attributes.

Course Contents:

UNIT-I

Introduction to WWW: Evolution and basic features of WWW, the concept of web-site and browsers, introduction to WWW servers.

File Transfer Protocol: Introduction to FTP, Business Applications of FTP, public domain software, types of FTP servers (including anonymous) FTP clients, common FTP commands, Telnet.

UNIT-II

Web-Browsers: Basic features, bookmarks, history progress indicators, customizing browsers, saving and printing web-pages and forms, saving web pages; Searching and downloading information from web-sites; Netscape communicator; Internet Explorer.

UNIT-III

Introduction to Web-Publishing technologies, Components of a web-site, applications of each components in business, features of a smart web site, process of planning for development of an effective web-site, Domain name selection; selecting host for web-site, maintaining a web-site, web-publishing tools.

UNIT-IV

Internet: ISP, Search Engine, URL, DNS, Security, E-Mail, HTTP, HTML, Building a simple HTML document, Cookies, Tables, Frames, Links, XML adding Multi Media documents, Home Page.

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

Suggested Readings:

1. Douglas E. Comer, *Computer Network and Internet*, Pearson Education.
2. Corner, Douglas: *The Internet Book*, Prentice Hall.
3. Leon, Alexis and Mathews Leon: *Internet for Everyone-Leon*, TECH World.
4. Xavier: *World Wide Web Design with HTML*, Prentice Hall.
5. Molly, *Using HTML* PHI Learning.

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Course Objective: *The students are to be provided basic understanding of the RDBMS and SQL and the skills to make use of these in business organizations.*

Course Outcomes:

- CO1: Students will be able to describe the elementary and advanced features of DBMS and RDBMS
- CO2: Students will be able to explain the conceptual frame works and definitions of specific terms that are integral to the RDBMS
- CO3: Students will be able to demonstrate clear concept about relational model of R-DBMS.
- CO4: Students will be able to examine techniques pertaining to database design practices.
- CO5: Students will be able to evaluate options to make informed decisions that meet data storage, processing and retrievals needs
- CO6: Students will be able to develop SQL queries to create, read update and delete relational database data

Course Contents:**UNIT-I**

RDBMS: Introduction – Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History Data Modeling-Object Oriented and Record Based models, E-R Model and E-R diagram Examples and Exercises.

UNIT-II

Hierarchical Model, Network Model and Relational Model; Normalisation techniques-First Normal Form Second Normal Form and the Third normal Form, Examples and Exercises,

UNIT-III

SQL:SQL Language-DML commands-Selection, Insert, Update, Delete retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data. Simple queries-Use of WHERE, Arithmetic comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries. Views DDL Commands-Table and View, Create, Alter, Drop Integrity Constraints; Transaction Processing-Commit, Rollback, Savepoint, LAB: SQL and MS Access.

UNIT-IV

E.F. Codd's 12 Rules for a relational Database; Database concepts-Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary-System Catalogue Distributed Database and Distributed Data Access, Introduction to Client-Server and ODBC connectivity,

Lab: Each student is required to develop at least one Data Base System using Oracle.

Suggested Readings:

1. Elmasai & Narathe, *Fundamentals of Database Systems*, Addison-Wesley
2. Abraham Silberschatz, Henry F. Korth, S. Sudarshan, *Database System Concepts*, McGraw Hill
3. Bibin C. Desai, *An Introduction to Database systems*, Galgotia Publications.
4. C.J. Date, A. Kannan, S. Swamynathan, *An Introduction to Database Systems*, Pearson Education.
5. Loney Kevin, *Oracle: The Complete Reference*, McGraw Hill
6. Schneider Robert D & J. R. Garbus, *Optimizing SQL Server 7*, Prentice-Hall.

Important Instructions for the Course Coordinator and the Examiner:

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ITM-304 E-BUSINESS INFORMATION SYSTEMS MANAGEMENT**Time Allowed: 3 Hours****M.M:70**

Course Objective: *This course exposes students to environment for E-business information and developing systems skills for the same.*

Course Outcomes:

- CO1:** Students will be able to describe the types of information systems supporting the major functional area of the business.
- CO2:** Students will be able to identify the major management challenges to building and using information systems in organisation.
- CO3:** Students will be able to illustrate types of information systems supporting the major functional areas of the business
- CO4:** Students will be able to compare how enterprise systems and industrial network create new efficiency for business
- CO5:** Students will be able to evaluate the role of information systems in today's competitive business environment.
- CO6:** Students will be able to create model for determining the business value of information system

Course Contents:**UNIT-I**

System Development Environment: Types of Information Systems; System Development Life Cycle; System Analyst – Role, Responsibility, Analytical Skills; Managing Information systems Project

UNIT-II

Information Systems Planning: Identifying and Selecting Systems Development Projects; Initiating and Planning Systems Development Projects.

UNIT-III

Information Systems Analysis: Determining System Requirements; Structuring System Process Requirements; Structuring System Logic Requirements; Structuring System Data Requirements.

UNIT-IV

Information Systems Implementation and Maintenance: System Implementation, Software Application Testing, Installation, Documenting the System, Training and Supporting Users, Organizational Issues in Systems Implementation; Maintaining Information Systems.

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

Suggested Readings:

1. Hoffer, Jeffrey A., et al., *Modern Systems Analysis and Design*, Pearson Education.
2. Laudon Kenneth and Laudon Jane, *MIS-A Contemporary Perspective*, Prentice Hall.
3. O'Brien James A., *Management Information Systems*, Tata McGraw Hill.
4. Alter, Steven, *Information Systems: The Foundation of E-Business*, Pearson Education.
5. Kumar Muneesh, *Business Information Systems*, Vikas Publishing House.
6. Dewitz, Sandra D., *System Analysis and Design and the Transition to Objects*, McGraw-Hill.
7. Robertson James & Suzanne, *Complete System Analysis, Volume I & II*, Dorset House Publishing

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FOURTH SEMESTER

Course Objective: *Helps in making business decisions, and to this end, it provides business intelligence to the decision maker. And it is this analysis, which when performed on the warehouse database, helps companies get that edge over its competitors.*

Course Outcomes:

- CO1:** Students will be able to describe different mythologies used in data mining and data warehousing.
- CO2:** Students will be able to explain the analyzing techniques of various data.
- CO3:** Students will be able to apply the association rules for mining the data.
- CO4:** Students will be able to compare different approaches of data warehousing and data mining with various technologies.
- CO5:** Students will be able to select appropriate classification techniques for data mining.
- CO6:** Students will be able to develop the data houses and data warehouses.

Course Contents:**UNIT-I**

Introduction: The Evolution of Data Warehousing the Data Warehouse A Brief History, Today's Development Environment; Principles of Data; Warehousing (Architecture and Design Techniques): Types of Data and their uses conceptual Data, Architecture, Design Techniques, Introduction to the Logical Architecture; Creating the Data Asset: Business Data Warehouse Design, Populating the Data Warehouse, Unlocking the Data Asset for End Users (The Use of Business Information).

UNIT-II

Designing Business Information Warehouse; Populating Business Information Warehouse, User Access to Information, Information, Data in Context. Data Mining Introduction: Motivation, Importance, data mining, kind of data, Functionalities, Interesting Patterns, Classification of data mining systems, Major issues; Data Warehouse and OLAP Technology for Data Mining: Data warehouse, operational database systems and data warehouses, Architecture, Implementation, development of data cube technology, data warehousing to data mining, Data warehouse usage.

UNIT-III

Data Preparation: Preprocess, Data cleaning, Data integration and transformation, Data reduction, Discrete and concept hierarchy generation; Data Mining Primitives: Languages, and System Architecture, graphical user interfaces; Concept Description: Characterization and Comparison, Data generalization and summarization based characterization, Analytical characterization: analysis of attribute relevance, mining class comparisons, Mining descriptive statistical measures in large database.

UNIT-IV

Mining Association Rules in Large Database: Mining single dimensional Boolean association rules from transaction database, Mining multidimensional association rules from database and data warehouses, from associating mining to correlation analysis, Constraint based association mining; Classification and Prediction: Issues, classification by decision tree induction, Bayesian classification, Classification by back propagation; Classification based on concepts from association rule mining; Other classification methods.

Lab: Each student is required to develop at least one data-house.

Suggested Readings:

1. Barry Devlin: *Data Ware House: From Architecture to Implementation*, Addison Wesley.
2. Alex Berson, Stephen Smith, Kurt Threaring; *Building Data Mining Applications for CRM* TMH
3. Alex Berson, Stephen Smith; *Data Warehousing, Data Mining and OLAP*, TMH
4. Michael J. A. Berry, *Data Mining Techniques: for marketing sales and Customer Support*, Gordon Linoff.

Important Instructions for the Course Coordinator and the Examiner:

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

ITM-403

SYSTEMS ANALYSIS AND DESIGN

Time Allowed: 3 Hours

M.M:70

Course Objective: *This course exposes students to environment for system analysis and design information and developing system-design skills for the same.*

Course Outcomes:

- CO1:** Students will be able to define the life cycle of a systems development project.
- CO2:** Students will be able to explain the required component and environment for system design
- CO3:** Students will be able to illustrate system components and environment for projects.
- CO4:** Students will be able to compare the different information system model for projects.
- CO5:** Students will be able to evaluate project documentation in developing systems.
- CO6:** Students will be able to develop LAN/WAN structure for the organisation

Course Contents:

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Lab: Each student is required to develop at least one LAN/WAN structure.

Suggested Readings:

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

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Course Objective: *This course exposes students to environment for system analysis and design information and developing system-design skills for the same.*

Course Outcomes:

- CO1:** Students will be able to describe language features used in the current programming language.
- CO2:** Students will be able to compare features of different programming language.
- CO3:** Students will be able to solve problem using a range of programming paradigms and assess the effectiveness of each paradigm for a particular problem.
- CO4:** Students will be able to examine semantic issue in programming language by studying implications in an interpreter.
- CO5:** Students will be able to evaluate the effectiveness of each paradigm for a particular problem.
- CO6:** Students will be able to develop system design skills.

Course Contents:**UNIT-I**

Preliminaries: Programming Domain, Language Evaluation Criteria, Language Design, Language Categories, Language Design Trade-offs, Influences on language design, Implementation Methods

UNIT-II

Evolution of Major Procedural and Object Oriented Programming Languages; Names, Variables, Scope and Lifetime, Variable Initialization, Data Types: Primitive Data Types, User Defined Data Types, Derived Data Type; Expressions and Assignment Statements: Arithmetic Expressions, Type Conversions,

UNIT-III

Relational Expressions, Assignment Statements, Operators Precedence; Control Structure: Compound Statement, Selection Statements, Iterative Statements, Unconditional Statements

UNIT-IV

Subprograms: Fundamentals, Design Issues, Local Referencing, Parameter Passing; Object Oriented Programming: Object and Class, Abstraction, Encapsulation, Inheritance and Polymorphism, Exception Handling

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

Suggested Readings:

1. Sebesta W. Robert, *Concepts of Programming Languages*, Pearson Education.
2. Doris & Vandekopple J. Julius, *Programming Languages - Paradigm and Practices*, McGraw-Hill.
3. Kenneth C. Loudon, *Programming Languages: Principles and Practice*, Cengage Learning.
4. Sethi Ravi, *Programming Languages*, Pearson Education.
5. Friedman, Wand & Haynes, *Essentials of Programming Languages*, Prentice Hall of India.
6. T.W. Pratt, *Programming Languages Design & Implementation*, Prentice Hall

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