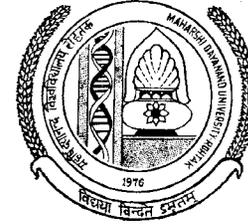


Maharshi Dayanand University
Rohtak



**Ordinance, Syllabus and Courses
of Reading for MBA (Two Year)
Examination
(III and IV Semesters)**

Session - 2009-2010

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**Curriculum and Scheme of Examinations for
Two year MBA Programme
Session 2007-08**

First year 1st Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Work-shop
2101	Management concepts & Applications	70	30	
2102	Managenal Economics	70	30	
2103	Organisational Behavior	70	30	
2104	Quantitative Analysis	70	30	
2105	Accounting for Managers	70	30	
2106	Computer Applications in Management	-	50	50
2107	Business Communiation Skills	-	50	50
2108	Business Environment	70	30	

NOTES :

1. Evaluation of the performance of candidates in the paper computer applications in Management (2106) will be done internally in the form of a workshop for 50% marks and for remaining 50% marks a practical/ viva-voce examination will be conducted by the board of examiners consisting of one internal Faculty and one External Examiner.
2. In the paper Business Communiation skills (2107) candidates performance will be assessed internally for 50% marks and in the workshop for the reamining 50% marks Internal Assessment will be done on the basis of his/her presentation through Video Film and the record shall be preseved on CDs. The assessment for the remaining 50% will be made on the basis of performance of the candidates in the workshop to be conducted in the manner as specified in the ordinance.
3. The duration of the end term examination shall be 3 hours.

First year 2nd Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Work-shop
2201	Financial Management	70	30	-
2202	Marketing Management	70	30	-
2203	Human Resource Management	70	30	-
2204	Operations & Supply Chain Management	70	30	-
2205	Business Research Methods	50	-	50
2206	Computer Network & Internet	50	-	50
2207	Operations Research	70	30	-
2208	International Business	70	30	-

NOTES :

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

The SVT will be submitted by the candidates in the manner as specified in the ordinance.
2. The performance of the candidates will be evaluated in the paper of Business Research Methods (2205) externally for 50% marks and for the remaining 50% marks by way of representations in the workshop arranged by the Faculty during the semester.

At least five workshops will be conducted in the class by the Faculty.
3. The duration of the end term examination shall be 3 hours.

**Curriculum and Scheme of Examinations for
Two year MBA Programme
Session 2007-08**

First year 3rd Semester

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

NOTES :

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

First year 4th Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Work-shop
2401	Enterpreneurship	70	30	–
2402	E-Commerce	50	–	50
2403	Project Report	100	100	–
2404	Comprehensive Viva-Voce Management	100	–	–
	Optional Paper	–	–	–
	Optional Paper	–	–	–
	Optional Paper	–	–	–
	Optional Paper	–	–	–
	Optional Paper	–	–	–
	Optional Paper	–	–	–

NOTES :

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

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

Curriculum and Scheme of Examinations for**Two year MBA Programme****Session 2007-08****Specialisations Offered in 3rd and 4th Semesters****Human Resources Management****Third Semester**

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

Fourth Semester

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

NOTES :

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

Third Semester

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

Fourth Semester

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

NOTES :

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

Information Technology**Third Semester**

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Work-shop
2313	Object Oriented Analysis and Design	70	–	50
2314	Programming in Oracle	50	–	50
2315	Data base Management System	50	–	50
2316	Multimedia and Web Development	50	–	50

Fourth Semester

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

NOTES :

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

International Business**Third Semester**

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

Fourth Semester

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

NOTES :

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

Marketing**Third Semester**

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Work-shop
2321	Brand Management	70	30	–
2322	Programming in Oracle	70	30	–
2315	Data base Management System	70	30	–
2316	Multimedia and Web Development	70	30	–

Fourth Semester

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

NOTES :

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

STRATEGIC MANAGEMENT**Paper Code : 2301/50901****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

MANAGEMENT INFORMATION SYSTEM**Paper Code : 2302/50902****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

BUSINESS LEGISLATION**Paper Code : 2303/50903****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

ENTERPRENEURSHIP
Paper Code : 2401/51001

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

ELECTRONIC COMMERCE

Paper Code : 2402/51002

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Lab : Internet Sufring of E-Commerce Sites.

Suggested Reading

1. Schneider P. Gary. Perry. 'T.James, E-Commerce. Thomson LEarning. Bombay.
2. Hanson & Kalyanam, Internet Marketing & e-commerce. Thomson Learning Bombay.
3. Bharat Bhaskar, Electronic Commerce, TMH, N Delhi.
4. Kosiur. Understanding E-Commerce, Prentice Hall of India, Delhi.
5. Kaiakota. Whinston. Frontiers of Electronic Commerce, Addison Wesley.
6. Shurety, E-business with Net Commerce (with CD), Addison Wesley.
7. Naipier, Creating a winning E-business, Vikas Publishing House, New Delhi.
8. Didar Singh, E-Commerce for Manager, Vikas Publishing House, New Delhi.
9. Whitely David, Electronic Commerce, TMH, Delhi.
10. Efraim Turban, Jay Lee, David King & H. Michael Chang, Electronic Commerce : A Managerial Perspective, Pearson Education, Delhi.

Note :

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

PERFORMANCE MANAGEMENT

Paper Code : 2305/50905

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

1. Armstrong, Michael, Performance Management- Key strategies and Practical Guidelines, Kogan Page
2. Cokins, Gary, Performance Management, Finding the Missing Prices, John Wiley and Sons.
3. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA
4. Aguinis, Herman, Performance Management, Pearson Education Inc.

Note :

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

ORGANISATIONAL CHANGE AND DEVELOPMENT**Paper Code : 2307/50907****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

COMPENSATION MANAGEMENT PAPER**Paper Code : 2308/50908****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage

boards, pay commissions, role of trade unions in compensation management; tax planning.

Suggested Reading

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

Note :

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

TALENT MANAGEMENT

Paper Code : 2405/51005

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force : A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey.

3. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
4. Lawyer III, Edward E, Talent : Making People your competitive Advantage, Dave Ulrich, Jossey-Bass, A Wiley Imprint
5. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint.
6. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.

Note :

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

INDUSTRIAL RELATION AND LABOUR LEGISLATIONS
Paper Code : 2406/51006

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

STRATETEGIC HUMAN RESOURCE MANAGEMENT**Paper Code : 2407/51007****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

CROSS-CULTURE HUMAN RESOURCE MANAGEMENT**Paper Code : 2408/51008****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

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

Unit-III

Managing global staff : Recruitment, Selection criteria and issues, Retaining and motivation International staff: bargaining behaviour and negotiation strategies; Culture caricatures, team development and cooperation.

Unit-IV

Compensation : Objectives, determinants and key components : Standards of performance management in global perspective; Issues

and challenges in global perspective; Expatriate and repatriate Issues in global context.

Suggested Reading

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

Note :

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

MANAGEMENT OF FINANCE SERVICES AND INSTITUTIONS

Paper Code : 2309/50909

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

Development Banks - operational policies and practices of IDBI, ICICI, IFCI, SIDBI, EXIM BANK; UTI; LIC1; segments/instruments of money market.

Unit-IV

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

Suggested Reading

1. Bhole, L.M., Financial Institutions and Markets. Tata McGraw Hills, New Delhi.

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

Note :

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

**PROJECT MANAGEMENT AND INFRASTRUCTURE
FINANCE**

Paper Code : 2310/50910

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

STRATEGIC COST MANAGEMENT AND CONTROL**Paper Code : 2311/50911****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

Nature of activity-based costing (ABC); benefits and limitations of ABC; limitation of volume-based costing system, indicates of ABC; activity hierarchies; cost drivers; designing and ABC system Activity-based management; operational; and strategic application of ABC; customer profitability analysis, process value analysis, financial measures of activity efficiency; Nature of value-chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition.

Unit-III

Functional-based planning and control; budgeting-nature administration and effectiveness; budgeting cycle; activity-based budgeting: Kaizen approach; ZBB; performance budgeting; human aspects of budgeting: responsibility centers and financial control-nature and role of responsibility centres : accounting and evaluation of responsibility centers, measuring

the performance of investment centre- ROI, RI, EVA, transfer pricing and its applications.

Unit-IV

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

Suggested Reading

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

Note :

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

MULTINATIONAL FINANCIAL MANAGEMENT

Paper Code : 2312/50912

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

TAXATION LAWS AND PLANNING

Paper Code : 2409/51009

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

MANAGEMENT OF BANKING AND INSURANCE

Paper Code : 2410/51010

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Organizational forms, structure and administration of life and non life insurance companies; life and non-life Insurance management-strategic management, planning and control cycle, use of life insurance in personal

and business planning; life and non-life (health and motor vehicle) insurance underwriting : financial management of life insurance companies.

Suggested Reading

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

Note :

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

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Paper Code : 2411/51011

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Bond portfolio management strategies- passive portfolio strategies, active management strategies : portfolio revision-meaning, need, constraints

and strategies; formula plans-constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation : risk adjusted measures of performance.

Suggested Reading

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

Note :

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

FINANCIAL DERIVATIVES

Paper Code : 2302/51

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

1. Chance, Don M., An Introduction to Derivatives and Risk Management, Harcourt College Publishing.

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

Note :

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

**OBJECT-ORIENTED ANALYSIS & DESIGN WITH
PROGRAMMING IN C++
Paper Code : 2313/50913**

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Lab : Programming in C++ on above defined syllabus

Suggested Reading

1. Deitel and Deitel, C ++ How to Program. Pearson Education, New Delhi.

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

Note :

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

PROGRAMMING IN ORACLE

Paper Code : 2314/50914

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Lab : Programming in Oracle on above defined syllabus.

Suggested Reading

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

Note :

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

DATABASE MANAGEMENT SYSTEM

Paper Code : 2315/50915

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Emerging Data base technologies : Internet Databases, Digital Libraries, Multimedia Databases, Mobile Databases.

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

Suggested Reading

1. Kroenke. Database Processing. Pearson Education.
2. Garcia. Ullman. Data Base Implementation, Pearson Education.

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

Note :

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

MULTIMEDIA AND WEB DEVELOPMENT

Paper Code : 2316/50916

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

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

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

Suggested Reading

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

Note :

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

SOFTWARE ENGINEERING**Paper Code : 2413/51013****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Software Development : Phases, : Models : Waterfall Model, Prototyping model, spiral model, Rapid Application Development model.

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

SYSTEM ANALYSIS AND DESIGN**Paper Code : 2414/51014****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Designing Distributed and Internet Systems : designing distributed

systems- designing systems for LANs, for client/ server architecture; designing internet systems- internet design fundamentals, design issues related to site management, managing online data.

Suggested Reading

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

Note :

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

ARTIFICIAL INTELLIGENCE

Paper Code : 2415/51015

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

PROGRAMMING IN JAVA**Paper Code : 2416/51016****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Lab : Java Programming and Internet Surfing.

Suggested Reading

1. Wigglesworth, Advanced Programming in Java, Thomson Learning. Bombay.
2. Stack, Problem Solving in Java. Thomson Learning. Bombay.
3. Deitel and Deitel. JAVA How to Program, Pearson Education.
4. Decker, Programming Java. Vikas Publishing House, New Delhi.
5. E. Balagursamy, Programming in JAVAm TMH. New Delhi.

Note :

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

FOREIGN EXCHANGE MANAGEMENT

Paper Code : 2317/50917

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

INTERNATIONAL MARKETING

Paper Code : 2318/50918

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

1. Onkvisit Sak and John J. Shaw, International Marketing- Analysis and Strategy. PHI, New Delhi.
2. Dooie Isobel and Robin Lawe, International Marketing Strategy. Thomson Learning.
3. Keegan Warren J., Global Marketing Management, Pearson Education, Delhi.
4. Joshi Rakesh Mohan, International Marketing. Oxford University Press, New Delhi.
5. Rajgopal, International Marketing, Vikas, New Delhi.

Note :

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

MULTINATIONAL BANKING

Paper Code : 2319/50919

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

INTERNATIONAL TRADE THEORY AND POLICY

Paper Code : 2102/50702

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

Components of international trade policy; export promotion strategies; import substitution : rationale and working of free trade zones; assessing export potential for specific products in specific markets; logic of state

trading and canalized trade; trade fairs and exhibition; commercial intelligence.

Unit-IV

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

Suggested Reading

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

Note :

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

GLOBAL STRATEGIC MANAGEMENT

Paper Code : 2417/51017

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

Strategic consideration in expatriate personnel management : HR strategies in cross-cultural environment; international control system;

aspects of headquarter control over subsidiaries; challenges of multinational recruitment selection and performance appraisal; integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy.

Unit-IV

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

Suggested Reading

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

Note :

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

INTERNATIONAL FINANCIAL MANAGEMENT

Paper Code : 2418/51018

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

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

Note :

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

INTERNATIONAL LOGISTIC**Paper Code : 2419/51019****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

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

Unit-III

Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners' foreign currency accounts; availing foreign exchange facilities : protecting against adverse movements in exchange rates;

role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.

Unit-IV

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

Suggested Reading

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

Note :

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

BRAND MANAGEMENT

Paper Code : 2321/50921

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Designing and implementing branding strategies: brand-product matrix, brand hierarchy, introducing and meaning new products and brand

extensions; managing brands over time: managing brands over geographic boundaries and market segments.

Suggested Reading

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

Note :

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

INTEGRATED MARKETING COMMUNICATION

Paper Code : 2322/50922

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Wider Issues and Dimensions- Sales promotions, personal selling, direct

marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing communication.

Suggested Reading

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

Note :

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

SERVICE MARKETING

Paper Code : 2323/50923

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Unit-I

Foundation of Service marketing- Definition and concept of service marketing, distinctive characteristics and classification of services, growth in service, service marketing mix, emergence of service economy.

Unit-II

Customer Focus- Understanding customer needs and expectations process of market segmentation, selecting customer portfolio, creating valued relation with customer, customer loyalty, service encounter, measuring customer satisfaction, SERVQUAL and GAP Model, handling complaints, services failure and recovery.

Unit-III

Designing and Delivery services - Positioning a service in the market, value addition to service product, planning and branding service product, new service development, pricing the service product, advertising, personnel selling and other communication in services industry, challenges in distribution of services, role of employees, customers and intermediaries in service industry.

Unit-IV

Special Issues in Service Marketing- e-services, online consumer behaviour, self service technologies, understanding specific service industries- financial, hospitality, health telecom, retail, public utilities, NGOs, travel and tourism, professional services.

Suggested Reading

1. Zeithaml, Valarie A, Bitner, Mary Jo, Service Marketing0 Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi.
2. Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta, Service Marketing- People, Technology, Strategy, Pearson Education, New Delhi.
3. Verma, Harsh, Services Marketing- Text and Cases, Pearson Education.
4. Apte, Govind, Services Marketing- OUP, New Delhi.
5. Jauhari, Vinnie and Kirti Dutta, Services : Marketing, Operations and Management, oxford University Press, New Delhi.

Note :

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

CONSUMER BEHAVIOUR**Paper Code : 2324/50924****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****Course Objective :**

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

Unit-I

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

Unit-II

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

Unit-III

Importance of consumer knowledge : types of consumer knowledge : sources of consumer knowledge : benefits of understanding consumer knowledge : consumer beliefs : consumer feelings : consumer attitudes;

consumer intentions: culture and its effect on consumer behaviour; changing values and its effect on consumer behaviour; changing values and its effect on marketing: determinants of social class: social class and consumer behaviour : importance of families and households on consumer behaviour: role behaviour and its influence on the decision process : family life cycles; changing roles of women; children and household consumer behaviour.

Unit-IV

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

Suggested Reading

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

Note :

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

CUSTOMER RELATIONSHIP MANAGEMENT

Paper Code : 2421/51021

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Unit-I

Introduction-Origin, evolution and concept of CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture.

Unit-II

Opotional CRM- Sales force automation: lead management, contact management, field force automation; enterprise marketing automation: Market segmentation, campaign management, customer service and support, contract and call centre operations.

Unit-III

Analytical CRM- Managing and sharing customer data : customer information database, ethics and legalities of data use, data warehousing and data mining; type of data analysis- online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence collaborative CRM.

Unit-IV

CRM Implementation- Establishing CRM performance monitoring, CRM readiness assessment, system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment.

Suggested Reading

1. Buttle, Francis, Customer Relationship Management- Concept and Tools, Elsevier Butterworth- Heinemann, Oxford, UK.

2. Payne, Adrian, Handbook of CRM- Achieving Excellence in Customer Management, Butterworth- Heinemann, Oxford, UK
3. Dyche, Jill, The CRM Handbook- A Business Guide to Customer Relationship Management, Pearson Education, New Delhi.
4. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth-Heinemann, Oxford, UK.
5. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi.
6. Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata McGraw Hill.

Note :

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

SALES AND DISTRIBUTION MANAGEMENT

Paper Code : 2422/51022

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

1. Havaladar. Krishna K. & Cavale, Vasant M. : Sales and Distribution Management; Tata McGraw Hill, New Delhi.
2. Khan, Mateen; Sales and Distribution Management; Excel Books; New Delhi.

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

Note :

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

RTAIL MANAGEMENT

Paper Code : 2423/51023

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading

1. Pradhan, Swapna; Retailing Management : Tata McGraw Hill; New Delhi.

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

Note :

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

BUSINESS MARKETING MANAGEMENT

Paper Code : 2424/51024

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

Course Objective :

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

Unit-I

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

Unit-II

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

market entry options: international strategy and the value chain; general framework for global strategy.

Unit-III

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

Unit-IV

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

Suggested Reading

1. Hutt, Michael D. & Speh. Thomas W. : Business Marketing Management : B2B; Thomson Learning; New Delhi.

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

Note :

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