

Ordinance
and
Scheme of Examination
for
MBA (Industry Integrated)
(Under public private partnership)

2011-12

MAHARSHI DAYANAND UNIVERSITY ROHTAK

ORDINANCE

MASTER OF BUSINESS ADMINISTRATION (INDUSTRY INTEGRATED) PROGRAMME

And

MASTER OF BUSINESS ADMINISTRATION (INDUSTRY INTEGRATED) FINANCIAL MARKETS PROGRAMME

A. ADMISSION AND ELIGIBILITY

1. The duration of the Master of Business Administration Programme (MBA) shall be three academic years. Each year shall be divided into two semesters. Thus, the MBA Programme shall comprise of four semesters spread over two years. Each semester shall have at least 90 teaching and industrial training days as under.

1st & 2nd Semester

Teaching days = 5 days per week

3rd & 4th, Semester

Teaching days = 2 days per week
Industry days = 4 days per week

On the completion of all the four semesters, the students will be awarded the Master's Degree in the Business Administration (Industry Integrated). A candidate can complete all the four semesters within a maximum period of 5 years from the date of admission to the first semester of the programme.

2. Admission to the first semester of the Programme shall be open to candidates who have passed

Bachelor or Master's Degree in any discipline or Shastri (New Scheme) Pass marks of this university or an examination recognized as equivalent thereto by this university
3. The first to fourth semester examination shall be open to a regular student who:
 - a) bears a good moral character;
 - b) has been on the rolls of the Institute for the concerned semester;
 - c) has at least 75% attendance in the class and in Industry separately during the concerned semester;
 - d) The candidate may be promoted to the next semester class automatically unless detained from examination on any genuine grounds.

4. The Director / Principal of the Coordinating Institute (appointed by the University for conducting and monitoring the program) shall forward to the Professor Coordinator, IIC, a list of the students along- with admission-cum-examination forms duly attested along with the fee to be prescribed by the University from time to time and original Detail Mark Card / Certificate of the qualifying examination within 20 working days of the last date of admission of each semester. Thereafter late fee of Rs.500/- per student shall be charged by the University.

B. EXAMINATION

5. (a). Every candidate shall be examined in the subject(s) as laid down in the Scheme of Examinations/Syllabus prescribed by the Academic Council from time to time.

(b). The MBA-II (Financial Markets) is jointly run by MDUR and NSE. The course in each semester will be governed by the respective bodies (MDUR and NSE). The relevant details with regard to conduct of examination etc. are as per scheme of examinations.
6. The external examiner(s) will set the question papers as per the criteria laid down in the Scheme of Examinations for the programme.
7. **The medium of instruction and examinations shall be English ONLY.**
8. The last date of receipt of admission forms-cum- examination forms and fees shall be notified by the Professor Coordinator, Industry Integrated Programme from time to time.
9. The amount of examination fee to be paid by a candidate for each semester shall be as per the decision of the University from time to time.
10. The Examinations for the odd semesters shall ordinarily be held in the month of December/January and for the even semesters in the month of May/June or on such dates as may be fixed by the Vice-Chancellor.

All Supplementary examinations (odd/Even) will be held for re-appear/failed candidates along with regular semester examinations.

11. The Director/Principal of the Institute/College/ELC(Extended Learning Centre) shall forward to the Controller of Examinations, as per the schedule of examinations of the University, a list of the eligible students who have satisfied the requirements of rules for appearing in the Examinations.
12. a) As soon as possible, after the termination of the examinations, the Controller of Examinations shall publish a list of candidates who have passed the Semester Examinations.

b) Each successful candidate shall receive a copy of the Detailed Marks Card on having passed the Semester Examinations.

13. The list of successful candidates after the fourth semester examinations shall be arranged as under in three divisions on the basis of aggregate marks obtained in the first to fourth semester examinations (for the award of MBA(Industry Integrated) Degree) taken together and the division obtained by the candidate will be stated in his degree:
- (a) Those who obtain 40% marks but less than 50% marks – THIRD DIVISION
 - (b) Those who obtain 50% marks but less than 60% marks – SECOND DIVISION
 - (c) Those who obtain 60% or more marks – FIRST DIVISION;
 - (d) Those who pass all the semesters examination (1st to 4th semester at the first attempt obtaining 75% or more marks in the aggregate shall be declared to have passed with – DISTINCTION.

C. EVALUATION

- 14 a) The Director/Principal of the concerned Institute/College/ELC shall forward the Internal Assessment marks/Workshop awards of the students, as per the scheme of examinations, wherever specified, to the Controller of Examinations as per the following criteria:
- | | |
|---|----------|
| i) Seminar presentation and class participation | 10 marks |
| ii) Case analysis and presentation | 05 marks |
| iii) Surprise test(s) | 05 marks |
- b) The Director/Principal of the Institute/College will preserve the records on the basis of which the, Internal Assessment awards/Workshop etc. have been prepared for inspection, if needed by the University up to one month from the date of declaration of the semester examinations results. This record, including the attendance, will be disposed off after one month.
- 15 a) The internal assessment/workshop/training report/project report awards of a candidate who fails in any semester/paper(s) shall be carried forward to the next examinations.
- b) Candidate(s) who has not obtained pass marks in the Internal Assessment in any paper(s) will be provided an opportunity to appear before the Committee of Examiners, to be constituted by the Director/Principal of the Institute/College/ELC, to re-assess performance of the candidate, corresponding to schedule given for supplementary examinations in Clause 10 and the Internal Assessment given by the Committee shall be final.
- c) A candidate who fails to obtain pass marks in training report shall be accorded opportunity to undergo training again and the same shall be assessed by an External Examiner.
- d) A candidate who fails to obtain pass marks in viva-voce shall have to re-appear before the board of examiners as laid down in Clause 17, as per schedule specified for supplementary examinations in clause 10.

16. (a) Every student shall have to undergo training in an Industrial organization as mentioned in Clause 1 above shall have to submit the training report/project report as prescribed in the Scheme of Examination.

The candidate shall be required to have an exposure of the actual functioning of the organization concerned and complete the specific project during his/her training. The work done by the candidate during the period of training shall be submitted in the form of a Training Report. The candidate shall be required to submit three copies of the training report typed in double space to the office of the Controller of Examinations through the Director/Principal/ELC. The last date for the receipt of Training Report in the office of the Controller of Examination shall be one month after the date of completion of training provided that in exceptional cases, the Vice-Chancellor on the recommendation of the Principal/Director/ELC may extend the last date of the receipt of the training report with late fee to be prescribed by the University from time to time.

The Training Report shall carry the marks as prescribed in the scheme of examination and the same will be evaluated as per provision laid down in the scheme of examination.

Arrangements for training in industrial/business houses shall be the exclusive responsibility of the Principal/Director/ELC of the college/institute. However students who can arrange their training on their own shall be allowed to do so and decision of the Principal/Director/ELC of the college/institute regarding the status of the organization shall be final. University shall not be liable to arrange for training of the students in any respect.

17. The viva-voce examination for training report shall be conducted by the Board of Examiners comprising the following members:

- (i) One expert nominated by the University.
- (ii) Director/Principal of the ELC or his nominee.
- (iii) One Executive from a reputed business organization, to be nominated by PGBOS in Management. Two members shall form quorum. There will be separate boards for each examination

The practical examination(s) of the courses wherever prescribed in the scheme of examination shall be conducted by the following Board of Examiners consisting of the following two members:

- (i) One internal faculty member (to be appointed by the Director / Principal of ELC and
- (ii) One external examiner to be appointed by the Vice – Chancellor on the recommendations of the PGBOS in Management.

18. The Training Report, wherever specified will be submitted in:

- a) The typing should be done on both sides of the paper (instead of single side printing)
- b) The font size should be 12 with Times New Roman font.

- c) The Training Report may be typed in 1.5 line spacing. But the References/Bibliography should be typed in single space.
 - d) The paper should be A-4 size.
 - e) Two copies meant for the purpose of evaluation may be bound in paper- and submitted to the approved authority.
19. (a) The comprehensive viva-voce shall be conducted by a Board of Examiners to be appointed by the Vice-Chancellor on the recommendation of the Chairman, PG Board of Studies of the University, consisting of the following members:
- i) One Internal Faculty, nominated by the Director/Principal of the concerned Institute/College;
 - ii) One External Examiners from the academic field; and
 - iii) One Executives from reputed organizations.
- (One member shall form the quorum.)
- (b) The marks obtained by the candidate for the viva-voce shall be taken into account when he appears in any future examiner under re-appear clause.
20. The practical examiner(s) of the courses (relating to IT/Computer or wherever specified) shall be conducted by the following Board of Examiners, consisting of two members:
- a) One internal faculty member(to be appointed by the Director of the concerned Institute); and
 - b) One external examiner (to be appointed by the Vice-Chancellor on the recommendations of the PG Board of Studies in Management.

D. PROMOTION AND REAPPEAR

21. The minimum percentage of marks to pass the examination in each semester shall be:
- a) 40% in each written papers and internal assessment/computer practical/workshop;
 - b) 40% in Training Report and Viva-Voce/Comprehensive Viva-voce, separately;
 - c) 40% in the total of each semester examination.

E. OTHER PROVISIONS

22. There will be no improvement facilities available to MBA students. However, grace marks will be allowed as per University Rules.
23. Nothing in this Ordinance shall deem to debar the University from amending the Ordinance and the same shall be applicable to all the students whether old or new.
24. Any other provision not contained in the above shall be governed by the rules and regulations framed by the University from time to time.

**SCHEME OF EXAMINATIONS FOR MBA (INDUSTRY INTEGRATED)
PROGRAMME w.e.f. SESSION 2011-2012 (Under Public Private Partnership
Scheme)**

First Semester

Paper No. MBA	Title of the Paper	External Marks	Internal Marks	Practical Marks	Total marks
II – 101	Management and Organization Behavior	80	20	----	100
II – 102	Managerial Economics	80	20	----	100
II – 103	Business Environment	80	20	----	100
II – 104	Financial & Management Accounting	80	20	----	100
II – 105	Quantitative Analysis	80	20	-----	100
II – 106	Computer Applications in Management	50	-----	50	100

Second Semester

II – 201	Financial Management	80	20	----	100
II – 202	Operations Management	80	20	----	100
II – 203	Business Research Methods	80	20	----	100
II – 204	Business Legislations	80	20	----	100
II – 205	Human Resource Management	80	20	----	100
II – 206	Marketing Management	80	20	-----	100

Third Semester

Paper No. MBA	Title of the Paper	External Marks	Internal Marks	Practical Marks	Total marks
II – 301	Business Policy and Strategic Analysis	80	20	----	100
II – 302	Management Information System	80	20	----	100
II-303	Optional I	80	20	----	100
II-304	Optional II	80	20	----	100
II-305	Optional I	80	20	----	100
II-306	Optional II	80	20	----	100
II-307	Training Report	50	50	----	-----

Fourth Semester

II – 401	Entrepreneurship	80	20	----	100
II – 402	Crisis Management	80	20	----	100
II - 403	Optional I	80	20	----	100
II - 404	Optional II	80	20	----	100
II - 405	Optional I	80	20	----	100
II - 406	Optional II	80	20	----	3hrs
II – 407	Training Report	50	50	----	----

****In case of IT specialization where ever there is a practical paper mark would be accordingly**

Viva – Voce exam to be conducted by the Industry expert, external examiner and the Principal/Director of the concerned Institute.

In MBA (Industry Integrated) program student will have dual specialization and will have to choose any two specialization out of the one given below. The student shall take two papers each in 3rd & 4th sem

Specializations Offered in 2 year MBA (Industry Integrated) program

1. Sales and Marketing
2. Financial Services and Banking
3. Retail Management
4. Information Technology
5. International Business
6. Human Resource Management

List of Optional Papers

1. SALES AND MARKETING

THIRD SEMESTER

Paper No. MBA	Title of the Paper	External Marks	Internal Marks	Practical Marks	Total marks
II – SM – 1	Consumer Behavior	80	20	----	100
II – SM – 2	Advertising Management	80	20	----	100
II – SM – 3	Sales and Distribution Management	80	20	----	100
II – SM – 4	Brand Management	80	20	----	100

2. FINANCIAL SERVICES AND BANKING

THIRD SEMESTER

Paper No. MBA	Title of the Paper	External Marks	Internal Marks	Practical Marks	Total marks
II – FSB – 1	Security Analysis and Portfolio Management	80	20	----	100
II – FSB – 2	Strategic Cost Management	80	20	----	100
II – FSB – 3	Management of Banking and Financial Institutions	80	20	----	100
II – FSB – 4	Project Planning and Control	80	20	----	100

3. RETAIL MANAGEMENT

THIRD SEMESTER

Paper No. MBA	Title of the Paper	External Marks	Internal Marks	Practical Marks	Total marks
II – RM – 1	Introduction to Retailing	80	20	----	100
II – RM – 2	Retail Buying & Merchandise Management	80	20	----	100
II – RM – 3	Retail Selling & Customer Service	80	20	----	100
II – RM – 4	Supply Chain Management, Retail Information & Logistics	80	20	----	100

4. INTERNATIONAL BUSINESS

THIRD SEMESTER

Paper No. MBA	Title of the Paper	External Marks	Internal Marks	Practical Marks	Total marks
II – IB – 1	Foreign Exchange Management	80	20	----	100
II – IB – 2	Export-Import Procedures and Documentation	80	20	----	100
II – IB – 3	International Marketing	80	20	----	100
II – IB – 4	Foreign Trade Policy and Promotion	80	20	----	100

5. INFORMATION TECHNOLOGY

THIRD SEMESTER

Paper No. MBA	Title of the Paper	External Marks	Internal Marks	Practical Marks	Total marks.
II – IT – 1	Data Base Management System	50	----	50	100
II – IT – 2	System Analysis and Design	80	20	-	100
II – IT – 3	Internet Programming	50		50	100
II – IT – 4	ERP Solutions	50		50	100

6. HUMAN RESOURCE MANAGEMENT

THIRD SEMESTER

Paper No. MBA	Title of the Paper	External Marks	Internal Marks	Practical Marks	Total marks
II – HRM – 1	Strategic Human Resource Management	80	20		100
II – HRM – 2	Talent Management	80	20		100
II – HRM – 3	Training & Development	80	20	----	100
II – HRM – 4	Organizational Development	80	20	----	100

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

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR
Paper Code: II-101

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

NOTE:

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

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

MANAGERIAL ECONOMICS

PAPER CODE: II-102

Unit-I

Nature and scope of managerial economics; nature of marginal analysis; alternative objectives of business firms; cardinal utility theory; indifference curve technique and the theory of consumer choice; consumer surplus; price, income and substitution effects; demand elasticities; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

Unit-II

Law of variable proportions; laws of return; optimal input combination; output-cost relations; engineering cost curves; technological change and production decisions; revenue curves of a firm; duopoly analysis using reaction curves; price-output decisions under alternative market structures; shut-down points; Baumol's sales maximization model; advertising and price-output decisions.

Unit-III

Collusive behaviour of firms; cartel behaviour; game theory and strategic behaviour; product differentiation and price discrimination; price-output decision in multi-plant and multi-product firms; managerial theories of the firm; general pricing strategies; special pricing techniques – limit pricing, peak load pricing and transfer pricing; dumping analysis; pricing of public utilities.

Unit-IV

Risk analysis; investment and capital replacement decisions; locational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies; inflation analysis; tariff analysis.

Suggested Readings:

1. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore
2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York
3. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education, Delhi
4. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad

Note:

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

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

BUSINESS ENVIRONMENT

PAPER CODE: II-103

Unit-I

Nature and structure of business environment; macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors.

Unit-II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices; consumer and investor protection.

Unit-III

Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

Unit-IV

Globalisation trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

Suggested Readings:

1. Acharya, Shankar, **India's Macroeconomic Management in the Nineties**, ICRIER, New Delhi
2. Ahluwalia, I.J. and IMD Little, **India's Economic Reform and Development**, Oxford University Press, Delhi
3. Datt, R., **Second Generation Economic Reforms in India**, Deep and Deep,
New Delhi
4. Khan, M.Y., **Indian Financial System**, TATA McGraw Hill, New Delhi

Note:

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

External Marks: 80

Internal Marks: 20

Time: 3 Hrs

FINANCIAL AND MANAGEMENT ACCOUNTING
Paper Code: II-104

UNIT-I

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

UNIT-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

Note:

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

QUANTITATIVE ANALYSIS

Paper code: II-105

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

1. Levin & Rubin, **Statistics for Business**, Prentice Hall of India, N.Delhi.
2. Gupta S.P. & Gupta M.P. **Business Statistics**, Sultan Chand & Sons, Delhi.
3. Anderson, **Quantitative Methods in Business**, Thomson Learning, Bombay.
4. Anderson, **Statistics for Business & Economics**, Thomson Learning, Bombay.
5. Chandan, J.S. **An Introduction to Statistical Methods** , Vikas Publishing House, New Delhi.
6. Bhardwaj, R.S, **Business Statistics** , Excel Books, 2000
7. Gupta C.B. & Gupta, **Vijay-Business Statistics**, S.Chand & Co. Delhi.
8. Kothari C.R., **Quantitative Techniques**, Vikas Publishing House, New Delhi
9. Hooda.R.P., **Statistics for Business & Economics**, McMillan India Ltd.

Note:

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

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

COMPUTER APPLICATIONS IN MANAGEMENT
PAPER CODE: II-106

COURSE OBJECTIVE:

Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management and exchange through net

Unit-I

Computer Organization: Introduction, components, classification, capabilities characteristics & limitations. Operating System; Storage devices: Application of Computer in Business, Computer Languages.

Unit-II

Use of MS-Office: Basics of MS-Word. MS-Excel and MS-Power Point; Applications in documentation preparation and making reports; preparation of questionnaires, presentations, tables and graphs.

Unit-III

Internet : Internetworking, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, Analog & Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, Network Applications. E-mail.

Unit-IV

Introduction to database: Concept, Characteristics, Objectives, Advantage & limitations, entity, attribute, schema, subschema.

Lab : Operating Systems Commands, Internet Surfing, MS Office, MS Word, MS Excel, MS Power point, Tally (latest version)

Suggested Readings:

1. Leon & Leon, **Introduction to Computers**, Vikas Publishing House, New Delhi.
2. June Jamrich Parsons, **Computer Concepts 7th Edition**, Thomson Learning, Bombay.
3. Comer 4e, **Computer networks and Internet**, Pearson Education
4. White, **Data Communications & Computer Network**, Thomson Learning, Bombay.

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

FINANCIAL MANAGEMENT
PAPER CODE: II-201

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Note: The topic of capital budgeting, management of cash, inventory management, receivable management will cover theoretical concepts and simple numerical questions.

Suggested Readings:

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

Note:

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

OPERATIONS MANAGEMENT

Paper Code: II-202

UNIT – I

Strategic Operations Management - Decision-making in production; factors determining production planning; production planning systems; benefits of production control; elements of production control; factors determining production control; nature of strategic management; process; importance and role of operations management in strategic management; Production Processes - Selection of a process; service operations; process design; facilities planning; affecting process design; types of process design; process technology

UNIT – II

Plant Location - Nature; location theories; location factors; Plant Layout - Objectives of a good layout; factors influencing layout; principles of layout; types of layout; service facility layout; importance of layout; revision of layout; layout-tools and techniques; layout of building; Work Study - Method Study and Work Measurement Importance of work study; objectives of work study; relationship of time and motion study to work study; basic work study procedure; methods analysis; motion study; work measurement; techniques of work measurement; work sampling procedure

UNIT – III

Aggregate Planning and Master Production Scheduling - Nature and objectives of aggregate planning; operations planning and scheduling systems; aggregate production planning; need and steps in aggregate capacity planning; approaches to aggregate planning ; capacity planning and capacity requirement planning(CRP); capacity measurement and decisions; Resource Requirements Planning - Nature; resource requirements planning system; MRP-I; MRP-II; operation of the MRP system; terms used in MRP; MRP computational procedure; issues in MRP; potential benefits from MRP; implementation of MRP; evaluation of MRP; Enterprise Resource Planning (ERP)

UNIT – IV

Quality Control - Statistical Quality Control(SQC); SQC for process control; Acceptance Sampling; construction of control charts for variables and attributes; Plant Maintenance - Economics of maintenance; models for maintenance management; Materials Handling - Principles; materials handling costs; factors affecting the selection of equipment; selection and design of handling system; types of handling equipment; Purchasing - Objectives; make or buy; speculative buying; vendor rating; ethics in purchasing; reciprocity; value analysis

NOTE:

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

BUSINESS RESEARCH METHODS
PAPER CODE: II-203

Unit-I

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

Unit-II

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

Unit-III

Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational methods; data analysis and interpretation, editing, coding, content analysis and tabulation; hypothesis testing – an overview of parametric and non-parametric tests (analysis of variance, X^2 test, Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal – Wallis H-test)

Unit-IV

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

Suggested Readings:

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

Note:

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

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

BUSINESS LEGISLATION
PAPER CODE: II-204

COURSE OBJECTIVE:

The course is designed to provide an 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-in due course, dishonor and discharge of a negotiable instrument, arbitration

Unit-III

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

Unit-IV

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

Suggested Readings:

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

Note:

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

**HUMAN RESOURCE MANAGEMENT
PAPER CODE: II 205**

Unit-I:

Strategic importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning – objectives and process; human resource information system

Unit-II

Talent acquisition: recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T & D programme

Unit-III

Appraising performance: developing and instituting performance appraisal system, assessment and development centres, potential appraisal; rewarding performance: linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services

Unit-IV

HR in knowledge era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM

Suggested Readings:

1. Ivancevich, John M., **Human Resource Management**, Tata McGraw Hill, New Delhi
2. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, **Managing Human Resources**, Pearson Education
3. Dessler, Gary, **Human Resource Management**, Pearson Education
4. Mathis, Robert, and John Jackson, **Human Resource Management**, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, **Human Resource Management**, Thomson Learning Inc.
6. Pattanayak, Biswajert, **Human Resource Management**, PHI, New Delhi
7. Jyothi P., and D.N.Venkatesh, **Human Resource 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 have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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

MARKETING MANAGEMENT
PAPER CODE: II-206

Unit-I

Nature and scope of marketing: corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers; marketing environment; marketing research and information system

Unit-II

Analyzing consumer markets and buyer behaviour; analyzing business markets and business buying behaviour; market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle

Unit-III

New product development process; product mix and product line decisions; branding and packaging decisions; pricing strategies and programmes; managing marketing channels; wholesaling and retailing

Unit-IV

Advertising and sales promotion; public relations; personal selling; evaluation and control of marketing effort; web marketing; green marketing; reasons for and benefits of going international; entry strategies in international marketing

Suggested Readings:

1. Kotler Philip and Keller; **Marketing Management**; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, **Marketing Management in South Asian Perspective**, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, **Marketing**, TMH, New Delhi
4. Etzel, Michael J, **Marketing: Concepts and Cases**, TMH, New Delhi

Note:

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

External Marks : 80

Internal Marks : 20

Time : 3 hrs.

BUSINESS POLICY AND STRATEGIC ANALYSIS

Paper code: II-301

Unit-I

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

Unit-II

Top management : Constituents- board of directors, sub-committee, chief executive officer; task, responsibilities and skills of top management.

Unit-III

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

Unit-IV

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

Suggested Readings:

1. Johnson & Scholes, Exploring Corporate Strategy, Prentice Hall of India, N.Delhi.
2. John & Pearce II and Richard B Robinson Jr., Strategic Management, Strategic Formulation and Implementation, AITBS Publishers and Distributors (Regd.), Delhi.
3. Thomson Strickland, Strategic Management, Tata McGraw Hill, New Delhi.
4. Sukul Lomash, Strategic Management, Vikas Publishing House, New Delhi.
5. Cuno Pumpin, The Essence of Corporate strategy, Gower Publishing Company Ltd., England.
6. C.Roland Christenson, Et., Business Policy Text and Cases, IRWIN Homewook Illions.
7. P.K.Ghosh, Business Policy, Strategic Planning and Management, Sultan Chand and Sons, New Delhi.
8. Wheelen, T.L and Hunger J.D., Strategic Management and Business Policy, N.Delhi, Pearson Education, 2002
9. Pamaswamy, V.S and Namakumari, S., Strategic Planning – Formulation of Corporate Strategy, New Delhi, Macmillan India Ltd.
10. Kazmi Ahzar, Business Policy and Strategic Management, TMH, N.Delhi.

NOTE :

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks: 80

Internal Marks: 20

Time : 3hrs.

MANAGEMENT INFORMATION SYSTEM

Paper Code: II-302

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 designs 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 Readings :

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 have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

**ENTREPRENEURSHIP
PAPER CODE: II-401**

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

Suggested Readings:

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

Note:

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

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

CRISIS MANAGEMENT
Paper Code: II-402

UNIT-I

Introduction – Nature and types of crisis, physical damage crisis, non-physical damage crisis; stages of crisis – pre crisis stage, acute crisis stage, past crisis stage; consequences of crisis

UNIT-II

Crisis Communication Plan – Crisis notification, staff awareness, public relations team, rationale, policy and process of crisis communication plan, crisis team command centre, organizing media interfaces, action plan, mechanism of passing information

UNIT-III

Business Continuity Planning – Prevention element, testing state of readiness, emergency response plan, business redemption plan, steps in managing crisis, crisis support staff, documentation, crisis log

UNIT-IV

Crisis Management Strategy – Crisis trigger point, developing crisis management infrastructure; formation of crisis management team, role of crisis management team during pre crisis stage, acute crisis and post crisis stage, exercising crisis management plan

SUGGESTED READINGS:

1. Devlin, Edwards, Crisis Management Planning and Execution, Auerbach Publications
2. Batchelor, Paul, Surviving Corporate Crisis, Thorogood
3. Lewis, Gerald, Organizational Crisis Management, Auerbach Publications

NOTE:

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

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

CONSUMER BEHAVIOUR

PAPER CODE: II-SM-1

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 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-purchase evaluation

Unit-II

Different types of purchase situations; 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 resources 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; product's and advertising's role in shaping consumer opinion; cognitive learning; retrieval of information; company's role in helping consumers to remember

Suggested Readings:

1. Blackwell, Roger, Miniard, 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. Solomon, 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 have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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

ADVERTISING MANAGEMENT
Paper Code: II-SM-2

Unit-I

Role, functions & benefits of advertising; promotional mix; promotional planning process; process of marketing communication; Wilbur Schramm's model; integrated marketing communication stimulation of primary and selective demand

Unit-II

Classification of advertising; determination of target market; advertising objectives; DAGMAR approach; building of advertising programme- message, headline, copy, logo, appeals, illustrations.

Unit-III

Evaluation of broadcast, print and support media; media planning & strategy; advertising budget; measuring advertising effectiveness.

Unit-IV

Advertising agency- organisation, role, types, selection, compensation & evaluation; client agency relationship(CAR); social, ethical, legal and economic aspects of advertising.

Suggested Reading :

1. Shimp, Advertising Promotion, Thomson Learning, Bombay.
2. Belch, George E & Belch, Michael A, Advertising And Promotion: An Integrated Marketing Communication Perspective., Tata Mcgraw Hill Publishing Co.Ltd., New Delhi.
3. Wells, William D., Burnett, John, And Moriarty Sandra, Advertising: Principles And Practice, Pearson Education; New Delhi.
4. D.A. Aaker, R. Batra And J.G. Myers, Advertising Management, Prentice Hall of India, New Delhi.
5. Kazmi S.M.H. & Batra, Satish K., Advertising & Sales Promotion, Excel Books, N.Delhi.
6. Samnik, Promotion and Integrated Market Communication, Thomson Learning, Bombay.

NOTE :

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

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

SALES & DISTRIBUTION MANAGEMENT
Paper Code: II-SM-3

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

1. Havaladar, Krishna K.& Cavale, Vasant M.; **Sales and Distribution Management**; Tata McGraw Hill, New Delhi
2. Khan, Mateen; **Sales and Distribution Management**; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; **Sales Management – Decision, Strategies and Cases**; Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; **Sales Management**; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; **Sales Management – Team work, Leadership and Technology**; Thomson Learning.; New Delhi
6. Rosenbloom, Bert; **Marketing Channels: A Management View**; Thomson Learning; New Delhi
7. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; **Marketing Channels**; Prentice Hall of India/Pearson Education; New Delhi
8. Kapoor, Ramnik; **Fundamentals of Sales Management**; McMillan India Ltd; New Delhi

NOTE

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

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

BRAND MANAGEMENT
Paper Code: II-SM-4

UNIT-I

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand 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 READINGS:

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 have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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

Security Analysis and Portfolio Management
Paper Code: II-FSB-1

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

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

Suggested Readings:

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

Note:

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. Instructions for External Examiner: The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All five questions will carry equal marks.

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

STRATEGIC COST MANAGEMENT

Paper Code: II-FSB-2

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 an ABC system

Activity-based management; operational and strategic application of ABC; customer profitability analysis, process value analysis, financial measures of activity efficiency; Nature of value-chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition

UNIT-III

Functional-based planning and control; budgeting -nature, administration and effectiveness; budgeting cycle; activity-based budgeting; Kaizen approach; ZBB; performance budgeting; human aspects of budgeting; responsibility centers and financial control - nature and role of responsibility centres; accounting and evaluation of responsibility centers, measuring the performance of investment centre - ROI, RI, EVA; transfer pricing and its applications

UNIT-IV

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

SUGGESGTED READINGS:

1. Drury, Colin, **Management Accounting and Control**, Thomson Learning
2. Horngren, Datar Foster, **Cost Accounting**, Pearson Education
3. Hansen and Mowen, **Cost Management**, Thomson Learning
4. Kaplan, Atkinson and Young, **Management Accounting**, Pearson Education
5. Kaplan, Atkinson, **Advanced Management Accounting**, Pearson Learning
6. Anthony, Robert N., and 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 have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MANAGEMENT OF BANKING AND FINANCIAL INSTITUTIONS

Paper code: II – FSB – 3

Unit-I

Indian Financial System: Money Market and its instrument; capital market and its different segments; New issue market; stock exchanges; trading and settlement procedure; NSE; OTCEID.

Unit-II

Development Banking; Operational and Financing policies of Development Banks including IDBI, ICICI, IFCI, IRBI & SIDBI, Project Appraisal Techniques of Development Bank; NBFCs - Management and control; Reserve Bank of India: Objective, functions and its monetary and credit policy.

Unit-III

Commercial Banks: Evolution, Structure, Growth and Progress of Indian Commercial Banks, Public and Private Sector Banks, Management of Liquidity, Profitability and NPA; Banking operations; retail banking and corporate banking; Innovations in banking operations

Unit-IV

Credit Rating; Role and Function of credit rating agencies, Mutual Funds – Meaning , Types of Mutual Funds, Organisation and Structure of MF in India; SEBI guidelines regarding formation role and function of Assets Mgt. Companies, Pricing of Mutual Funds Products. Its Accounting Polices, Disclosure practices and SEBI guidelines

BOOKS RECOMMENDED:

1. Indian capital Market, V.A. Avadhani, Himalya Publishing Services, Bombay.
2. Indian Financial System, MY KHAN, Tata McGraw Hill, New Delhi.
3. Financial Institution and market, LM Bhole, Tata McGraw Hill, New Delhi.
4. Merchant Banking, JC Verma, Bharat Law House, New Delhi.
5. Capital Issue Lists and Merchant Banking, Dhankar JC, Sky Lark Publishers, New Delhi.
6. Financial Markets and Services, Natrazan & Gorden, Himmalya Publishing House.

NOTE:

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

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

PROJECT MANAGEMENT AND CONTROL
Paper Code: II-FSB-4

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:

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

NOTE:

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

INTRODUCTION TO RETAILING
Paper Code: II-RM-1

Unit I

Retailing – definition – scope – Role of Retailer in the Channel of Distribution – Benefits of Retailing – Functions of Retailers – Evolution of Retailing – global Retail Scenario – Indian Retail Scenario – Emerging Trends and Opportunities in India Retailing Industry.

Unit II

Retailing Environment – Economic Environment – Legal Environment – Technological Environment – Competitive Environment – Indian Experience in Retailing – Foreign Direct Investment in Retail in the Indian context.

Unit III

Classification of Retailers – Classification by Ownership – Independent Stores – Chain stores – Franchise Stores – leased Departments – Cooperatives – Classification by Strategy – General Merchandise Retailers – Discount Stores – Specialty Stores – Off Price Retailers – Classification by Product Line – Department stores – Supermarkets – Hypermarkets – Convenience Stores.

Unit IV

Non Traditional Retail Classifications – Non store retailer – Direct Marketing – Catalog Marketing – Telemarketing – TV Home shopping – Automatic vending – E – Tailing – Malls and other formats.

Suggested Readings

Retail Management – Functional Principles and Practices – Gibson Vedamani – Jaico Books, second Edition, 2004
Retail Management – A Strategic Approach – Barry Berman and Joel R. Evans – Person Education, 2006
Retail Management – Michael Levy and Barton A. Weitz – Tata McGraw Hill, Fifth Edition 2004.
Retailing Management – William R. Davidson, Daniel J. Sweeney and Ronald W. Stamfi – Wiley Publishers, Sixth Edition, 1998.
Retailing Management, Text & Cases – Swapna Pradhan, Tata McGraw Hill India, 2004.

NOTE:

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

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

RETAIL BUYING AND MERCHANDISE MANAGEMENT

Paper Code: II-RM-2

Unit I

Planning Merchandise Assortments – Organizing the buying process by categories- Category Management – The Buying Organisation – Setting Financial Objectives for the Merchandise Plan – Gross Margin Return On Inventory Management (GMROI), Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety – Assortment – Product Availability – Trade offs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends.

Unit II

Buying Systems for Staple Merchandise – Buying Systems for Fashion Merchandise – Merchandise Budget Plan – Components – Evaluation – Open – to Buy Systems – Allocating Merchandise to Stores – Analyzing the Merchandise performance. Buying Merchandise – Branding Strategies – Global Sourcing Decisions – Costs and Managerial issues associated with Global Sourcing – Merchandising Buying and Handling Process – Ethical and Legal issues in Merchandise Buying.

Unit III

Merchandise Pricing – Setting the Retail Price- Pricing Objectives – Pricing strategies – Pricing Methods – Pricing Adjustments – Price Discrimination.

Unit IV

Retail Communication Mix – Role of Communication in Retailing – Methods of communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs

Suggested Readings

Retail Management – Michael Levy and Barton A. Weitz, Tata McGraw Hill, fifth Edition, 2004.

Retail Management – ICFAI Centre for Management Research Publication

Merchandise Buying and Management – John Donnellan, Fairchild Publications.

Retail Merchandising: Principles and Applications – Ralph D. Shipp, Houghton Mifflin College Division, Second Edition, 1985.

NOTE:

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

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

RETAIL SELLING AND CUSTOMER SERVICE

Paper Code: II-RM-3

Unit I

Role of Personal selling in retail promotion mix – role of retail sales person – retail selling process – preparing for the customer – prospecting the customer – approaching the customer – presenting the merchandise demonstrating – handling objections – up selling – cross selling – making the sale.

Unit II

Relationship selling – building customer relationships – Skills required for the retail sales person – evaluation of the retail sales person – conversion rate – sales per hour – use of time standards.

Unit III

Customer Service

Significance – customer service strategies – customer evaluations of service quality – role of expectations – perceived service – situations leading to satisfactory and unsatisfactory customer experience – Gaps model for improving quality of retail services – Knowledge gap – standards gap – delivery gap – communications gap – service recovery.

Unit IV

Developing the right customer service level – cost of customer service- competitive analysis – store characteristics – income level of target market – customer's wants and needs – supplier customer service levels.

Suggested Readings

1. Retail Management – Michael Levy and Barton A. Weitz, Tata McGraw Hill, Fifth Edition, 2004.
2. Retail Management – ICFAI Centre for Management Research Publication
3. Integrated Retail Management (Indian Adaptation) – James R. Ogden and Denise T. Ogden – Biztantra, 2005.

NOTE:

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

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

SUPPLY CHAIN MANAGEMENT, RETAIL INFORMATION & LOGISTICS

Paper code: II-RM-4

Unit I

Introduction to supply chain management – evolution – functioning – evolving structure – participants – aligning the supply chain with business strategy. The retail distribution channel – participants in the distribution channel – types of channels – channel relationships.

Unit II

Supply chain operations – Planning – five links in the chain – demand forecasting – product pricing – Inventory management.

Supply chain operations – Sourcing materials and products – procurement, credit and collections, products design, production scheduling, facility management.

Supply chain operations – Deliveries and returns – order management, delivery scheduling, the reality of returns, outsourcing supply chain operations.

Unit III

Measuring performance – Supply chain metrics – customer service metrics – Internal efficiency metrics – demand flexibility metrics – products development metrics.

Unit IV

Technology and supply chain coordination: Information systems – inventory management systems – developing supply chain systems.

Suggested Readings

- 1 Supply chain management in the retail industry – Michael Hugos and Chris Thomas, Wiley Publishers, 2005.
- 2 Supply Chain Management "Strategy, Planning and Operations – Sunil Chopra and Peter Meindl, Prentice Hall, 2004.

NOTE:

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

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

FOREIGN EXCHANGE MANAGEMENT
Paper Code: II-IB-1

- 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 Sticky – 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 READINGS:

1. Giddy, IAN, 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 have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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

EXPORT IMPORT PROCEDURES AND DOCUMENTATION
Paper Code: II-IB-2

Unit-I

Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.

Unit-II

Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.

Unit-III

Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realisation of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.

Unit-IV

Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.

Suggested Readings:

1. M.D. Jitendra, Export Procedures and Documentation, Rajat Publications, Delhi.
2. Pervin Wadia, Export Markets And Foreign Trade Management, Kanishka Publications, New Delhi.
3. Nabhi's Exporters Manual and Documentation.
4. Nabhi's New Import-Export Policy Procedures.

NOTE :

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

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

INTERNATIONAL MARKETING
Paper Code: II-IB-3

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; environment factors affecting international prices; international dumping; financing 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 Readings:

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

NOTE :

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

FOREIGN TRADE POLICY AND PROMOTION
Paper Code: II-IB-4

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 terms of trade; significance of conceptual understanding of trade theory for IB manager

Unit-II

Free trade versus protection; tariff classification; economic effects of tariff; 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 groupings 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 Readings:

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 have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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

DATA BASE MANAGEMENT SYSTEM
Paper Code: II-IT-1

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, relational 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 Readings:

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 Concepts, McGraw Hill
8. Pratt, Concept of Data Base Management, Thomson Learning, Vikas Publishing House, New Delhi
9. Elmari 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.

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

SYSTEM ANALYSIS AND DESIGN
Paper Code: II-IT-2

Unit-I

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

Unit-II

System Development Life Cycle: Preliminary investigation – Information System Projects, evaluation of system request, 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 for LANs, for client/server architecture, designing internet systems – internet design fundamentals, design issues related to site management, managing online data

Suggested Readings:

1. Hoffer et. al, Modern System Analysis and Design, Thomson Learning
2. Shelly, Cashman, Rosenblatt, System Analysis and Design 4e, Thomson Learning
3. Satzinger, System Analysis and Design, Thomson Learning, Bombay
4. Hawryszkiewycz, 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:

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

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

INTERNET PROGRAMMING
PAPER CODE: II-IT-3

Unit-I

Programming through JAVA: JAVA history, JAVA features, JAVA and internet, JAVA and WWW, hardware and software requirements, JAVA environment, program structure, JAVA tokens, JAVA virtual machine, constants, variables and data types, operators and expressions, decision making and branching, 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 handling, event handling, AWT: Working with windows, graphics and text, controls, layout managers.

Lab: Java Programming and Internet Surfing.

Suggested Readings:

1. Wigglesworth, **Advanced Programming in Java**, Thomson Learning, Bombay.
2. Slack, **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 JAVA**, TMH, New Delhi.
6. Patrick Naughton, **JAVA Complete Reference**, TMH, New Delhi.
7. Herbert Schildt, **JAVA Complete Reference**, 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.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

ENTERPRISE RESOURCE PLANNING

Paper code: II-IT-4

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS

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

NOTE:

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

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

**STRATEGIC HUMAN RESOURCE MANAGEMENT
PAPER CODE: II-HRM-1**

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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

Note:

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

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

**TALENT MANAGEMENT
PAPER CODE: II-HRM-2**

Unit-I

Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations

Unit-II

Talent Management System – elements and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential

Unit-III

Talent Planning – succession management process; cross functional capabilities and fusion of talents; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching

Unit-IV

Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system

Suggested Reading:

1. Berger, Lance A and Dorothy Berger (Eds.) **The Talent Management Handbook**, Tata McGraw Hill, New Delhi
2. Chowdhary, Subir, **The Talent Era**, Financial Times/Prentice Hall International
3. Chowdhary, Subir, **Organization 2IC**, Pearson Education, New Delhi
4. Sanghi, Seema, **The Handbook of Competency Mapping**, Response Books, New Delhi

Note:

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

**TRAINING AND DEVELOPMENT
PAPER CODE: II-HRM-3**

Unit-I

Training – concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function; Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping

Unit-II

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

Unit-III

Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving

Unit-IV

Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, knowledge management

Suggested Readings:

1. Agochia, Devendra, **Every Trainer's Handbook**, New Delhi; Sage Publications
2. De Simone, R.L. and Harris, D.M., **Human Resource Development**, Thomson Learning
3. Sahu, R.K., **Training for Development**, Excel Books, New Delhi
4. Blanchard, P Nick, and James W. Thacker, **Effective Training – Systems, Strategies, and Practices**, Pearson Education, New Delhi
5. Goldstein, **Training in Organization**, Thomson Learning, Bombay
6. McGrath, **Training for Life and Leadership in Industry**, Prentice Hall of India, New Delhi

Note:

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

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

ORGANISATIONAL DEVELOPMENT
PAPER CODE: II-HRM-4

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Reading:

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

Note:

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