

MASTER OF BUSINESS ADMINISTRATION

(For University School of Management (Choice Based Credit System) and affiliated Institutions)

The Master of Business Administration (MBA) is a Two Year Full Time Programme. The course structure of the programme is given hereunder:

SEMESTER-I

| Paper Code | <i>Title of Course</i> | <i>Total Marks</i> | <i>Ext. Marks</i> | <i>Int. Marks</i> | <i>Hrs</i> | <i>Credits</i> |
|------------|---|--------------------|-------------------|-------------------|------------|----------------|
| MBA-101 | Management Process and Organizational Behaviour | 100 | 70 | 30 | 5 | 4 |
| MBA -102 | Managerial Economics | 100 | 70 | 30 | 5 | 4 |
| MBA -103 | Business Communication | 100 | 70 | 30 | 5 | 4 |
| MBA -104 | Business Environment | 100 | 70 | 30 | 5 | 4 |
| MBA -105 | Financial Reporting, Statements and Analysis | 100 | 70 | 30 | 5 | 4 |
| MBA -106 | Statistics and Analytics for Decision Making | 100 | 70 | 30 | 5 | 4 |
| MBA -107 | Computer Applications for Business | 100 | 70 | 30 | 5 | 4 |
| MBA -108 | Soft Skills/Seminar/Presentation | 50 | - | 50 | 2.5 | 2 |
| | Total Marks/Credit | 750 | | | | 30 |

SEMESTER-II

| | | | | | | |
|----------|--|------------|----------|----------|----------|-----------|
| MBA -201 | Optimization Models for Business Decisions | 100 | 70 | 30 | 5 | 4 |
| MBA -202 | Business Research Methodology | 100 | 70 | 30 | 5 | 4 |
| MBA -203 | Production and Operations Management | 100 | 70 | 30 | 5 | 4 |
| MBA -204 | Marketing Management | 100 | 70 | 30 | 5 | 4 |
| MBA -205 | Corporate Finance | 100 | 70 | 30 | 5 | 4 |
| MBA -206 | Human Resource Management | 100 | 70 | 30 | 5 | 4 |
| MBA -207 | Legal Environment | 100 | 70 | 30 | 5 | 4 |
| MBA -208 | Comprehensive Viva-Voce | 50 | 50 | - | - | 2 |
| | Total Marks | 750 | - | - | - | 30 |
| OE-I | Open Elective-I (Only at USM, KUK Campus under CBCS) | 50 | 50 | - | - | 2 |
| | Total Marks/Credit (CBCS) | 800 | | | | 32 |

Note: Students after completion of second semester are required to undergo summer internship of 6-8 weeks in a reputed business organization, which shall be credited as MBA-303 in the third semester.

NOTE: During Second year, in addition to compulsory papers and research project, students shall have to choose six optional papers each in third and fourth semesters from the list of optional papers announced at the beginning of each semester. A student is required to specialize in two areas (One Major and other Minor) by opting at least four papers (in major area) two papers from (in minor area) in third and fourth semester. However in order to optimize faculty requirements we have made the Minor Marketing Subjects as compulsory.

SEMESTER-III

| | | | | | | |
|----------|--|------------|----------|----------|----------|-----------|
| MBA -301 | Corporate Strategy | 100 | 70 | 30 | 5 | 4 |
| MBA -302 | Indian Ethos and Business Ethics | 100 | 70 | 30 | 5 | 4 |
| MBA -303 | Summer Internship/Field Work | 100 | 50 | 50 | - | 4 |
| | Elective papers four From Major and two from Minor specialization area | | | | | |
| | Major Elective-I | 100 | 70 | 30 | 5 | 4 |
| | Major Elective-II | 100 | 70 | 30 | 5 | 4 |
| | Major Elective-III | 100 | 70 | 30 | 5 | 4 |
| | Major Elective -IV | 100 | 70 | 30 | 5 | 4 |
| | Minor Elective -I | 100 | 70 | 30 | 5 | 4 |
| | Minor Elective -II | 100 | 70 | 30 | 5 | 4 |
| | Total Marks (Affiliated Institutions) | 900 | - | - | - | 36 |
| OE-II | Open Elective-II (Only at USM, KUK Campus under CBCS) | 50 | 50 | - | - | 2 |
| | Total Marks/Credit (CBCS) | 950 | - | - | | 38 |

SEMESTER-IV

| | | | | | | |
|----------|--|-------------|---|----------|----------|------------|
| MBA -401 | Entrepreneurship | 100 | 70 | 30 | 5 | 4 |
| MBA -402 | Corporate Social Responsibility and Sustainability | 100 | 70 | 30 | 5 | 4 |
| MBA -403 | Research Report and Comprehensive Viva-Voce | 100 | 50 Marks for Research Report and 50 Marks for Viva-Voce | | 5 | 4 (2+2) |
| | Elective papers four From Major and two from Minor specialization area | | | | | |
| | Major Elective-I | 100 | 70 | 30 | 5 | 4 |
| | Major Elective-II | 100 | 70 | 30 | 5 | 4 |
| | Major Elective-III | 100 | 70 | 30 | 5 | 4 |
| | Major Elective -IV | 100 | 70 | 30 | 5 | 4 |
| | Minor Elective -I | 100 | 70 | 30 | 5 | 4 |
| | Minor Elective -II | 100 | 70 | 30 | 5 | 4 |
| | Total Marks (Affiliated Institutions) | 900 | - | - | - | 36 |
| | Grand Total (Affiliated Institutions) | 3300 | - | - | - | 132 |

| | | | | | | |
|--|------------------------------|-------------|---|---|---|------------|
| | Grand Total (USM KUK) | 3400 | - | - | - | 136 |
|--|------------------------------|-------------|---|---|---|------------|

| FINANCE | | | | | | |
|--------------|---|-----|----|----|---|---|
| Semester-III | | | | | | |
| FM-301 | Quantitative Analysis for Financial Decision Making | 100 | 70 | 30 | 5 | 4 |
| FM-302 | Foreign Exchange Management | 100 | 70 | 30 | 5 | 4 |
| FM-303 | Derivatives Trading in India | 100 | 70 | 30 | 5 | 4 |
| FM-304 | Banking and Financial Services | 100 | 70 | 30 | 5 | 4 |
| FM-305 | Corporate Restructuring & Control | 100 | 70 | 30 | 5 | 4 |
| FM-306 | Security Analysis | 100 | 70 | 30 | 5 | 4 |
| Semester-IV | | | | | | |
| FM-401 | Financial Engineering | 100 | 70 | 30 | 5 | 4 |
| FM-402 | Project Planning and Management | 100 | 70 | 30 | 5 | 4 |
| FM-403 | Behavioral Finance | 100 | 70 | 30 | 5 | 4 |
| FM-404 | Portfolio Management | 100 | 70 | 30 | 5 | 4 |
| FM-405 | Insurance and Risk Management | 100 | 70 | 30 | 5 | 4 |
| FM-406 | Private Equity and Wealth Management | 100 | 70 | 30 | 5 | 4 |
| MARKETING | | | | | | |
| Semester-III | | | | | | |
| MM-301 | Advertising Management | 100 | 70 | 30 | 5 | 4 |
| MM-302 | Marketing Research and Analytics | 100 | 70 | 30 | 5 | 4 |
| MM-303 | Sales and Logistics Management | 100 | 70 | 30 | 5 | 4 |
| MM-304 | Consumer Behaviour | 100 | 70 | 30 | 5 | 4 |
| MM-305 | Strategic Brand Management | 100 | 70 | 30 | 5 | 4 |
| MM-306 | Digital and Social Media Marketing | 100 | 70 | 30 | 5 | 4 |
| Semester-IV | | | | | | |
| MM-401 | International Marketing | 100 | 70 | 30 | 5 | 4 |
| MM-402 | Business Marketing | 100 | 70 | 30 | 5 | 4 |
| MM-403 | Service Marketing | 100 | 70 | 30 | 5 | 4 |
| MM-404 | Strategic Marketing | 100 | 70 | 30 | 5 | 4 |
| MM-405 | Rural and Agribusiness Marketing | 100 | 70 | 30 | 5 | 4 |
| MM-406 | Retail and Mall Management | 100 | 70 | 30 | 5 | 4 |
| HRM | | | | | | |

| Semester-III | | | | | | |
|------------------------|--|-----|----|----|---|---|
| HRM-301 | HRD: Systems & Strategies | 100 | 70 | 30 | 5 | 4 |
| HRM-302 | Indian Labour Legislation | 100 | 70 | 30 | 5 | 4 |
| HRM-303 | Management of Industrial Relations | 100 | 70 | 30 | 5 | 4 |
| HRM-304 | Human Resource Metrics and Analytics | 100 | 70 | 30 | 5 | 4 |
| HRM-305 | Compensation and Reward Management | 100 | 70 | 30 | 5 | 4 |
| HRM-306 | Talent Acquisition and Performance Management | 100 | 70 | 30 | 5 | 4 |
| Semester-IV | | | | | | |
| HRM-401 | Group Dynamics and Leadership Excellence | 100 | 70 | 30 | 5 | 4 |
| HRM-402 | Strategic Human Resource Management | 100 | 70 | 30 | 5 | 4 |
| HRM-403 | Cross Cultural and Global HRM | 100 | 70 | 30 | 5 | 4 |
| HRM-404 | Counselling, Mentoring and Negotiation Skills | 100 | 70 | 30 | 5 | 4 |
| HRM-405 | Change Management & Organisational Development | 100 | 70 | 30 | 5 | 4 |
| HRM-406 | Competency Mapping & Assessment Centres | 100 | 70 | 30 | 5 | 4 |
| INTERNATIONAL BUSINESS | | | | | | |
| Semester-III | | | | | | |
| IB-301 | International Accounting | 100 | 70 | 30 | 5 | 4 |
| IB-302 | Foreign Exchange Management | 100 | 70 | 30 | 5 | 4 |
| IB-303 | Export-Import Procedures and Documentation | 100 | 70 | 30 | 5 | 4 |
| IB-304 | India's Foreign Trade and Policy | 100 | 70 | 30 | 5 | 4 |
| IB-305 | International Business Environment | 100 | 70 | 30 | 5 | 4 |
| IB-306 | International Logistics | 100 | 70 | 30 | 5 | 4 |
| Semester-IV | | | | | | |
| IB-401 | International Financial Markets | 100 | 70 | 30 | 5 | 4 |
| IB-402 | International Marketing | 100 | 70 | 30 | 5 | 4 |
| IB-403 | International Financial Management | 100 | 70 | 30 | 5 | 4 |
| IB-404 | International Strategic Management | 100 | 70 | 30 | 5 | 4 |
| IB-405 | Cross-cultural and Global Management | 100 | 70 | 30 | 5 | 4 |
| IB-406 | Regional Economic Blocks | 100 | 70 | 30 | 5 | 4 |
| INFORMATION TECHNOLOGY | | | | | | |

| SEMESTER-III | | | | | | |
|--------------------------------------|---------------------------------------|-----|----|----|---|---|
| IT-301 | Business Intelligence and Analytics | 100 | 70 | 30 | 5 | 4 |
| IT-302 | Enterprise Resource Planning | 100 | 70 | 30 | 5 | 4 |
| IT-303 | Relational Database Management System | 100 | 70 | 30 | 5 | 4 |
| IT-304 | E-Customer Relationship Management | 100 | 70 | 30 | 5 | 4 |
| IT-305 | System Analysis and Design | 100 | 70 | 30 | 5 | 4 |
| IT-306 | Knowledge Management Systems | 100 | 70 | 30 | 5 | 4 |
| SEMESTER-IV | | | | | | |
| IT-401 | Data Mining for Business Decisions | 100 | 70 | 30 | 5 | 4 |
| IT-402 | Software Engineering | 100 | 70 | 30 | 5 | 4 |
| IT-403 | E-Business Financial Modeling | 100 | 70 | 30 | 5 | 4 |
| IT-404 | Internet and Web Designing | 100 | 70 | 30 | 5 | 4 |
| IT-405 | E-Commerce | 100 | 70 | 30 | 5 | 4 |
| IT-406 | Information Security and Cyber Laws | 100 | 70 | 30 | 5 | 4 |
| PRODUCTION AND OPERATIONS MANAGEMENT | | | | | | |
| SEMESTER-III | | | | | | |
| POM-301 | Purchasing and Materials Management | 100 | 70 | 30 | 5 | 4 |
| POM-302 | Total Quality Management | 100 | 70 | 30 | 5 | 4 |
| POM-303 | Production Planning and Control | 100 | 70 | 30 | 5 | 4 |
| POM-304 | Logistics Management | 100 | 70 | 30 | 5 | 4 |
| POM-305 | Service Operations Management | 100 | 70 | 30 | 5 | 4 |
| POM-306 | Technology Acquisition and Diffusion | 100 | 70 | 30 | 5 | 4 |
| SEMESTER-IV | | | | | | |
| POM-401 | Applied Operations Research | 100 | 70 | 30 | 5 | 4 |
| POM-402 | Goal Programming in Management | 100 | 70 | 30 | 5 | 4 |
| POM-403 | Transportation Management | 100 | 70 | 30 | 5 | 4 |
| POM-404 | Technology Forecasting | 100 | 70 | 30 | 5 | 4 |
| POM-405 | R&D Management | 100 | 70 | 30 | 5 | 4 |
| POM-406 | Programme Management | 100 | 70 | 30 | 5 | 4 |
| ENTREPRENEURSHIP DEVELOPMENT | | | | | | |
| SEMESTER-III | | | | | | |

| | | | | | | |
|-------------------------------------|---|-----|----|----|---|---|
| ED-301 | Fundamentals of Entrepreneurship Development | 100 | 70 | 30 | 5 | 4 |
| ED-302 | Creativity and New Venture Creation | 100 | 70 | 30 | 5 | 4 |
| ED-303 | Institutional support to Entrepreneur & MSMEs | 100 | 70 | 30 | 5 | 4 |
| ED-304 | Family Business Management | 100 | 70 | 30 | 5 | 4 |
| ED-305 | Legal Framework for New Age Businesses | 100 | 70 | 30 | 5 | 4 |
| ED-306 | Social Entrepreneurship | 100 | 70 | 30 | 5 | 4 |
| ENTREPRENEURSHIP DEVELOPMENT | | | | | | |
| SEMESTER-IV | | | | | | |
| ED-401 | Enterprise Planning, Appraisal and Financing | 100 | 70 | 30 | 5 | 4 |
| ED-402 | Financial Innovation and Entrepreneurship | 100 | 70 | 30 | 5 | 4 |
| ED-403 | Marketing Management in New Age Businesses | 100 | 70 | 30 | 5 | 4 |
| ED-404 | New Enterprises Human Resource Management | 100 | 70 | 30 | 5 | 4 |
| ED-405 | MSMEs Policy Framework | 100 | 70 | 30 | 5 | 4 |
| ED-406 | Contemporary Environment in MSMEs | 100 | 70 | 30 | 5 | 4 |
| BUSINESS ANALYTICS | | | | | | |
| Semester-III | | | | | | |
| BA-301 | Business Analysis using Excel | 100 | 70 | 30 | 5 | 4 |
| BA-302 | Econometrics for Business Forecasting | 100 | 70 | 30 | 5 | 4 |
| BA-303 | Business Data Mining | 100 | 70 | 30 | 5 | 4 |
| BA-304 | Decision Modeling and Data Analysis | 100 | 70 | 30 | 5 | 4 |
| BA-305 | Data Analytics using R | 100 | 70 | 30 | 5 | 4 |
| BA-306 | Social Media Analytics | 100 | 70 | 30 | 5 | 4 |
| BUSINESS ANALYTICS | | | | | | |
| Semester-IV | | | | | | |
| BA-401 | Time Series Data Analysis | 100 | 70 | 30 | 5 | 4 |
| BA-402 | Applied Multi Variant Analysis | 100 | 70 | 30 | 5 | 4 |
| BA-403 | Financial Modeling | 100 | 70 | 30 | 5 | 4 |
| BA-404 | Predictive Analysis for Business Decision | 100 | 70 | 30 | 5 | 4 |
| BA-405 | Data Analysis using Python | 100 | 70 | 30 | 5 | 4 |
| BA-406 | IOT and Big Data | 100 | 70 | 30 | 5 | 4 |

| AGRI-BUSINESS MANAGEMENT | | | | | | |
|---------------------------------|--|-----|----|----|---|---|
| SEMESTER-III | | | | | | |
| ABM-301 | Agri-Business Management | 100 | 70 | 30 | 5 | 4 |
| ABM-302 | Agricultural Economics | 100 | 70 | 30 | 5 | 4 |
| ABM-303 | Agricultural Marketing Management | 100 | 70 | 30 | 5 | 4 |
| ABM-304 | Agri- Entrepreneurship | 100 | 70 | 30 | 5 | 4 |
| ABM-305 | Agri-Business Finance | 100 | 70 | 30 | 5 | 4 |
| SEMESTER-IV | | | | | | |
| ABM-401 | Changing Paradigm of Agri-Business | 100 | 70 | 30 | 5 | 4 |
| ABM-402 | Agri Supply Chain and Logistics Management | 100 | 70 | 30 | 5 | 4 |
| ABM-403 | Food Processing Management | 100 | 70 | 30 | 5 | 4 |
| ABM-404 | International Trade in Agri-Business | 100 | 70 | 30 | 5 | 4 |
| ABM-405 | Marketing of Agri-Inputs | 100 | 70 | 30 | 5 | 4 |

MBA-101: Management Process and Organizational Behaviour

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objectives of the paper are to familiarize the students with basic management concepts and behavioural processes in the organization.

Course Contents:

Management: Meaning, Nature, Significance; Evolution of management thought; Managerial Processes, Principles, Functions, Skills and Roles of a Manager in an organization; Planning (Strategies, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (HR Functions), Directing (Leadership, Motivation and Communication) and Controlling (Control Measures). Modern Management Approaches & Concepts; Contemporary Management Issues and Challenges. Guidelines for Managerial Excellence and Success in Contemporary business environment;

Understanding and Managing Individual Behaviour: Personality & Personality Attributes; Perception and Attribution; Values and Attitudes; Emotions & Emotional Intelligence, Learning; Understanding and Managing Group Processes- Interpersonal and Group Dynamics; Power & Politics at work, Organisational Culture; Learning Organisations and Organisational Learning; Organizational Change; Organizational Development; Organisational Effectiveness: Concept, Perspectives & Approaches; Conflict Management, Negotiations and Stress Management; Workplace Spirituality; Happiness Quotient.

Suggested Readings

1. Robbins, S.P. Management Concepts, Pearson Education India, New Delhi.
2. Koontz, Weilhrich, Management: A Global and Entrepreneurial Perspective, McGraw Hill.
3. Jones and George, Contemporary Management, McGraw Hill.
4. Richard L. Draft, The New Era of Management, Cengage India
5. Mullins. J, Management and OB, 8th Edn. Pearson Education
6. Stoner, J., Management, Prentice Hall of India., New Delhi
7. Koontz. Essentials of Management, Tata McGraw-Hill, 8th Ed.,
8. Chandan, J.S. Management Concepts and Strategies, Vikas Publishing House.

MBA-102: Managerial Economics

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objectives of this course is to acquaint the students with concepts and techniques used in Micro—Economic Theory and to enable them to apply this knowledge in business decision- making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents:

Nature and Scope of Managerial Economics. Basic concepts of economic used in managerial decision making; Objective of a firm: Wealth, profit and sales maximization.

Demand function: Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting.

Short-run and long-run production functions; Cost curves and economics of scale; Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly; Pricing strategies and tactics. Advance pricing and Auctions-Game theory and Asymmetric informations.

National Income— Alternative concepts, measurement and determination of National income; Inflation—types, measurement and control: Monetary and Fiscal Policies. Currency flows and exchange rate determination

Suggested Readings:

1. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N. Delhi.
2. Salvatore, Managerial Economics in Global Economy; Thomson learning; Bombay.
3. EF. Brigham And J,L. Pappas, Managerial Economics, Dryden Press, illinois.
4. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi.
5. Mehta, P.L. Managerial Economics, Sultan Chand, New Delhi.
6. Thomas & Maurice, Managerial Economics: Concepts and Applications (SIE) 9 th edn McGrawHill Education
7. Geetika, Managerial Economics 3rd edn. McGraw hill Education

The list of cases and specific references including recent articles will be announced in the class.

MBA-103: Business Communication

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course objective: Basic objective of this course is to make students familiar with the basic fundamentals of business communication.

Course Contents:

Course Introduction & Communication Basics-Just-A-Minute Presentation Workshop-Jam Feedback and overcoming Glossophobia-Presentation-1 (Planning & Preparing)- Presentation-2 (Visual Aids) Presentation-3 (Delivery)-Graded Team Presentations-Group 1-Graded Team Presentations-Group 2-Reading, listening & Questioning.

Writing Business Communication basics-Writing Reports, Proposals, Emails, Summaries-Graded Individual Presentations- Group 1- Graded Individual Presentations- Group 2-Presentation feedback, Bios and Resumes.

Suggested Readings:

1. Sinha,K.K :Business Communication , Galgotia Publishing company.
2. Pradhan,Homai, et al : Business Communication, Himalaya Publishing House
3. Paul, Rajendra and : Business Communication, Sultan Chand and Sons
Korthalli, J.S.
4. Murphy and Hilderbranth: Business Communication
5. M.K. Sehgal, Vandana : Business Communication
Khetarpal
6. Lesikar,Business : Connecting in a Digital World (SIE) 13 th edn.
Communication McGraw Hill Education
7. Murphy, : Effective Business Communication 7th edn McGraw
Hill Education

MBA-104: Business Environment

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents: Macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors- 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- 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.-Globalization 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. Sundram, KPM, Datt, G and Mahajan, A, Indian Economy, S Chand, 2012 Edition.
2. Misra, S.K and Puri, V.K, Indian Economy, Himalya Publisher, 27th Edition.
3. Worthington, I and Britton, C, The Business Environment, Prentice Hall, 5th Edition.
4. Cherunillam, F, A Course Book on Business Environment, Himalya Publishers, 1st Edition.
5. Daniel, JD and Radebangh, LH, International Business, Addison Wesley Publishing Company Hill, CW, International Business, Tata Mcgraw Hill
6. Alhuwalia, IJ and Little, IMD, India's Economic Reforms and Development, Oxford University Press
7. Aswathana K, Business Environment, Excel Books Bedi, SK, Business Environment, Excel Books
8. Paul, Business Environment Text and Cases 3rd edn McGraw hill Education

The list of cases and specific references including recent articles will be announced in the class.

MBA-105: Financial Reporting, Statements and Analysis

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents:

Accounting principles, concepts and conventions, Accounting process, Preparation of Financial statements, Financial Reporting, Reporting practices, Analysis of Financial Statements with managerial perspective.

Accounting for Decision Making- A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting Standards, IFRS. Preparation of financial statements as per schedule VI of Companies Act, 2013, Financial statement analysis: Meaning, significance, major tools of analysis- Ratio analysis; Funds flow analysis and Cash flow analysis; Marginal costing: Cost Volume Profit and Break even analysis, contribution margin, profit volume graph, make or buy decision, dropping a product line and accepting a special order. Budgeting: conceptual framework; types of budget: Master budget, Zero-base budgeting, fixed and flexible budgeting. Responsibility accounting and segmental analysis- meaning, types process, advantages, Transfer pricing: objectives, transfer pricing methods; Contemporary issues in accounting: HR accounting, Life cycle costing.

Suggested Readings:

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A. (2006). *Accounting: Text and Cases* (12th ed.). New Delhi: Tata McGraw Hill.
2. Albrecht, W. S., Stice, D. J., E. K., Monte, R., & Swain, R.M. (2010). *Accounting: Concepts and applications* (11th ed.). U.S.A: South Western.
3. Belverd, E., Needles, Jr. & Powers, M. (2010). *Principles of Financial Accounting* (11th ed.). South Western Publication.
4. Garrison, R.H., Noreen, E.W. (2007). *Managerial accounting* (12th ed.). New Delhi: Tata McGraw Hill.
5. Anthony, Accounting: Text and Cases, 13 edn McGraw hill Education
6. Khan and Jain, Management Accounting, 7th edn McGraw Hill Education

MBA-106: Statistics and Analytics for Decision Making

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of this course is to make the students learn about the application of statistical tools and techniques for decision- making.

Course Contents:

Application of Probability and probability distributions in business decision making: probability Theory; Classical, relative and subjective probability, Addition and multiplication probability models; Conditional probability and Baye's Theorem. Probability Distributions: Binomial, Poisson, and Normal distributions: characteristics and applications.

Application of Sampling and sampling methods in business decision-making; Sampling and non-s Sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

Statistical Estimation and Testing; Point and interval estimation of population mean, proportion, and variance; Statistical testing of hypothesis and errors; Large and small sampling tests, Non—Parametric Tests: Chi-square tests; Sign tests; Wilcoxon Signed—Rank tests; Kruskal—Wallis test.

Data Analysis using software packages: Microsoft Excel and SPSS.

Suggested Readings:

1. Hooda, R.P. : Statistics for Business and Economics, Macmillan, New Delhi.
2. Heinz; Kohler : Statistics for Business & Economics,. Harper Collins; New York.
3. Heinz, LW : Quantitative Approach to Managerial Decisions, Prentice Hall, NJ.
4. Lawrence, B. Morse: Statistics for Business & Economics, Harper Collins, NY.
5. Levin, Richard I and David S Rubin : Statistics for Management Prentice Hail, Delhi.
6. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance international, Thompson Business Press, London.
7. Srivastava, Statistics for Management 3rd edn McGraw Hill Education
8. Aczel, Complete Business Statistics (with CD) (SIE) 7 th edn McGraw hill Education

The list of cases and specific references including recent articles will be announced in the class.

MBA-107: Computer Applications for Business

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The basic purpose of this course is to enhance the insight regarding computer fundamentals and information technology and its application in management for planning decision-making and control.

Course Contents:

Introduction and definition of computer; Brief history (Analog, Digital, Binary language); Major components of a computer system; Interfacing with a computer; Hardware and Software, Introduction to languages, compiler, interpreter and assembler; Operating Systems: Definition, Functions, Types and Classification. Computer Networks: Overview and Types (LAN, WAN and MAN) and network topologies; Internet Basics: Basic ways of connecting to the internet, Web Browsers, Search Engines, Internet Protocols and IP Address. E-commerce: Introduction, Comparison between Traditional commerce and Ecommerce, Advantages & disadvantages of E-commerce; Buying & Selling on Internet. Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management. MS-Office-Word, Excel and PowerPoint; Application of these software for documentation and making reports; Preparation of questionnaires, Presentations, Tables and reports; Database Management Systems: Overview of DBMS, Components of DBMS.

Suggested Readings:

1. Kenneth C. Laudon and Jane P. Laudon, "Information Systems", Pearson Publication. 2013. Dorling Kindersley (India) Pvt. Ltd.
2. Sudalaimuthu & Hariharan, Information Technology for Managers, Himalaya publications.
3. D. Monley & CS Parker, Understanding Computers Today & Tomorrow, Cengage, Thomson.
4. Sinha, P. K., & Sinha, P. (2010). *Computer Fundamentals* (6th ed.). New Delhi: BPB Publications.
5. Rajaraman, V. & Adabala, N. (2014). *Fundamentals of Computers* (6th ed.). New Delhi: Prentice Hall of India Pvt. Ltd.
6. Kalakota, R. & Winston, A. B. (1997). *Electronic Commerce: A Manager's Guide*. Addison-Wesley Professional.
7. Behl, Information Technology for Management 2nd edn McGraw Hill Education

MBA-108 Soft Skills/Seminar/Presentation

Max. Marks: 50

Internal: 50

MBA-201: Optimization Models for Business Decisions

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents:

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

THEORY OF GAMES: Introduction – Minimax (maximin) – Criterion and optimal strategy – Solution of games with saddle points – Rectangular games without saddle points – 2 X 2 games – dominance principle – $m \times 2$ & $2 \times n$ games.

INVENTORY : Introduction – Single item – Deterministic models – Purchase inventory models with one price break and multiple price breaks – Stochastic models– Instantaneous production. Instantaneous demand and continuous demand and no set up cost.

Sensitivity analysis. Integer programming, goal programming, and non-linear Programming. Transportation and Assignment models including trans-shipment and routing problems

Application of Inventory management techniques in business; Role and importance of PERT/CPM in business decision making; Decision theory and decision trees.

SIMULATION: simulation models – phases of simulation– applications of simulation – Inventory and Queuing problems – Advantages and Disadvantages. WAITING LINES: Introduction – Single Channel – Poisson arrivals – exponential service times, Multichannel – Poisson arrivals – exponential service times with infinite population single channel Poisson arrivals.

Suggested Reading :

1. Budnik, Frank S. Dennis Meleavey, Reichard : Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveller Bookseller, New Delhi, 1995.
2. Gould, F.J. etc. : Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Mathur, K and Solow, D. : Management Science, Englewood, New Jersey, Prentice Hall Inc. 1994.
4. Narang A.S. : Linear Programming Decision-Making. New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. : Operations Research : Theory and Applications, New Delhi, Macmillan India Ltd., 1997.
6. Taha, H.A. : Operations Research – An Introduction, New York, Macmillan, 1989.
7. Theirouf, R.J. and Klekamp, R.C. : Decision-Making Through Operations Research, New York, John Wiley, 1989.
8. N.D. Vohra : Quantitative Techniques in Management, Tata McGraw Hill, 2001.

The list of cases and specific references including recent articles will be announced in the class.

MBA-202: Business Research Methodology

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Objective: The objective of this course is to acquaint the students with concepts and basics of research methodology.

Course Contents:

Introduction to Research Methodology: Research-Meaning, Nature. Scope Objectives and Types; Research Process. Hypothesis:- Qualities of Good Hypothesis, Scientific Method of Research. Recent Trends in Usage of Research in Indian Corporate Sector.

Research Design- Meaning and Need of a Research Design, Exploratory, Descriptive, Experimental Research Design, Qualitative Research, Observation Studies, Surveys, Experiments & Test Markets.

Sources of Data- Nature and Types, Sampling Techniques-Nature and Types, Sampling Errors. Scaling & Measurement Techniques

Data Editing, Coding and Tabulation, Analysis & Interpretation of Data Business Research Reports-Format, Criterion for Judgment of good research report

Advance Techniques of Data Analysis: Factor analysis. Conjoint Analysis, Cluster Analysis & Multidimensional Scaling. Use of SPSS & Other Software's in Research. Use of Statistical Tools such as Correlation, Regression.

Suggested Readings:

1. Malhotra, Naresh K.: Marketing Research an Applied Orientation, 5th edition, Pearson.
2. Cooper, Business Research Methods, 11th edn McGraw Hill Education.
3. Boyd & Westfall: Marketing Research, Prentice Hall.
4. Kothari, C. R.: Research Methodology, New Age International Publishers.
5. Shekharan & Uma: Business Research Methods-A Skill- Building Approach, 7th ed., New York, John Willy, 2002.
6. Creswell, John W.: Research Design-Qualitative & Quantitative Methods, New York, John Willy, 2002
7. Sandhi and Chawla: Research Methodology-Concepts and cases, 1st Edition, Vikas
8. Nargundkar, Marketing Research - Text and Cases 3rd edn, McGraw Hill Education

The list of cases and specific references including recent articles will be announced in the class.

MBA -203: Production and Operations Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operation through layout engineering and quality management etc.: Effective and effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.

Course Contents:

Operations as a source of competitive advantage; Trade-offs and combinations, Process Analysis, Difference between Manufacturing and Service Operations Product Process Matrix, capacity planning- Process Selection and Facility layout: Designing product and process layouts and line balancing, Forecasting and its types, Inventory Management: Deterministic demand model–EOQ- Continuous and Periodic review Inventory models; Supply chain management; Lean vs Agile supply chains; Aggregate Production Planning; Master Production Schedule and MRP, Project Management, Quality management and Sustainable Operations Management

Suggested Readings:

1. Admn, E. E. & Ebert, R.J. : Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India 1995.
2. Chary, S.N. : Production and Operations Management, New Delhi, Tata McGraw Hill, 2nd Edition.
3. Ashwathapa: Production and Operations Management, Himalaya Publishing House.
4. Dobler, Conald W and Lee, Lamar :Pruchasing and Materials Management, New York, McGraw Hill, 1984.
5. Chunawalla &Patel : Production and Operations Management, Himalaya Publishing House, Nair: Production and Operations Management, TMH
6. Chary, Production and Operations Management 5 th edn, McGraw Hill Education
7. Stevenson, Operations Management, 12 edn McGraw Hill Education

The list of cases and specific references including recent articles will be announced in the class.

MBA-204: Marketing Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents:

Marketing: Meaning, Nature, Scope, Evolution and Importance. Modern concept of marketing. Holistic Marketing, Ethics in marketing. Role of Information Technology in marketing. The dynamic marketing Environment. Marketing Mix and STP (Segmentation, Targeting and Positioning) Marketing Information System: Concept and Components of a marketing information system. Marketing Research: meaning, scope and techniques. Consumer Behaviour: meaning and importance, buying motives, buying process, factors influencing consumer behaviour. Product decisions: concept, classification, product-line decisions. New product development process, product life cycle, Packaging and Branding decisions. Pricing Concepts: objectives, policies and procedures, factors affecting pricing, pricing strategy and product life cycle, price changes and organizational strategies, product line pricing. Integrated Marketing Communication: Promotion-Mix; Advertising, sales promotion, public relations, personal selling and direct marketing. Channels of distributions: Concept, types and factors affecting channel selection. Recent developments in marketing.

Suggested Readings:

- 1 Michael J. Etzel : Marketing Concepts and Cases, Tata
Bruce J. Walker McGraw-Hill Publishing Company Limited.
William J. Stanton
Ajay Pandit
- 2 Michael R. Czinkota : Marketing Management, Thomson, South
Masaaki Kotabe Western.
- 3 Philip Kotler : Marketing Management, Pearson Prentice-Hall.
Kevin lane Keller
- 4 Dhru Greqal : Marketing, Tata McGraw Hill Publishing
Michael Levy Company Limited.
5. V.S. Ramaswamy : Marketing Management, Macmillan Publisher
S. Nama Kumari India Ltd.
6. Rajan Sexena : Marketing Management, Tata McGraw Hill
Publishing Company Limited.
7. Nargundkar, Marketing Research - Text and Cases 3rd edn,
McGraw Hill Education

The list of cases and specific references including recent articles will be announced in the class

MBA-205: Corporate Finance

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The purpose of this course is to acquaint the students with the broad framework of financial decision—making in a business unit.

Course Contents

Introduction to financial management Objectives of financial management; Time value of money, sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting Risk analysis : Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital; Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy. Financial Modelling, essentials and financial modeling framework.

Suggested Readings:

1. Hamton, John; Financial Decision-Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
2. Khan, M.Y. and Jam, P.K. : Financial Management, McGraw Hill, 2001.
3. Pandey, IM. : Financial Management, Vikas Publication House, 2000.
4. Van Home, James C. : Financial Management and Policy, 10th ed., New Delhi, Prentice Hall of India, 1997.
5. Winger, Bemard and Mohan, Nancy: Principles of Financial Management, New York, Macmillan Publishing Company, 1991.
6. Kishore, Ravi M. : Financial Management, Taxmann Publishers, New Delhi.
7. Chandra, Financial Management 9th edn McGraw Hill Education.
8. Ross, Corporate Finance 11 th edn McGraw Hill Education

The list of cases and specific references including recent articles will be announced in the class.

MBA-206 : Human Resource Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The content of the course aims at increasing acquaintance of the students with basic as well as advanced HR concepts. In addition to this the course attempts to raise their level of understanding with respect to people dynamics in modern organisations and their subsequent significant impact on Organisational effectiveness and efficiency.

Course Contents:

Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM: HR Philosophy, HR Policies.; Theoretical Perspectives; HR Models; HR Challenges in a changing business environment. Human Resource Planning and Forecasting; Job Analysis; Recruitment, Selection and Retention of human resources; Placement, Induction and Socialisation; Learning, Training and Development, Performance Appraisal, Performance Management and Potential Appraisal; Career Management ; Job Evaluation; Compensation Management, Rewards and Recognition Programs; Employee Separations Practices; Industrial Relations and Trade Unions; Industrial Dispute/Conflict Resolution and Grievance Management; Occupational Safety and Health ;HR Ethics;

Recent advance concepts and Contemporary Trends in HRM: Employee Engagement; Social Media and HR; HR Analytics; Competency Based HRM; Six Sigma in HR etc.

Suggesting Readings

1. Dessler&Varakkey, Human Resource Management, Pearson Education
2. K.Aswathapa , Human Resource Management: Text and Cases, 8th Ed., Tata McGraw Hill, New Delhi.
3. SeemaSanghi , Human Resource Management, Macmillan India Publication. 2012
4. Aggarwala, Tanuja ,Strategic HRM, Oxford University Press.2010
5. Armstrong, Michael Handbook of HRM Practice, Kogan Page,
6. P. Jyothi , Human Resource Management, Oxford University Press.2012
7. Lepak&Gowan, Human Resource Management, Pearson Education. 2011
8. V.S.P.Rao , Human Resource Management, Himalaya Publication House.
9. Ivancevich,Human Resource Management 11 th edn McGraw Hill Education

MBA-207: Legal Environment

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Legal Aspect of Business: Introduction to Business Laws- Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System; Fundamentals of contract laws-Formation of Contracts; Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract-breach of contract-Quasi contracts-Contract Management-Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods- Transfer of Ownership& Property-Performance of contract-Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts- Company form of organization- Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate Dispute resolutions

Suggested Readings:

1. Pathak-Legal Aspects of Business 6th edn McGraw Hill Education
2. Tulsian, Business Law 3rd edn McGraw Hill Education

MBA-208: Comprehensive Viva-Voce

Max. Marks: 50
External: 50

OE-I Open Elective-I (Only at USM, KUK Campus under CBCS)
Max. Marks: 50
External: 50
Credit: 2

MBA-301: Corporate Strategy

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents:

An Introduction to Business Policy — Nature, objective and importance of business policy; Strategic Management –meaning, Historical development and significance to Modern Day organisations. Strategic Management Process levels of strategy in organization.

Strategy Formulation- Company's mission, purpose and objectives; corporate strategy - concept, significance and objectives; types of strategies; Environmental and organizational appraisal (Internal & external) techniques of business environment analysis, Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage Strategy implementation - Designing organizational structure and activating strategies; matching structure and activating strategy, Structural, Behavioral and Functional implementation, concept of synergy

Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of organizational system in evaluation Current trends in Strategic management- trends in external environment of business, new directions in strategic thinking and new modes of leadership. Role of IT in strategic Management.

Suggested Readings:

1. Jauch&Glueck : Business Policy and Strategic Management.
2. Thompson LA. and Stickland A.J.: Strategic Management - Concept and cases.
3. Michael Potter: Competitive Advantage of Nations.
4. AzharKazmi : Business Policy and Strategic Management.
5. Kennth, A. Andrews : Concepts of corporate Strategy.
6. Melvin J. Stanford: Management Policy
7. John A. Pearce Hand R.B. Robinson Strategic Management
8. Applegate,Corporate Information Strategy and Management,8 th edn McGraw Hill Education
9. Thompson,Crafting and Executing Strategy, 19 Th Edn mcGraw Hill Education

MBA-302: Indian Ethos and Business Ethics

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture, Stress Management-Meditation for mental health, Yoga, Contemporary Approaches to Leadership- Joint Hindu Family Business-Leadership Qualities of Karta, Indian Systems of Learning-Gurukul System of Learning, Advantages-Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership. Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business, Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics.

Suggested Readings:

- [1] Chakraborty S.K., "Management Transformation by Values", New Delhi, Sage Publication, 1990.
- [2] Chakraborty S.K., "Management by Values", New Delhi, Oxford University Press, 1992.
- [3] Chakraborty S.K., Chakraborty Debangshu, Spirituality in Management: Means Or End?, Oxford University Press, 2008.
- [4] Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
- [5] Dwijendra Tripathi, History of Indian Business by Publisher, Oxford University Press India, 2004
- [6] Das Gurcharan, India Unbound: from Independence to the Global Information age, Penguin Books, 2000.
- [7] Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.

MBA-303 Summer Internship/Field Work

Max. Marks : 100

(Presentation on Training Report -Internal Marks 50

(Evaluation of Training report by External Examiner appointed by the University

External Marks 50

Open Elective-II (Only at USM, KUK Campus under CBCS)

Max. Marks: 50

External: 50

Credit: 2

MBA-401: Entrepreneurship

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Entrepreneurship and Intrapreneurship—similarities and variance—India's start up revolution—Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators—Rural entrepreneurship, social entrepreneurship, women entrepreneurs—The entrepreneurial mind-set—Key attributes an entrepreneur -Desirable and acquirable attitudes and behaviors—Readiness—The right time, right age, right conditions—Myths and realities of entrepreneurship—Transition from college/ regular job to the world of start-ups—Personal finance— Explaining to family—Entrepreneurial Stress— Composition—complementarity—Different life stages— Relative importance—Disagreements— Idea, opportunity and retrospective determinism— To solve something felt and experienced vs I want to be an entrepreneur— Where can ideas come from— Creating and appropriating value— Scarcity, choice and trade offs— Identifying 'paying customer', developing market understanding— Narrowing focus—End user profiling, Ideal Persona—Market segmentation, Market sizing— Marketing plan, pricing— Strategy—Rigor of another kind: Heuristics and Gut-feel—Business Plan -How to develop it—What all should it have, what it shouldn't have—Unit economics, scalability, defensibility—Venture feasibility analysis—Pitching— Legal Matters— Organizational form—partnership, sole proprietorship, corporation— Intellectual property—copyright, trademarks—Tax, Personnel law, contract law—Law vs Ethics—Legal expenses, hiring the service provider—Digital Haves and Havenots— Digital Economy as a resource— Promotion tools—the value of Likes and Shares— Matchmakers—Long Tail markets—Micro—Apps—Funding and Incubation.

Suggested Readings:

1. Kumar, Arya (2012); Entrepreneurship, Pearson, New Delhi.
2. Greene, Cynthia L (2006), Entrepreneurship, Cengage Learning, New Delhi
3. Timmons, Jeffry A and Spinelli, Stephen (2007), New Venture Creation, McGrawHill, seventh edition, New Delhi
4. Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK.
5. Shukla, MB, (2011), Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad
6. Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston
7. Sahay A., A. Nirjar (2006), Entrepreneurship: Education, Theory and Practice, Excel Books, New Delhi.
8. *BAMford, Entrepreneurship: A Small Business Approach 1st edn, McGraw Hill Education*
9. *Hisrich, Entrepreneurship (SIE) 9th edn McGraw Hill Education*

MBA-402: Corporate Social Responsibility and Sustainability

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Definition- Evolution- Need for CSR: Theoretical perspectives-Corporate citizenship-Business practices-Strategies for CSR-Challenges and implementation-Evolution of corporate governance-Governance practices and regulation-Structure and development of boards-Role of capital market and government-Governance ratings-Future of governance- innovative practices-Case studies with lessons learnt. Sustainability: Meaning and Scope- Corporate Social Responsibility and Corporate Sustainability-Sustainability Terminologies and Meanings-Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL). Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business- International Standards-Sustainability Indices-Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting-Sustainability Reporting Case Studies.

Suggested Readings:

1. Tom Cannon, Corporate Responsibility: Governance, Compliance and Ethics in a Sustainable Environment, Pearson Publication.
2. Samuel & Celine, Theory and Practice of Corporate Social Responsibility, Springer
3. Maria Aluchna, Samuel The Dynamics of Corporate Social Responsibility, Springer
4. B.N. Mandal, Corporate Social Responsibility in India, Global Vision Publishing House.
5. Subhasis Ray & S.Siva Raju, Implementing Corporate Social Responsibility, Springer.

MBA-403 Research Report and Comprehensive Viva-Voce

Max. Marks : 100

Research Report- External Marks 50

Viva-Voce- External Marks 50

FINANCE

FM-301: Quantitative Analysis for Financial Decision Making

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Basic Statistical and Mathematical Concepts

An overview of Descriptive Statistics including Central Tendency, Dispersion, Skewness, Kurtosis, expectations and theoretical distributions.

Risk & Return and Time Series Concepts

Evaluating forecasts of risks and returns, Simple Interest, Compound Interest, Frequency of Compounding, Continuous Compounding, Present Value, determination of best forecast models. Basic time series concepts, fundamental topics in time series analysis: autocorrelation, unit root tests, white noise processes and ARMA processes.

Modelling Asset Return Volatility

Volatility of asset returns, volatility modelling and forecasting methods, the estimation of these models, and methods of testing for volatility predictability. ARCH/GARCH class of models, both univariate and multivariate, leverage effect.

Risk management and Value-at-Risk.

Measuring and managing the exposure to risk, Value-at-Risk (VaR), Common models for measuring VaR.

Suggested Readings:

1. Patton, A. (2007). Quantitative Finance, UoL Study Guide. (AP)
2. Christoffersen, P.F. Elements of Financial Risk Management. (Academic Press, London, 2003).(PC)
3. Diebold, F.X. Elements of Forecasting. (Thomson South-Western, Canada, 2006) fourth edition. (FD)
4. Wilmott, P. Paul Wilmott on Quantitative Finance (selected chapters). 2nd ed. Wiley, 2006.
5. McNeil, A. J. et al, Quantitative Risk Management. Princeton University Press, 2005.
6. Chris Brooks, Introductory Econometrics for Finance. 2nd Edition, Cambridge
7. Bradley, T. (2007) Essential Statistics for Economics, Business and Management. 1st edn.Chichester: Wiley.

FM-302: Foreign Exchange Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The objective of this course is to provide the basic knowledge about the foreign exchange dealing including exchange rate determination and exchange risk management.

Course Contents:

International Monetary Systems: Historical background and structure. Foreign Exchange Market: Nature, participants and structure. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.

Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates, exchange rates determination theories, factors affecting, flexible vs. fixed exchange rates, Exchange rate regime, Liberalized Exchange Rate Management System (LERMS).

Currency Forwards, Currency Futures and Currency Options, Currency Swaps. Currency Forwards vs. Currency Futures Contracts.

Foreign Exchange Exposure: introduction, nature and magnitude. Types of exposure: transaction, translation and economic, their measurement and management.

Tax treatment of Foreign Exchange gains and losses. Foreign Exchange Control in India, RBI guidelines, Important provisions of FEMA.

Suggested Readings:

1. Bhorali, D. and Sikidar, S.: International Financial Institution and Monetary Management.
2. Chaudhary, B.K.: Financing of Foreign Trade and Foreign Exchange.
3. Shapiro, Alan C.: Multinational Financial Management, P.H.I., New Delhi.
4. Henning, Pigott & Scott: International Financial Management.
5. Keith Pilbeam : International Finance, MacMillan India Ltd., New Delhi.
6. Apte P.G.: International Financial Management, TMH, New Delhi.
7. Chatterjee, A.K.: Principle of Foreign Exchange.
8. Saran (V): International Financial Management, PHI. New Delhi

FM-303: Derivatives Trading in India

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

1. Introduction to Commodities and Financial Derivatives
- 2 Introduction to the Underlying Markets
- 3 Introduction to Forwards and Futures
- 4 Strategies Using Futures
- 5 Options and Option Pricing Models
- 6 Option Trading Strategies
- 7 Introduction to Trading, Clearing, Settlement & Risk Management
- 8 Legal and Regulatory Environment
- 9 Accounting and Taxation
- 10 Risk management in Derivatives
- 11 Sales Practices, Code of Conduct and Investor Protection Measures

Suggested Readings:

1. Hull C. John, Basu, Sankarshan (2010), Options, Futures and Other Derivatives, 7th edition, Pearson Educations.
2. Overhaus Marcus. (2008), Equity Derivative - Theory and Application, John Wiley & Sons.
3. Vohra, N.D. and Bagri, B.R. (2009), Futures and Options, 9 th edition, Tata McGraw-Hill.
4. Hand book on Derivatives Trading by National Stock Exchange of India
5. Bansal, (2010), Derivatives and Financial Innovations, 1st edition, Tata McGraw Hill.
6. Gupta S.L. Financial derivatives theory, concepts and problems, PHI

FM-304: Banking and Financial Services

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: This course aims to give the students an overview of the Indian Financial Systems and developments in the areas of financial services. It will give an insight into the strategic, regulatory, operating and managerial issues concerning various financial services.

Course Contents:

Overview of financial services – overview, environment and importance of financial services in an economy, evaluation and role of financial services companies in India, securitization concept – securitization as a funding mechanism, securitization in India; merchant banking – nature and scope, regulation of merchant banking activity, SEBI guidelines for public issues. Introduction to equipment leasing – introduction, history and development of leasing, concept and classification, evolution of Indian leasing industry, legal aspects of leasing, tax aspects of leasing, appraisal criteria, risks in leasing business, lease evaluation – the lessee's angle, the lessor's angle; hire purchase – concept, characteristics, mathematical evaluation, legal, tax and accounting aspects, leasing vs. hire-purchase; mutual funds (MFs) – evolution, types, regulation of MFs, organization, structure, performance evaluation, and tax treatment of MF schemes, MF in India.

Credit rating – concept, rationale, process, methodology, SEBI regulations for credit rating, consumer finance – role of consumer credit in the financial system, features, legal framework, credit screening methods, innovative structuring of consumer credit transactions, credit cards – concept, types, billing and payment, settlement procedure, mechanism of transactions. Factoring – concept, forms, functions of factor, legal aspects, evaluation of factoring, factoring disputes, factoring vs. forfeiting, factoring *vis-à-vis* bill discounting, Bought Out Deals: Meaning and Nature; Mechanisms of Bought out Deals; advantages; The Present Scenario; venture capital (VC) – nature and scope, role of venture capitalists and private equity firms, types of venture capital funds, VC investment process, evaluation criteria, limitations, VC in India. Depository: Concept, Depository participants; Functions of depository system; Benefits of depository.

Suggested Readings:

1. Bansal, L.K., Merchant Banking and Financial Services, Tata McGraw Hill.
2. Bhole, L.M., Financial Institutions and Markets: Structure, Growth and Innovations, Tata McGraw-Hill.
3. Gurusamy, S., Financial Markets and Institutions, Thompson Learning.
4. Khan, M.Y., Management of Financial Services, Tata McGraw-Hill.
5. Kohn, M., Financial Institutions and Markets, Tata McGraw-Hill.
6. Padmalatha, S., Management of Banking and Financial Services, Sultan Chand and Sons.
7. Sengupta, A.K., International Factoring in India: Issues, Problems and Prospects,
8. Macmillan India.
9. Tripathy, N.P., Mutual Funds in India: Emerging Issues, Excel Books.

FM-305: Corporate Restructuring & Control

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Meaning of corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario, Mergers and Amalgamations: Concept, need and reasons, legal aspects, procedural aspects relating to commencing of meetings and presentation of petition including documentation, economic aspects including effect on the interest of small investors; accounting aspects, financial aspects including valuation of shares, taxation aspects, stamp duty and allied matters, filing of various forms. Takeovers Meaning and concept, types of takeovers, legal aspects - SEBI takeover regulations, procedural aspects, economic aspects, financial aspects, accounting aspects, taxation aspects, stamp duty and allied matters, payment of consideration, bail out takeovers, takeover of sick unit,. Funding of Mergers and Takeovers Financial alternatives, merits and demerits, funding through various types of financial instruments including preference shares, non-voting shares, buy-back of shares, hybrids, options and securities with differential rights, employer stock options and securities with differential rights, takeover finance, ECBs, funding through financial institutions and banks, rehabilitation finance, management buyouts.

Valuation of Shares and Business, Corporate Demergers/Splits and Divisions Difference between demerger and reconstruction; modes of demerger – by agreement, under scheme of arrangement, by voluntary winding up; tax aspects, tax reliefs, Indian scenario, reverse mergers. Post Merger Re-organisation: Accomplishment of objectives - criteria of success, profitability, gains to shareholders; post merger valuation; measuring post merger efficiency; factors in post merger reorganization. Financial Restructuring: Buy-back of shares – concept and necessity; SEBI guidelines; Government's guidelines, procedure and practice for buy-back of shares. Alliances: Integrating alliances into corporate strategy; preparing for alliance, cross cultural alliances; implementing and managing the alliances.

Suggested Readings:

1. Mergers et.al; by S. Ramanujam, Tata McGraw Hill Publishing Company Ltd, New Delhi
2. Takeover of Companies by J.M Thakur, Snow White Publications Pvt, Ltd;
3. Corporate Takeovers in India by V.K Kaushal, Sarup& Sons, New Delhi
4. Corporate Merger and Takeovers by Dr. J.C. Varma, Bharat Publishing House

FM-306: Security Analysis

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents:

Investment background – meaning and avenues of investment, concept of risk and return, determinants of required rates of return, relationship between risk and return, security risk and return analysis and measurement; financial assets – type and their characteristics including derivatives; asset allocation decision – individual investor life cycle, the portfolio management process, the importance of asset allocation; organisation and functioning of financial markets in India - primary capital markets, secondary markets, financial intermediaries, listing of securities, securities trading, securities settlement, and regulation, evaluation of securities, and stock exchanges.

Security analysis and management strategies – efficient market hypothesis, macro-analysis and

micro-valuation of the stock market; fundamental analysis – economic analysis, industry analysis, company analysis and stock valuation; technical analysis – techniques, DOW theory; equity portfolio management strategies – passive versus active management strategies; analysis and management of fixed income securities - bond fundamentals, the analysis and valuation of bonds, bond portfolio management strategies – passive, semi-active and active strategies.

Suggested Readings:

1. Alexander, G.J., Sharpe, W.F. and Bailey, J.V., *Fundamentals of Investments*, Prentice Hall.
2. Bodie, Z., Kane, A., Marcus, A.J. and Mohanty, P., *Investments*, Tata McGraw-Hill.
3. Chandra, P., *Investment Analysis and Portfolio Management*, Tata McGraw-Hill.
4. Elton, E.J. and Gruber, M.J., *Modern Portfolio Theory and Investment Analysis*, John Wiley and Sons.
5. Fabozzi, F.J. and Markowiz, H.M., *The Theory and Practice of Investment Management*.
6. Graham and Dodd, “Security Analysis Asset Allocation, Valuation, Portfolio Construction, and Strategies, Wiley.
7. Fischer, Donald E. and Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall.
8. Mayo, H.B., *Investments: An Introduction*, Thomson Asia.

SEMESTER-IV

FM-401: Financial Engineering

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions..

Objective: This course aims at enabling the students to understand and analyze investment problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments and strategies.

Course Contents: Introduction to financial engineering – meaning and need of financial engineering, financial engineering *vis-à-vis* financial analysis, tools used in financial engineering, growth and contributory factors to increasing need for financial engineering, skills and knowledge required – statistical, modelling, technology, legal, accounting and taxation; financial engineering in India – derivatives and futures markets, features of financial derivatives, types and uses of financial derivatives; determinations of value of financial instruments and products – time value of money, the required rate of return, absolute valuation versus relative valuation, measuring return and risk, portfolio consideration and investment horizons.

Pricing and valuation of future and forwards, pricing and valuation of swaps, interest rate swaps, currency swaps, commodity swaps, options - call and put options, payoff profiles, basic principles of options, option trading strategies, option pricing (Black Scholes model), arbitrage restrictions on option prices, hedging approaches with options, future options, swap options, equity related instruments – options, warrants, subscription rights, investment vehicle, index futures and options, foreign equities, treasury bond and notes futures; forward rate agreements. Financial engineering processes and strategies – assets and liabilities management, securitization, asset backed securities, mortgage backed securities, corporate restructuring and leverage buyouts/ management buyout, value at risk (VAR).

Emerging instruments, concepts and issues – hybrid securities, credit derivatives, options on debt instruments, exotic options, synthetic instruments, and issues related to accounting treatment of derivatives, corporate risk management – planning and controlling reasons for hedging, cash flow hedges and value hedges, capital structure and hedging, interest rate risk management.

Suggested Readings:

1. Dubofsky, D.A., Derivatives, Oxford University Press.
2. Gupta, S.L., Financial Derivatives, Prentice Hall.
3. Hull, J.C., Options, Futures and Other Derivatives, Prentice Hall of India.
4. Marchall, J.F. and Bansal, V.K., Financial Engineering, Prentice Hall.
5. Neftci, S.N., Financial Engineering, Elsevier Academic Press.
6. Strong, R.A., Derivatives: An Introduction, Thomson South-Western.
7. Varma, J.R., Derivatives and Risk Management, Tata McGraw Hill.
8. Walmsley, J., New Financial Instruments, Prentice Hall of India.

FM-402: Project Planning and Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents:

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market and Demand Analysis; Technical Analysis; Financial Estimates and Projections; Financing of Projects; Investment Criteria. Analysis of Project Risk : Firm Risk and Market Risk; Social Cost and Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Assessment of the Tax Burden; Environment Appraisal of Projects; Human aspects of Project Management. Project Financing: BOT, PPP and consortium financing.

Suggested Readings:

1. W. Ahuja, G.K. & Gupta, Ravi : Systematic Approach to Income Tax, Allahabd, Bharat Law Hose, 1997.
2. Bhalla, V.K. : Financial Management and Policy, 2nd ed., New Delhi, Anmol, 1998.
3. Chandra, Prasanna : Projects : Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
4. Dhankar, Raj S.: Financial Management of Public Sector Undertakings. New Delhi, Westville, 1995.

FM-403: Behavioral Finance

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The basic objective of this course is to acquaint the new field of behavioral finance and importance of behavioral traits in financial decision making.

Course Contents:

Introduction: Meaning, Nature, Scope and History of Behavioural Finance. Comparison between Behavioural Finance and Conventional Finance. Expected Utility, Non-Expected Utility and classical probability theory: An Overview. Psychology of Investor's: Beliefs, Attitude, Learning, Herding, Momentum, Biases and Heuristics, Over-confidence and optimism, winner's curse, Bubbles, advertising to investor's, over reaction and under reaction and cross-cultural behavior. Preferences: Framing, Prospect Theory and violation of Expected utility, Mental Accounting, Prospect Theory and attention, Saving Behavior. Anomalies: Accounting Based Anomalies, Calendar Anomalies, Attention based anomalies: Value v/s Growth, size, equity premium, myopia. Behavioural Corporate Finance: Introduction, limits of Arbitrage, aggregation. Contemporary issues in Behavioural Finance.

Suggested Readings:

1. William Forbes, *Behavioral Finance*, John Wiley.
2. Mihe Elvin, *An Introduction to the psychology of Trading and Behavioral Finance*, John Wiley.
3. James Montier, *Behavioral Investing: A Practitioners Guide to Applying Behavioral Finance*, John Wiley.
4. James Montier, *Behavioral Investing: Insights into Irrational minds and markets*, John Wiley.
5. Paragh Parikh, *Value Investing and Behavioral Finance*, Tata McGraw-Hill.

FM-404: Portfolio Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: This course seeks to acquaint students with the theoretical and practical aspects of investment analysis for security selection and portfolio management purposes.

Course Contents:

Portfolio analysis and valuation principles – meaning, importance, objectives and various issues in portfolio construction and revision; portfolio analysis – diversification, portfolio risk and return; Markowitz portfolio theory; portfolio selection – defining investment objectives, investor preferences; Single index model; introduction to asset pricing models, capital market theory, the capital asset pricing model (CAPM); multifactor models of risk and return, arbitrage pricing theory (APT), multifactor models and risk estimation; valuation principles and practices – value of financial statement analysis, theory of valuation, security valuation process, valuation of alternative investments, relative valuation techniques.

Portfolio performance evaluation and management – SEBI guidelines on portfolio management; asset management – managed portfolios, professional money management companies, investing in alternative asset classes; portfolio performance evaluation, performance measurement techniques, risk adjusted measures of performance evaluation, evaluation criteria and procedures, evaluation of bond portfolio performance, reporting investment portfolio performance.

Wealth Management- Wealth cycle, Risk profiling and assets allocations. Estate planning and taxation of Investment. Client data collections and analysis.

Suggested Readings:

1. Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill.
2. Elton, E.J. and Gruber, M.J., Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.
3. Fabozzi, F.J. and Markowitz, H.M., The Theory and Practice of Investment Management:
4. Asset Allocation, Valuation, Portfolio Construction, and Strategies, Wiley.
5. Fischer, Donald E. and Jordan, Ronald J., Security Analysis and Portfolio Management, Prentice Hall.

FM-405: Insurance and Risk Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of this subject is to acquaint candidates with the various facets of insurance and risk management.

Course Contents:

Insurance-Concept, Nature, Classification-Life & Non-life, Functions, Importance and Principles of Insurance; IRDA Act 1999 - Organization, guidelines for life & Non-life insurance.

Life Insurance -Concept; Public & Pvt. Sector companies in India - their products, schemes & plans; LIC Act 1956-An overview. General Insurance - Concept, Types; Public & Pvt. Sector companies in India - their products, schemes & plans.

Distribution channel in Insurance-Introduction, Individual Agents-Appointment, functions, code of conduct and remuneration; Claims settlement in Life Insurance and General Insurance.

Risk and its Management, Objectives of Risk Management, Risk Identification and Measurement, Risk Pooling Arrangements and Diversifications, Process of Risk Management.

Risk Aversion and Risk Management of Individuals and Corporations, Risk Management and Shareholder's Wealth.

Analytical tools used in Corporate Risk Management: DOW Index, Fault Tree, Event Tree, Hedging with Derivative Contracts, Risk Pricing.

Process of Risk Control, Loss Prevention, Techniques of Risk Retention and Reduction.

Case Studies in Enterprise Risk Management.

Suggested Readings:

1. NaliniPraveTripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.
2. K.P. Singh, B.S.Bodla and M.C. Garg. Insurance Management, Deep & Deep Publications, Delhi.
3. M.N. Mishra, Insurance, Vikas Publication.
4. Harrington and Mehaus : Risk Management and Insurance, Tata Mcgraw Hills
5. George Rejda: Principles of Risk Management and Insurance

FM-406: Private Equity and Wealth Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Overview of the Private Equity Industry: history, terminology, and categories within the asset class, participants, anatomy of funds and partnership agreements, key terms, economics, GP and LP perspectives and negotiations and perspectives of companies.

The Fundamentals of Private Equity Investing private equity investment perspective, financing, structuring and negotiating buyout and growth capital transactions, and managing the portfolio company over the life of the investment upto and including an exit or value realization transaction.

Understanding and Evaluating Private Equity Firms In Financial Markets Today: Other topics will include understanding and managing LP liquidity options; the rise and role of other alternative investment vehicles, most notably hedge funds and sovereign wealth funds; the public traded private equity firm; the impact of the financial crisis and current issues under discussion in the area of financial regulation

Introduction To Personal Financial Planning, Personal Financial Planning process, Ethical and professional consideration in Financial planning – Code of ethics Cash flow planning; Budgeting, Personal financial statement Analysis, Financial Mathematics, Time value of Money, Economic environment and Indicators Forms of business ownership/entity relationships. Legal aspects of financial planning.

Risk Analysis and Insurance Planning -Introduction to Risk Analysis, Insurance Concepts Legal principles of Insurance, Insurance Contract, Insurance Policies and Strategies Insurance products, Regulatory framework of Insurance, Motor Insurance, Health and Householders Insurance, Group Insurance Annuities Insurance Pricing

Suggested Readings:

1. Evensky, H., Horan, S. M. and Robinson, T. R. (2011) The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets. Wiley.
2. Chorafas, D. N. (2006) Wealth management: private banking, investment decisions, and structured financial products. Amsterdam: Elsevier. EBSCOhost ebook collection [online].
3. Reuvid, J. (ed.) (2007) The Handbook of personal wealth management, 3rd ed. London: Kogan Page. MyiLibrary [online].

SEMESTER-III

Marketing

MM-301: Advertising Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Content:

Understanding advertising: Concept, Evolution, History, classification, objectives and functions Advertising and society: ethical issues in advertising, social criticism of advertising, Laws in advertising, Advertising statutory bodies in India

Advertising strategy and planning process, Consumer behavior and advertising research, Advertising agency; types, functions and structure of advertising agency, client-agency relationship; Building of advertising programme - message, headlines, copy, logo, illustration, appeal, layout;

Media planning and strategy – development of media plan, establishing media objectives, developing and implementing media strategies, evaluation and follow up of media plan; Budgeting- establishment and allocation, budgeting approaches., Measuring the effectiveness of the promotional program- Market testing, pre testing, post testing, laboratory tests, field tests,

Online advertising: objectives, importance, types and challenges of online advertising, advertising on the internet, measuring effectiveness of internet

Suggested Readings:

1. Belch, George E and Belch, Michael A. : Introduction to Advertising and Promotion, 3rd ed, Chicago, Irwin, 2002.
2. Jethwaney and Jain: Advertising Management, Oxford, 2012.
3. Sandage and Fryberger : Advertising, AITBS, Delhi, 2000.
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management, 9th ed., New Delhi, Pearson, 2013.
5. O, Guinn : Advertising & Integrated Brand Production, Vikas Publishing House, New Delhi.

MM-302: Marketing Research and Analytics

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Introduction to Marketing Research- Meaning and Role of Research in Marketing. Scope of Marketing Research- Consumer Research, Market Potential Research, Image Research and Research Pertaining to 4 Ps. Types of Marketing Research and Their Applications- Exploratory Research, Descriptive Research and Experimental Research.

Marketing Research- Step by Step Execution. Measurement and Scaling Techniques. Data Collection and Sampling Design

Role of Analytics in Marketing. **Big Data** in Marketing and **Marketing Intelligence**.

SPSS based Marketing Analytics Techniques-

Conjoint Analysis

Cluster Analysis

Factor Analysis

Regression Analysis

Perceptual Maps

Text Analytics.

.Suggested Readings:

1. Cooper, Donald R and Pamela S Schindler, Marketing Research- Concepts and Cases, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Malhotra, Naresh K and S Dash, Marketing Research- An Applied Orientation, Pearson.
3. Boud, Harper W, Westfall, Ralph L and Stanley F Stasch, Marketing Research- Text and Cases, RD Irwin
4. Green, Paul E and Donald S Tull, Research for Marketing Decisions, PHI.
5. Beri, GC, Marketing Research, Tata McGraw Hill, New Delhi.

MM-303 Sales and Logistics Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Sales Management- An Introduction. Sales Organisation, Sales Functions and Policies. Tasks and Responsibilities of Field Sales Manager. Planning of Sales Efforts- Sales Planning and Budgeting, Estimation of Market Potential and Sales Forecasting, Setting Sales Territories.

Fixation of Sales Quota, Sales and Cost Analysis. Managing Sales force- Selection, Training, Compensation, Motivation and Evaluation of Sales Performance.

Logistics Management- Meaning and relationship with Supply Chain Management. Logistics as a source of Competitive Advantage.

Warehousing- Alternatives and Strategy. Inventory Management Policies. Transportation Types, Issues and Decision Making. Packaging Issues. Logistics Organisation.

Recent Trends in Logistics- E Logistics, Green Logistics and Reverse Logistics.

Suggested Readings:

1. Still, Richard R, Edward Cundiff and Norman Govoni, Sales Management- Decision, Strategies and Cases, Pearson Education/ Prentice Hall of India.
2. Dalrymple, Douglas J, William Cron and Thomas Decarlo, Sales Management, John Wiley and Sons Asia Pvt. Ltd.
3. Spiro, Stanton and Rich, Management of Sales Force, Tata McGraw Hill.
4. Bowersox, D.J and David Closs, Logistical Management, Tata McGraw Hill.
5. Sople, Vinod, Logistics Management, Pearson Education, India.
6. Bhattacharyya, SK, Logistics Management, S Chand, India

MM-304: Consumer Behaviour

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Consumer Behaviour: Meaning, Nature, Scope and Significance of its Study for Marketers. Consumer Research: Role and Process. Consumer Decision Making Process: A Detailed Study of Various Stages and their Marketing Implications.

Psychological Factors Influencing Consumer Behaviour- A Detailed Study of the Concepts, Theories and Principles of Perception, Learning, Motivation, Personality & Self Concept and Attitude and their Marketing Implications.

Group Influences on Consumer Behaviour- A Detailed Study of the Influences of Family and Reference Groups and their Marketing Implications. Impact of Culture, Subculture and Social Class on Consumer Behaviour

Communicating with Consumers- A Study of the Concepts of Opinion Leadership and Diffusion of Innovation along with their Marketing Implications. Industrial Buying Behaviour, Consumer Behaviour Audit.

Suggested Readings:

1. Schiffman, LG and LL Kanuk, Consumer Behaviour, Pearson Education
2. Blackwell, RD, PW Miniard and JF Angel, Consumer Behaviour, Cengage Learning India Pvt. Ltd.
3. Peter, JP and JC Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill.
4. Handerson, S, Consumer Behaviour in Theory and Action, John Wiley and Sons.
5. Assel, H: Consumer Behaviour- A Strategic Approach, Houghton Mifflin.
6. Loudon and A Della, Consumer Behaviour, Tata McGraw Hill.
7. Hawkins, DL, DL Mothersbaugh and Amit Mookerjee, Consumer Behaviour: Building Marketing Strategy, Tata McGraw Hill Education Pvt. Ltd., 11th Edition.

MM-305: Strategic Brand Management

Max. Marks:

100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Brand- Definition, Evolution of Brands, Functions of Brand, Branding challenges and opportunities; brand name decisions; Brand Value: Definition, Core Brand values. Value creation, Porter's value chain; Customer-based brand equity: Building strong brands and creating customer value

Brand personality: Dimensions of brand personality, process of personality creation; brand protection; Brand equity and brand image- Defining brand equity, Brand image constellation and brand image dimensions; Brand extension decisions- line extension, line extension trap, brand extension causes and types, brand extendibility.

Brand Identity- Concept, levels and perspectives of brand identity, Brand identity prism; Brand positioning - Meaning, Point of parity & Point of difference, Positioning guidelines and re-launch

Managing the brands over time- Functional brands, symbolic brands, experiential brands, concept management, forces affecting brands, brands revitalization and brand elimination; Brand Valuation- Meaning, approaches of brand valuation; cost based approach, market based approach, royalty approach, discounted cash flow approach, interbrand approach, Choosing the valuation method; Building global brands- Standardization and customization, global brand strategy, building global customer-based brand equity.

Suggested Readings :

1. Keller, Kevin Lane, Parameswaran and Jacob : Strategic Brand Management, Pearson, 1998.
2. Harsh V Verma: Brand Management: text and cases, Excel Books, 2008.
3. S. A. Chunawalla: Compendium of Brand Management, Himalaya Publishing House 2009.
4. Kapferer, J N. : Strategic Brand Management, New York, Free Press, 2012.
5. Elliot R. and Percy L. : Strategic Brand Management, Oxford University Press, 2009.

MM-306: Digital and Social Media Marketing

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Evolution of digital marketing-The digital consumer & communities online-Digital marketing landscape-Search Engine Marketing-PPC and Online Advertising-Social Media Marketing-Social Media Strategy & Customer engagement-Affiliate marketing & strategic partnerships-Email marketing-Content strategies-CRM & CX in digital marketing-Digital marketing, data, and analytics-Social listening-Web analytics-Social media analytics- Mobile Marketing-Integrating Digital and Social.-Media Strategies

Suggested Readings:

1. Hanson, W and Kirithi Kalyanam, Internet Marketing and E-Commerce, Cengage Learning, 2015.
2. Mullen, J and D Daniels, E-Marketing- An Hour a Day, Sybex Publisher, First Edition.
3. Chaffey, Dave and Fiona Ellis Chadwick, Digital Marketing- Strategy, Implementation and Practice, Pearson Education Inc., 2012.
4. Kotler et. Al, Principles of Marketing, Pearson Education Inc., New Delhi, 13th Edition.
5. Kaufman, Era and Chris Hortan, Digital Marketing- Integrating Strategies and Tactics with Values, Routledge, 2014.
6. Ahuja, Vandana, Digital Marketing, Oxford University Press, First Edition.
7. Harvard Business Review, South Asia Edition, India today Group

SEMESTER-IV

MM-401: International Marketing

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

International Marketing: Definitions, nature, scope and benefits; reasons and motivations underlying International Trade and International Business; Domestic Marketing versus International Marketing; International marketing orientation- EPRG framework; Trade Barriers- Protectionism, Tariff and non-tariff barriers; basic modes for entry; Process of International Marketing;

Market segmentation- Basis, macro and micro segmentation; Target market strategies, positioning decisions,. International Marketing Planning- Process and framework of market planning; Selection process and strategies; Process of marketing Control. International Marketing Mix: International product policy and planning: International product mix, Product life cycle, product standardization and adaptation, and organization of product warranties and services.

Building brands for foreign markets, labeling and packaging decisions, International pricing decisions- pricing policies, the process of price setting, pricing decisions, Terms of payment in international transactions, dumping, counter trade, transfer pricing and grey marketing. International Distribution Decisions: International Distribution Channels, International distribution policy, selecting distribution channels; Communicating with the global world- Global advertising and culture, setting global advertising budget, Advertising standardization vs. adaptation, global media decisions, other means of communication; Global marketing and internet

Suggested Readings:

1. Vern Terpestra and Ravi Sarthy : International Marketing, Thosmson.
2. Cateora, Graham and Salwan : International Marketing, Tata McGraw-Hill, 2008.
3. Kotabe, M. and andHelsen, K. : Global Marketing Management, Wiley, 2011.
4. R. L. Varshney and B. Bhattacharya : International Marketing; Sultan Chand Publication, N. Delhi.
5. SakOnkvisit and John Shaw : International Marketing (Analysis and Strategy), PHI, N. Delhi.
6. Rakesh Mohan Joshi: International Marketing, Oxford University Press.

MM-402: Business Marketing

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Business Marketing: Concept, Importance, Business versus Consumer Marketing, Nature of industrial demand, Reseller market; Understanding B2B Markets- Types of organizational Customers and their purchasing policies, Business products classification and marketing implications

Organizational buying Decisions- Objectives in organizational buying, Buy-phases in purchasing decision process, Buying situations, Buygrid framework; Buying centre roles and influencers; Models of business buyer behavior- Sheth model and Webster and Wind model; Assessing business opportunities- Role of marketing research, research objectives and process in B2B markets.

Segmenting the business markets and evaluating the potential segments, Target Marketing and Product Positioning. Industrial Product Decisions- Product development strategy, Developing business products, product revitalization or elimination; Product pricing- Pricing objectives, costs in industrial pricing, pricing methods, transfer pricing, geographic pricing, leasing; Business marketing logistics and physical distribution, Designing communication strategies for business markets.

Suggested Readings:

1. Reader Robert R. Industrial Marketing Analysis, Planning and control Englewood Cliffs, New Jersey, Prentice Hal Inc.
2. Vitale; Business to Business Marketing; Thomson Learning, Mumbai.
3. Havalder Krishna K, Industrial Marketing, TMH, New Delhi.
4. Corey E Raymond, Industrial Marketing: Cases and concepts,. Englewood cliffs, New Jersey Prentice Hall Inc.
5. Hill, Richard Industrial Marketing. Homewood Illinois, Richard D. Irwin
6. Webster, FE. Industrial Marketing Strategy, New York John Wiley
7. Alexander S. Ralph cross – Industrial Marketing.
8. Reeder Robert R., “Industrial Marketing” PHI.
9. M.Govindarajan“ Industrial Marketing Management” Vikas Publishing House.

MM-403: Service Marketing

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Services and The Economy- The growing influence of services in the economies of the countries around the globe. Services and the Indian Economy: Contribution and Reasons for Growth of Services in India.

Services and It's Marketing- Unique Characteristics of Services and Problems Associated with Services Marketing on Account of these. Overcoming Challenges Associated with Services Marketing. Goods-Service Categorisation. Types of Services- Core and Supplementary.

Service Marketing Environment and Mix- Prominent Environmental Factors Influencing Service Marketing. A Bird's Eye-View of Service Marketing Mix- Product, Price, Place, Promotion, Process, People, Physical Evidence and Productivity.

Service Management Triangle- An Introduction to the Concept and its Variants viz. Internal Marketing, External Marketing and Interactive Marketing.

Service Quality, Productivity and Recovery- Service Quality- Prominent Models. Service Productivity- Measurement and Productivity Enhancement Strategies. Relationship between Service Quality and Productivity. Service Recovery- Significance. Recovery Techniques.

Service Value Enhancement- Service Differentiation- Significance and Techniques. Service Positioning- Ways. Relationship Marketing- Significance and Tools.

Suggested Readings

1. Zeithaml, V.A, D.D Gremler, M.J Bitner and A Pandit, Services Marketing, Tata McGraw Hill, 4th Special Indian Edition.
 2. Hoffman, K.D and JEG Bateson, Marketing of Services, Cengage Learning, Indian Edition.
 3. Lovelock, Christopher, Services Marketing, Pearson Education, 7th Edition.
 4. Woodruff, H.E, Services marketing, Longman Group.
 5. Payne, D, The Essence of Services Marketing, Prentice Hall of India.
 6. Verma, Harsh V, Services Marketing- Text and Cases, Pearson Education.
 7. Kotler, Philip and Gary Armstrong, Principles of Marketing, Prentice Hall of India.
- Journal of Services Marketing, Emerald Publications

MM-404: Strategic Marketing

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course contents:

Strategic Marketing-Meaning, Nature and Historical Perspective, Strategic Marketing v/s Marketing Management, Process of Strategic Marketing Planning; Strategic choices and decisions at corporate level, SBU level- Generic competitive strategies- Cost Leadership Strategy, Differentiation Strategy, Focused Strategy, and functional level; Customer Analysis- Process and a Study of Key Factors Pertaining to the Analysis of Individual Customers and Organisational Customers; Competitor Analysis- Rationale and Process. Types of Competitors- Market Leaders, Market Challengers, Market Followers and Market Nichers. An Overview of the Strategic Options Available to Various Types of Competitors; Market Analysis- Dimensions and Process; Environmental and Internal Analysis; An Overview of Alternative Strategies: Product- Market Strategies- Market Penetration Strategy, Market Development Strategy, Product Development Strategy and Diversification Strategy, Global Strategies, Preemptive Moves, Obtaining Sustainable Competitive Advantage. Role of Portfolio Analysis in Strategic Choice- BCG Matrix, GE 9 Cell Model, Shell Directional Policy Matrix; Implementing Marketing Strategies- The Role of Structure, Systems, People and Culture; Evaluation and Control of Marketing Strategy- Rationale and Techniques- Annual Plan Control, Profitability Control, Efficiency Control and Strategic Control.

Suggested Readings:

1. Aaker, David A, Strategic Market Management, Wiley Publications
2. Kerin, R A and R A Peterson, Strategic Marketing Problems, Pearson Education
3. Cravens, W and Nigel F Piercy, Strategic Marketing, McGraw-Hill Publications, Indian Edition.
4. Walker, B and Mullins Larrech, Marketing Strategy, McGraw Hills Publications, Indian Edition.
5. Jain, S C, Marketing Strategy- Planning, Implementation and Control, Cengage Learning, India Edition.
6. Kotler, P and Kevin L Keller, Marketing Management, Prentice Hall India

MM-405: Rural and Agribusiness Marketing

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Rural Marketing- Definition, Nature and Scope. Rural Markets- characteristics, importance and challenges & potential in rural markets. Rural Marketing environment. Understanding rural consumers- buying behavior models, factors affecting consumer behavior, buying process. Rural Markets and STP(Segmenting, Targeting and Positioning). Rural Marketing Mix: Product strategy- product concepts and classification, new product development, product life cycle, packaging and branding in rural India. Pricing strategy- objectives, factors affecting pricing, methods of pricing. Communication strategy- objectives, methods and challenges in rural communication. Rural Distribution strategy- distribution channels and organizing personal selling in rural markets. Role of IT in rural marketing(e-Choupals).

Agribusiness Marketing; concept, process and functions, types of agribusiness markets, problems of agribusiness marketing, Role of Central and State Governments Institutions and organizations in agribusiness marketing. Agribusiness marketing mix. Role of IT in agribusiness marketing.

Suggested Readings:

1. Balram Dogra and Karminder Ghuman: Rural Marketing-Concepts& Practices, Tata McGraw-Hill Publishing Company Ltd.
2. Awadhesh Kumar Singh and Satyaprakash Pandey: Rural Marketing-Indian Perspective, New Age International (P) limited Publishers.
3. Pradeep Kashyap and Siddhartha Raut: The Rural Marketing, Biztantra
4. C.S.G Krishnamacharyulu and Lalitha Ramkrishnan: Rural Marketing- Text & Cases, Pearson Education Asia.
5. K.S.Habeeb-Ur-Rahman: Rural Marketing In India, Himalaya Publishing House.
6. Ramkishen. Y: New Perspectives In Rural and Agricultural Marketing, Jaico Publishing House.
7. T.P.Gopalaswamy: Rural Marketing, Vikas Publishing House Pvt. Ltd.

MM-406: Retail and Mall Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Retailing – Meaning, Nature and Importance of Retailing in India. Trends & Issues in organized Retailing in India. Retail Buying Behavior.

Store Location – Factors influencing Store Location and procedure of store location. Designing Store layout. Issues in Retail Pricing. Retail Promotion Strategies. Trends in retailing – CRM, Role of IT and Non-store Retailing.

Shopping Malls – Concept and trends in India. Types of Malls. Strategic Planning for Malls. Mall design, Strategic Financial issues and recovery Management in Malls. HR issues in Mall Management. Mall Marketing Strategies. Measuring Mall Performance.

Suggested Readings:

1. Roger Cox and Paul Brittain: Retailing- An Introduction, Pearson Education.
2. Barry Berman and Joel R. Evans: Retail Management- A Strategic Approach, Pearson Education.
3. Swapna Pradhan: Retailing Management- Text & Cases, The McGraw-Hill Companies.
4. Michael Levy, Barton A Weitz and Ajay Pandit: Retailing Management, The McGraw-Hill Companies.
5. Arif Sheikh and Kaneez Fatima: Retail Management, Himalaya Publishing House.
6. Chetan Bajaj, Rajnish Tuli and Nidhi Srivastava: Retail Management, Oxford University Press.
7. Abhijit Das, Mall Management with Case Studies: Taxmann's Allied Services.
8. Harvinder Singh, Srini R. Srinivasan: Mall Management, The Tata McGraw-Hill Companies.

SEMESTER-III

HUMAN RESOURCE MANAGEMENT

HRM-301: HRD: Systems & Strategies

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The purpose of this paper is to facilitate and understanding of the concepts methods and strategies for HRD.

Course Contents:

HRD Introduction- Concept, Goals/Objectives, Scope, Principles, Challenges, HRD Process. Changing paradigm of HRD; HRD culture and climate; Global perspectives on HRD.

HRD Frameworks: Rao and Pareek's Intergrated framework, The strategic HR Framework Approach, The integrative framework, Human Capital Appraisal Approach, HRD Score card approach , P-CMM Approach.

HRD Sub-systems- Performance Management, Potential Appraisal Training & Development, Career Planning, Succession Planning, Quality Circles. Quality of Work Life, Feedback , HRD Audit, OD Interventions. Contribution of sub-systems to HRD goals.

Designing of HRD System: Principles in designing HRD system.

Organizing of HRD Function: Structure and Organisation of HRD and its functions. Role of HRD Managers, Competencies of HRD Professionals, Challenges of future HRD professionals.

Developing HRD strategies: HRD for Workers, HRD for other special groups;; HRD strategies for coping with Organizational Change, HRD in M&A, Technology and HRD

HRD Practices in Organisations: HRD Practices in Government, Manufacturing , Service Sector Organisations and MNCs

Recent Trends of HRD in India

Suggested readings

1. Dayal, Ishwar: Successful Application of HRD, New concepts, New Delhi. 1996.
2. Dayallshwar: Designing HRD Systems, Concept, New Delhi, 1993.
3. Gupta Santosh & Deep Sachin Gupta: Human Resource Development, 2nd Ed. 2008, Deep and Deep Publications.
4. Kohli, Uddesh& Sinha, Dharni P.: HRD - Global Challanges& Strategies in 2000, AD ISTD, New Delhi. 1995.

5. Krishnaveni, R.: Human Resource Development: A Researcher's Perspective, Excel books, 2008
6. Kaushal H.: Human Resource Development, McMillan.

HRM-302: Indian Labour Legislation

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The course is designed to assist the students in understanding the legislature related to business activities.

Course Contents:

Introduction: Labour Legislations: Nature, Objectives, Need, Importance Classification/Types of Labour Legislation; Principles of Modern Labour Legislation; Factors Influencing Labour Legislations; Indian Constitution and Labour Legislation. Jurisprudence : meaning and scope of Industrial Jurisprudence, Principles of Industrial Adjudication; Lacunae/Problems in Labour Laws, Approaches to enforcement of law

The Regulative & Protective Labour Legislations: The Trade Unions Act, 1926; The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946, The Factories Act, 1948.

Wage-Related Labour Legislations: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976.

Social Security Labour Legislations: The Workmen's Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Employees PF and Miscellaneous Provisions Act, 1952, The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972.

Laws Relating to Protection of Child Labour, Contract Labour and Women at Workplace: Major Legal Provisions of The Contract Labour (Regulation and Abolition) Act, 1970 & The Child Labour (Prohibition and Regulation) Act, 1986. Sexual Harassment at Workplace: Meaning and definition, Legal Analysis, Judicial View, International Norms, National Norms, Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013;

Contemporary Issues: Need of Labour Law Reforms, New proposed Labour Codes; Govt , trade unions , employer and employees perspective towards new proposed labour reforms. Gender Justice: Constitutional Aspects, Legal Aspects.

Important Case Laws

Suggested Readings:

1. S. C. Srivastav, Industrial and Labour Laws, Vikas Publishing Houses.
2. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.
3. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.
4. Sharma, A.M., Industrial Jurisprudence, Himala Pub. House, New Delhi.
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.
6. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.

Journals:

1. Labour Law Reporter.
2. Labour Law Journal.

HRM-303: Management of Industrial Relations

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual aspects of industrial relations at the macro and micro levels. Management Industrial Relations

Course Contents:

Introduction to IR: Concept, Nature, Objectives, Significance & Factors of Industrial Relations and Approaches/ Models of IR- Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR; Industrial Relations System in India. **Industrial Disputes in India:**

Meaning, Difference between Industrial Disputes and Industrial conflict, Forms of Industrial Disputes, Impact of Industrial Disputes, Prevention and settlement of industrial disputes: Statutory and Non-Statutory Measures, Disputes settlement Machineries stipulated in Industrial Disputes Act 1947. **Trade Unionism, Collective Bargaining and**

Negotiation: Concept, Functions of Trade Unions– Types of Trade Unions-Problems of Trade Unions in India. Trade union act 1926, Collective Bargaining: Concept, Principles, Forms of Collective Bargaining, Theories of Collective Bargaining, Collective bargaining in Practice, Case studies. Negotiation - Effective negotiation, Current trends, issues and practices in Negotiation in Indian Industries.

Employee Discipline: Concept of Discipline, Aspects & Objectives, Causes of Indiscipline, Types, Approaches to deal with Indiscipline activities: Traditional Approach, Judicial Approach, Humanistic Approach, Hot Stove Approach, HRD Approach. Essential of Good Disciplinary System. **Employee Grievance:** Concept and

Causes of Grievances, Sources of Grievance, Grievance Redressal Machinery, Grievance Procedure. Regulation of Industrial Relations in India Tripartite Bodies. **Worker's**

Participation in Management: Concept, Origin, Growth and Forms of Workers' Participation in India, Effective Workers' Participation in India. **Industrial Democracy:**

Concept and scope of industrial democracy. International Labour organization (ILO) and industrial relations, **Contemporary Issues and Recent Trends** in Industrial Relations in

India

Suggested Readings

- 1 Venkataratnam Industrial Relations, Oxford University Press.2009
- 2 Sinha, P.R.N. et. al Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education. 2009
- 3 Blyton, P. & Turnbull, P. The Dynamics of Employee Relations. Palgrave Macmillan. 2004
- 4 Ackers, P. & Wilkinson, A. Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press. 2003
- 5 Padhi, P.K. Labor and Industrial Laws. Prentice Hall of India.2010
- 6 Singh, B.D. Industrial Relations: Emerging Paradigms. Excel Books. 2009
- 7 Sen, R. Industrial Relations: Text and Cases. Macmillan India. 2009
- 8 Arun,Monoppa Industrial relations &labour laws, Tata Mc Graw Hill ,Delhi
- 9 P.N.Singh&Neeraj Kumar Employee relations management, Pearson, Delhi

The list of cases and specific references including recent articles will be announced in the class.

HRM-304: Human Resource Metrics and Analytics

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Objective: The objective of this course is to develop an understanding of the HR Practices techniques and their role in enhancing the competitiveness of the workforce.

Course Contents:

Introduction to HR Analytics: Concept, Perspectives, Evolution. Need of HR Analytics, Changing HR Dynamics. Analytic Capabilities, Analytic Value Chain, Application of HR Analytics. HR Metrics; HR Scorecard; HR Benchmarking.

Preparation for HR Analytics: Review existing HR Analytics Frameworks and HR Models, Identify the Purpose/Aims and Scope of Analytics, Devise Methodology for using it, preparing for an analytics Unit, Develop Analytics Culture

Requirements for HR Analytics: Engaging with Stakeholders, Work with Consultants and Coaches, Technological Know-how, Build Analytics Team, Involvement of Consultant and Coaches.

Understanding Data: Data Quality, Data Types, Data Governance, Resolving Data Issues: Efficiency Measures, Effectiveness Measures and Business Outcome Measures.

Developing Analytics Culture: Importance of Leadership; Overcoming Resistance to HR Analytics; Communicate with Storytelling and Visualisation.

Execution & Reporting: Determining the Key Performance Indicators; Analyse and Report the Data; Relationships, Optimisation and Predictive Analytics; Interpreting the Results,

Analysis for Insights: Use of Trend Analysis, Regression, Correlation, Benchmarking, Workforce Modelling, Structural Equation Modelling for predictive analysis.

Future of HR Analytics: New Opportunities & Challenges for HR in Future, Emerging Data Sources, Evolving Technology.

Suggested Readings:

1. Gene Pease, Boyce Byerly and Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, John Wiley & Sons.
2. HR Analytics: The What, Why and How, Tracey Smith. WILEY & SAS Business)
3. HR Analytics: Understanding Theories and Applications, Dipak Kumar Bhattacharyya

HRM-305: Compensation & Reward Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Contents:

Compensation Management Introduction: Concept, Goals, Theoretical Foundations of Compensation Management: Economic and behavioural theories. Internal and External Equity in Compensation System. Wage Differentials: Inter and Intra industry Wage Differentials.

Reward Management: Concept, Aims, Components of Reward system: Monetary & Non-Monetary Rewards, Role of Reward in organisation, Strategic perspectives of Reward. Recent Development in Rewards and Recognition.

Understanding Compensation Packages: Designing Pay Level, Pay Mix and Pay Structures Compensation of Chief Executives, Senior Managers, R & D Staff, Board of Director, Sales Executives.

Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Incentives Plans; Fringe Benefits and Supplementary Compensation: Cafeteria Plans, Pensions Schemes and ESOPs

Tax Planning: Tax Implication of Employee Compensation Package to the Employer; Strategies to deal with the Workforce Redundancy.

Statutory provisions governing different components of reward systems: The Minimum Wages Act, 1948, The Payment of Wages Act ,1936, The Workmen's Compensation Act ,1923, Payment of Bonus Act ,1965.

Institutions related to Reward System: Wage Boards, Pay commissions, Recommendations of 6th Pay Commission, Recommendations of 2nd National Commission on Labour relating to Compensation.

International Compensation Practices: Problems, Objectives and Elements of Expatriate's Compensation Package.

Suggested Readings:

- 1 Armstrong, Michel and Murlis, Helen. Reward Management. Kogan Page, 2010
- 2 Henderson, Richard I. Compensation Management: Rewarding Performance Prentice Hall of India Pvt. Ltd, 2004
- 3 Milkovich & Newman Compensation: Tata McGraw Hill, New Delhi, Eighth Edition. 2005
- 4 Henderson I. Richard Compensation management in a knowledge based world, Pearson Education, New Delhi, 9th edition

- 5 Singh, B.D. Compensation and Reward Management. Excel Books, 2007
- 6 Gerhart, B. & Rynes, S.L. Compensation, Evidence, and Strategic Implications. Sage Publication, 2008
- 7 Berger & Berger. The Compensation Handbook: A State-of –the –Art Guide to Compensation Strategy and Design. McGraw Hill, 2008
- 8 Martocchio, J. Strategic Compensation: A Human Resource Perspective Approach. Pearson Education. 2004

HRM-306: Talent Acquisition and Performance Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of this course is to provide a comprehensive conceptual and practical insight in to the entire cycle of performance management, including performance planning, measurement, evaluation, feedback and potential assessment. The course also shall dwell in to designing performance management system, including evaluation forms, and identifying interventions related to problems and ethical issues in performance management .

Course Contents:

Conceptual Framework of Performance Management; Approaches for defining performance; **Performance Measurement:** classification of measures /metrics: types of metrics, characteristics of performance metrics and managing metrics , approaches to measuring organization performance : Balanced scorecard , European foundation for quality management (EFQM) model , Economic value added (EVA) model and traditional financial measures; Key Indicators for measuring Financial Performance and Non-Financial Performance analysis ; Job analysis in performance management system

Performance Appraisal and Potential Evaluation:

Meaning, features, methods, appraisal forms and formats, Features of potential appraisal , indicators of potential /Qualities, steps in potential appraisal ; **Performance management and Development:** Personal development plan(PDP), 360 degree feedback and BARS as development tool ; Performance management and Pay ; Performance management for teams ; Performance Evaluation; **Performance problem solving:** Overview of performance problems , managing underperformers , handling problems at performance review meeting ; Ethical issues and dilemmas in Performance Management; Performance Management in Multinational Corporations.

Talent Management: Basics of Talent Management, leveraging talent, talent value chain, elements of talent friendly organizations, talent management process, Talent Management System - Components and benefits of Talent Management System; creating TMS, challenges of TMS Talent Planning - Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent Developing and Retaining Talent - Potential identification and development,

integrating coaching, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system.

Suggested Readings :

1. Aguinis, H. (2008). Performance management (2nd ed.). USA: John Wiley.
2. Armstrong, M. (2007). Performance management: key strategies and practical guidelines (3rd ed.). London: Kogan
3. Niven, P. R. (2008). Balanced scorecard step-by-step: maximizing performance and maintaining results (2nd ed.). New Jersey: John Wiley.
4. Rao, T. V. (2004). Performance management and appraisal systems. New Delhi: Response.
5. Armstrong, M. and Baron (2012) Performance Management :A strategic and integrated approach to achieve success , JAICO publication (11th edition)
6. Somuendra Narain(2013), Performance Mnagement , Cengage learning publication (2nd edition)

SEMESTER-IV

HRM-401: Group Dynamics and Leadership Excellence

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: This course offers to teach students the importance of raising groups , leadership and turning them into passionate teams in organizations. It gives an understanding of how individuals as team member and as an effective leader must behave to sustain teams

Course Contents:

Nature of Groups at Work: Definition, Types of groups, Dynamics of group formation, Models, Group Decision making Techniques: Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming **Workgroup Vs. Teams:** Transforming Groups into Teams, Stages of Team Building and its Behavioral Dynamics; **Interpersonal Competence & Team Effectiveness:** Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Group Dynamics: Norms, Cohesiveness, conformity, polarization, obedience, group shift and group think; Transactional analysis & Johari window helping process ; Team Effectiveness and influencing factors of team effectiveness. Role of Interpersonal Competence in Team Building; **Developing Collaboration in Teams:** Functional and Dysfunctional Cooperation and Competition; Interventions to build Collaboration in Organizations; Social Loafing, Social facilitation, Synergy in Teams, Self-Managed Teams and Interpersonal Trust; **Communication and Creativity:** Communication Process; Communication Effectiveness &Feedback; Fostering Team Creativity;

Leadership- Leader v/s manager- Leadership styles, Concepts, Theories and Styles: Trait, Behavioral and situational; Transactional and Transformational Leaderships, Leadership effectiveness, effective leadership communication;

Suggested Readings :

1. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.
2. Luthans, F. (2002). Organizational Behavior. McGraw-Hill International Edition.
3. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.
4. Kolb, D. (1991) Organizational Behaviour: An Experiential Approach. 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc.,
5. Moore, MD, (1988) Inside Organizations: Understanding the Human Dimensions London, Sage
6. Clifford T Morgan, Richard A King, John R Weiz, John Schopler (2009) Introduction to Psychology, Tata MC Graw Hill,
7. R.K.Sahu (2010), Group Dynamics & Team Building, Excel Books,

HRM-402: Strategic Human Resource Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of the course is to develop the perspective of strategic human resource management. The students should be able to distinguish the strategic approach to human resources from the traditional functional approach. In addition to this they understand the relationship of HR strategy with overall corporate strategy and strategic role of specific HR systems.

Course Contents:

Business Strategy and Organisational Capability; **Strategic Human Resource Management**; Meaning, Nature, Aims, Significance Conceptual Framework; **SHRM Approaches & Models**: Universalistic, Contingency and Configurational Approaches, Models, Best Fit and Best Practice Approach, Resource- Based view of the firm. **The Strategic role of HR**; Need of Aligning HR with Corporate Strategy; **HRM Strategy**: Its Nature, Development of HR Strategy and Delivering/Implementation of HR Strategy; **HRM strategies related to Organizational Capability and Organizational and Individual performance**: Organization Development strategy, Human Capital Management Strategy, Knowledge Management strategy, Corporate Social Responsibility strategy, Organizational Performance strategy, Individual Performance Management strategy. **HRM strategies dealing with specific aspects of HRM**: Employee engagement strategy, Resourcing strategy, Talent management strategy, Learning and development strategy, Reward strategy, Employee relations strategy. **International Perspective**: Strategic international HRM; International HRM strategies. **Contemporary Issues**: Change, Restructuring and SHRM. Corporate Ethics, Values and SHRM. Diversity & SHRM. Competencies of HR Professional in a SHRM Scenario. Evaluating and Measuring the Impact of Strategic HRM—Overview and Approaches

Suggested Readings:

1. Aggarwala, Tanuja. , Strategic Human Resource Management, Oxford University Press.
2. Armstrong, M., Strategic Human Resources Management, Kogan Page, London.6th Edition
3. Greer, Charles R., Strategic Human Resource Management – A General Managerial Approach, Pearson Education (Singapore) Pte. Ltd, New Delhi.
4. Mabey, Christopher and Salaman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.
5. Salaman, Graeme, Human Resource Strategies, Sage Publications, New Delhi.
6. Porter, Michael S., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

HRM-403:

Cultural and Global HRM

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related Behavioural variables in the Human Resource Management of global organizations.

Course Contents:

Core concepts in managing human resources in the global business environment; Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cultural diversity and role of values, Approaches to Understanding & Managing Cultural Diversity: achieve global model for cultural differences, Halls and Halls Cross cultural classification and Hofstede six key dimensions, cross cultural differences in communications.

The Contingency Matrix approach to GHRM. Global staffing and staff flow practices. Global organisation structures. Training & development of global employees. Performance management in MNCs. Global compensation practices. MNCs and industrial relations trends. International Labour Standards. International transfer and repatriation strategies, Corporate Social Responsibility in Global Scenario. Emerging global HRM practices.

Suggested Readings

- 1 Gupta, S.C. International HRM, Macmillan India.2012.
- 2 Ray and French International HRM, University Press, 2010
- 3 Bartlett, Cand Ghoshal, S. *Transnational Management: Text, Cases and Readings in Cross Border Management*. Chicago, Irwin, 1995.
- 4 Hofstede, G. *Cultures Consequence: International Differences in Work Related Values*. London, Sage, 1984.
- 5 Mead, R. *International Management: Cross Cultural dimensions*. BlackWell, Camb., Mass., 1994.
- 6 Evans, Pucik and Barsoux, *The Global Challenge- framework for international human resource management*, Tata McGraw-Hill Irwin.
- 7 Dowling, Peter J and Welch, Denice E., *International Human Resource Management-* Cengage Learning 2010
- 8 Aswathappa, K *International Human Resource Management*, McGraw Hill 2009
- 9 Tayeb, Monir H. *International Human Resource Management*, Oxford University Press - 2005
- 10 Rao, P.L. *International Human resource Management*, Excel Books, 2009

The list of cases and specific references including recent articles will be announced in the class.

HRM-404: Counselling, Mentoring and Negotiation Skills

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Counselling skills for managers: Definition, Approaches, Types, Values and Goals of Counselling, Counselling Process: Initial encounter with the client, Developing relationship, Problem Identification, Goal Setting, Plan of Action and its Implementation, Termination of Relationship and Follow-up, Guidelines for Effective Counselling, Referral Procedures, Role of Counsellor & Client in various stages, Key Characteristics, Skills, Qualities & Values for a Professional Counsellor, Applications of Counselling Skills in Modern Organisations.

Performance Counselling: Meaning, Objectives and Process. Special Employee related Problems in Counselling. Counselling Therapies: Cognitive Therapy, Behavioural Therapy, Emotive Behaviour Therapy (REBT), Psychoanalytic Therapy, Person-Centered Therapy, Gestalt and Existential Therapy. Ethics in Counselling: Ethical Principles & codes of conduct for professional counselors.

Negotiation Skills for managers: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation., Best Practices in Negotiation – Fundamental Structure of negotiation and Best alternative to a negotiated agreement (BATNA)

Mentoring Skills for managers: Key Mentoring Skills, Stages of Formal Mentoring Relationships; Stage I: Building the Relationship, Stage II: Exchanging Information and Setting Goals, Stage III: Working towards Goals/Deepening the Engagement, Stage IV: Ending the Formal Mentoring Relationship and Planning for the Future.

Suggested Readings:

- 1 Singh, Kavita Counselling Skills for Managers, Prentice Hall of India, Delhi , 2010.
- 2 Rao , S. Naranyan Counselling and Guidance, TMH, 2nd edition, 2007.
- 3 Mitchell and Gibson Counselling and Guidance, Pearson Education India, 2007.
- 4 Patterson, Lewis The Counselling Process, Cengage Learning India. 2008
- 5 Burnard Counselling Skills Training, Kogan Page India. 2009
- 6 Feltham and Dryden Brief Counselling, Mcgraw Hill Publishing. 2012.
- 7 Kotler, Jeffrey Counselling Theories and Practices, Cengage. 2008
- 8 Udai Pareek Understanding Organizational Behaviour., By Oxford, Second Edition Page 410-415
- 9 SL Rao Negotiation Made Simple, , Excel Books pp.30-35 and pp. 196-197)

The list of cases and specific references including recent articles will be announced in the class.

HRM-405: Change Management & Organisational Development

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The course intends to develop an orientation towards the change. It shall coach the students to be proactive towards a planned change. It details the relevant aspects of change that help the students understand the importance of managing change.

Course Contents:

Organization Change: Introduction to Organization Change. Nature of Organization Change. Forces of change , types of organizational change , Resistance to Change at individual and organizational level ; **Organizational Problem Diagnosis:** Introduction to Problem Diagnosis, The Diagnostic Cycle, Phases of Problem Diagnosis; **Models of Organizational Change:** Introduction to Models of Organizational Change, Lewin Model of Organization change, McKinsey 7 S Model, Kotter's Model ,Burke - Litwin Model, Work Redesign Model, ADKAR Model, Bridges' Transition Model and Grief Model; **Organization Development :** Concept, Nature and Scope of O.D.; Process of O.D.; Underlying Assumptions & Values; Foundations of OD: Action Research, Survey Feedback, Systems Theory, Participation And Empowerment; **O.D. Interventions :** Team Interventions ,Inter – group Interventions, Personal , Interpersonal and group process interventions, Structural Interventions; Assessment of O.D Implementation – conditions for failure and success in O.D. Efforts.

Suggested Readings:

- 1) Organization Development: Interventions and Strategies by T. V. Rao, T. Venkateswara Rao, T.V. Rao
- 2) Organisational Development And Change By Cummings And Worley (7th Edition)
- 3) Organisational Development By French And Bell (6th Edition)

HRM-406: Competency Mapping & Assessment Centres

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hour

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Competency: Concept and definition of competency, Characteristics of competency, Competency versus competence, Performance versus competency; skills versus competency, behavior indicators, History of competency, Types of competencies – generic/specific, threshold/performance, and differentiating and technical, managerial and human, competency culture: Context and Relevance of competencies in modern organizations **Competency mapping** : Frame work of competency mapping, approaches of competency mapping , **process of competency mapping** : preparing organization for competency mapping , identifying jobs/function for competency mapping, setting performance effectiveness criteria, identification , listing, classification and arranging competencies, **competency modeling** : phases of competency model, classification of competency models ,iceberg's model of competency, resistance and recommendations related implementation of competency model ,**competency Assessment** : prerequisites for competency assessment, process of competency assessment, **competency based HRM applications** : competency based recruitment and selection, training and development, compensation , performance management and career and succession planning system ,mapping challenges of competency based HRM, Advantages of competency based HRM.

Assessment centre: Requirement of assessment centre, Assessment centre Vs development centre, problems and challenges of assessment centre, Techniques used in assessment centre: MAP, MBTI, FIRO-B, SPIRO-M profile, 360 degree feedback.

Suggested Readings:

4. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, SanghiSeema. Sage Publications Pvt. Ltd - 2007
5. Competency based HRM Shermon, Ganesh. Tata Mc Graw Hill – 2004
6. 360 degree feedback, competency mapping & assessment centers ,Sharma, Radha R. , Tata Mc Graw Hill – 2003
7. Competency based Human resource management, Srinivas R. Kandula , PHI publications.

SEMESTER-III
INTERNATIONAL BUSINESS

IB-301: International Accounting

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objectives of this course are to acquaint the students with the accounting needs of International Financial markets and to analyses the accounting measurement and reporting issues unique to Multinational Business Transactions.

Course Contents:

International dimensions of Accounting; Conceptual and Comparative Developments, International Accounting Standards: Concept and Mechanism of setting International Accounting Standards, disclosure requirements of International Accounting Standards, International Audit Environment.

Dimensions of Financial Reporting : Concept and Development of International Financial Reporting Standards(IFRS), Dimensions of IFRS.Types of Foreign Currency Transactions, Managing International Information system, Accounting for Inflationary Trends.

Analyzing Foreign Financial Statements : Accounting for Foreign Currency Translation, Accounting for Environmental Protection Measures. Concept and setting of Transfer Pricing.

Suggested Readings

1. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India.
2. Hennie Van Greuning,World Bank :International Accounting Standards: A Practical Guide.
3. Lee H. Radebaugh, Sidney J. Gray, Ervin L. Black International accounting and multinational enterprises.
4. ShirinRathore: International Accounts, PHI.

IB-302 : Foreign Exchange Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To acquaint the students with the mechanism of the foreign exchange markets, measurements of the foreign exchange exposure and hedging against exposure risk.

Course Contents:

Types of Foreign Exchange markets and Transactions, methods of quoting Foreign Exchange rates, Spread, Official and Free Market Rates, Cross Currency Rates

Organization of Foreign exchange markets, Role of Derivatives in Currency Market

Quoting Forward Rates, Exchange Rate Determination in Forward Market, Trading Mechanism of Forward, Currency Futures : Trading and Settlement Procedure, Forward Vs Futures

Currency Options : Types, Hedging with Options, Option Pricing Model. Currency Swap and its Trading Mechanism

Foreign Exchange Risk and Exposure : Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management.

Forecasting Exchange Rates : Techniques of forecasting Exchange Rates.

Suggested Readings:

1. V. Sharan: International Financial Management, New Delhi, Prentice Hall of India.
2. S.L.Gupta: Financial Derivatives.
3. Madhu Vig: : International Financial Management.
4. Shapiro, Alan C: Multinational Financial Management, New Delhi, Prentice Hall of India.
5. David & Eiteman, Arthru J Stonehill:, Michael H. Moffett: Multinational Business Finance, Pearson Education.

IB-303: Export-Import Procedures and Documentation

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The purpose of this course is to acquaint the students with policy, procedures and documentation relating to foreign trade operations, and to train them to handle the export-import business.

Course Contents:

Significance of Procedures and Documentation in International Trade, procedure and Documentation as Trade Barriers. WTO Provisions . Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification system; Role of ICC, INCOTERMS; Nature of Export / Trading Houses, EDI and Documentation.

Main Export and Import Documents; Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.

Methods of Payments in International Trade; Documentary Collection of Export Bills; UCPDC Guidelines; Realisation of Export Proceeds- Provisions of RBI's Exchange Control Manual, FEMA- Origin and Objectives, Main Provision of FEMA. Pre Shipment and Post Shipment Finance. Role of EXIM Bank and ECGC in India.

Major Export Promotion Schemes in India- EPCG, Duty Exemption Scheme; DEPB Scheme

SIL; Facility for Deemed Exports; Export Promoting Institutions (EoU's/ EPZs/ SEZ's) – Role of Export Promotion Councils, Commodity Boards and ITPO.

Suggested Readings:

1. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
2. Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi.
3. Ministry of Commerce, Import Export Policy, Government of India, New Delhi.
4. Custom and Excise Law, Various Issues.
5. Nabhi's Exporters Manual and Documentation.
6. Nabhi's New Import Export policy procedures.
7. Pervin Wadia: Export Markets and Foreign Trade Management, Manishka Publication, New Delhi.
8. M.D. Jitendra: Export Procedures and Documentations, Rajat Publications, Delhi

IB-304: India's Foreign Trade Policy

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To acquaint the students with recent trends in India's Foreign Trade, and Management and Policy related Issues in Foreign Trade in Global Context.

Course Contents:

India's Foreign trade in the Global context, structure and Equilibrium of India's Balance of Payments, Recent trends in India's foreign trade, Directional Pattern: Major export commodities- thrust area commodities- their trend, problems and prospects, Major import commodity Groups, Trade Regulation in India, Foreign trade (Development and Regulation) Act, Foreign Exchange Management, Present Export-Import Policy, Export Promotion Policies, EPCG, DEPB, Duty Draw Back Scheme, Export incentives, Financial and Fiscal, the Role of EXIM Bank of India, ECGC, Infrastructure support for Export promotion, Export Promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions, Role of State Trading Organizations, Export Processing Zones, Special Economic Zones, Agriculture Export Zones, Clusters, Export Oriented Units and Export Trading House Schemes, Impact of WTO on India's Trade Policy.

Suggested Readings:

1. Bhalla , V.K. International Business Environment and Management, 8thed, Delhi, Anmol, 2001.
2. Jain, S.K.: Export performance and Export Marketing Strategies, Commanwealth Pub., Delhi, 1988.
3. Export- Import Policy ,Naleh Publications.
4. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
5. Bhattacharya B. : International Marketing Management, Subhash Chand & Sons.

IB-305: International Business Environment

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Objective: The objective of this course is to analyses the operational processes between two or more nations.

Course Contents:

Concept of IB : Nature & importance of International Business, forces of globalization, Modes of International Business. Cultural, Economic , Legal & Political environment faced by International Business. Theories: Adam Smith, Ricardo and Ohlin & Heckler theory, Leontif paradox, PLC. Government Influence on trade, Tarrif& Non-Tarrif barriers, Free trade zones. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences. Regional Economic Integrations: NAFTA, EU. International Business Strategies : Geographical, Collaborative & Control strategies, Foreign Exchange Basics: Purchasing Power Parity, Foreign Exchange Exposures (in Brief). External and Internal Sources of finance in International Business.

Suggested Readings:

1. Sundram& Black: International Business Environment.
2. Francis Charulienum: International Business, Himalya Publishing House.
3. Daneil&Radobough: International Business, Pearson Publications.
4. S.ShivaRamu: International Business.
5. Taggart&Modermmtt: International Business.
6. Ashwathappa, International Business Environment, Himalya Publishing House.

IB-306: International Logistics

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The objective of this paper is to acquaint the students with the concept of Logistics as applied to International Business. The Various components of the International Logistic System would be studied so as to enable the students to take up an integrated logistic decision.

Course Contents:

Marketing Logistics: Concept, Objective and Scope, System Elements - Relevance of logistics in International Marketing International supply chain management and Logistics. Role of IT in logistics Transportation activity- Internal transportation, Inter state goods movement. Concept of customer service .

General Structure of Shipping, Characteristics, Linear and Tramp Operations, Code of Conduct for Linear Conference, Freight Structure and Practices, Chartering Principles and Practices

Developments in Ocean Transportation- Containerization, CFS and ICD, Dry Ports, Multi-Modal Transportation and CONCOR, Role of Intermediaries Including Freight Booking, Shipping Agents, C & F Agents, Ship Owner and Ship Consultation Arrangements, International Air transport: International Set up for Air Transport, Freight Rates, India's Export and Import by Air- Problems and Prospects, Port System and Sub-System: Port Organization and Management, Responsibilities of Port Trust: Growth and Status of Ports in India, Carriage of Goods-Legal Aspect.

Inventory Control and Warehousing: Inventory Management- Concepts and Application to International Marketing, Significance and Types of Warehousing Facilities, Total Cost Approach to Logistics

Suggested Readings:

1. Annual reports of CONCOR.
2. Khanna, K.K., Physical Distribution, Himalaya Publishing, Delhi
3. Lambert, D et al, Strategic logistics Management, Tata Mc Graw Hill, New Delhi
4. Desai, H.P., Indian Shipping Perspectives, Anupam Publication, Delhi.
Annual Reports INSA.

SEMESTER-IV

IB-401: International Financial Markets

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions..

Objectives: The objectives of this course is to give students an in-depth knowledge of the working of International Financial Markets.

Course Contents:

Introduction to international financial system: Bretton wood Conference and afterwards.

Creation of European Monetary System: creation of Euro-dollar, Euro-banking and Euro-currency Centers, syndicated Euro-Credits. Role of IMF, IBRD, IFC, BIS and International Centre for Settlement of Investment Disputes and Regional Developments Banks.

Introduction to International Financial Markets : International Capital Market Instruments and Institutions: International Equities, Euro-Bonds, Euro-Loans, GDR's, ADR's, IDR's

International Money Market Instruments and Institutions : Euro-Notes, Euro-Commercial Papers, Participatory Notes: Issues and Challenges.

Currency Market for lending and Investment: Currency Risk and Exposure, International Banking and Portfolio. Use of Global Markets for Hedging, Arbitrage and Speculations

Suggested Readings :

1. Shapiro, Alan C : Multinational Financial Management, New Delhi, Prentice Hall of India
2. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India
3. MadhuVig : : International Financial Management
4. Maurice D. Levi : International Finance, Tata Mcgraw Hill
5. David & Eiteman ,Arthru J Stonehill:,Michael H. Moffett: Multinational Business Finance, Pearson Education.

IB-402: International Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents:

International Marketing: Nature, scope and benefits; Reasons and Motivations underlying International Trade and International Business; Basic Modes for Entry; Process of International Marketing; Domestic Marketing versus International Marketing.

International Marketing Environment, WTO Framework and International Marketing; Factors Influencing International Market Selection and Segmentation, Selection Strategies. International Marketing Planning and Control.

International Marketing Mix: International product policy and planning International product mix, Branding, labeling, packaging and organization of product warranties and services. International pricing policies strategies, the process of price setting, pricing decisions, information for pricing decisions.

International Advertising: International Advertising Strategy, Elements of Advertising Strategy, Media Strategy. International Distribution Management: International Distribution Channels, International Distribution Policy, Selecting Distribution Channels.

Suggested Reading:

1. Vern Terpestra and Ravi Sarthy : International Marketing, Thosmson.
2. Simon Majaro : International Marketing.
3. John, Fayerweather : International Marketing.
4. R. L. Varshney and B. Bhattacharya : International Marketing; Sultan Chand Publication, N. Delhi.
5. SakOnkvisit and John Shaw : International Marketing (Analysis and Strategy), PHI, New Delhi.

IB-403: International Financial Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents:

Concept of International Financial Management, International flow of funds, Overview of Foreign Exchange Markets, International Investment Decisions – Foreign Direct Investment, International Portfolio Investment, International Capital Budgeting, Evaluation and Management of Political Risk. International Financing Decisions : Financial Choices for an MNC, Capital and Money Market Instruments. Multilateral Development Banks : World bank ,IFC, Asian Development Bank. Cost and Risk of financing. Management of Short form Funds: International Working Capital Management, Financing Foreign Trade, International Taxation.

Suggested Readings:

1. A.C Shapiro: Multinational financial Management, Prentice- Hall, New Delhi.
2. V.Sharan : International Financial Management,
3. P.G Apte: International financial management, Tata McGraw –Hill.
4. Buckley: Multinational finance, Prentice- Hall of India , New Delhi.
5. Maurice D.Levi: International Finance, McGraw Hill, NY

IB-404: International Strategic Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The course aims at imparting the knowledge of Formulation, Implementation & Evaluation of business strategies in International Business.

Course Contents:

Nature and Dimensions of Inter National Strategic Management. Domestic versus International Strategic Management, Functions of International Strategic Planning. Pre requisites and Complexities of International Strategy.

Strategies for Foreign Market Entry and Penetration, Growth Strategy, International Business Integration, Strategy for Risk and Stability, Revival Strategies, Restructuring and Divestment.

Approach to Strategic Formulation: The Traditional approach, Modern Approaches-Gap analysis, Capital Investment Theory, ANSOFF, Adaptive Search Approach, Portfolio Approaches- Boston's Model, GE-McKinsey Model, Hofer's Model and Shell's Directional Policy Model, Comparative Strategy vis-à-vis Domestic Firms.

Strategy Implementation : Resource Allocation. Projects and Procedural Issues. Organisation Structure and Systems in Strategy Implementation, Leadership and Corporate Culture, Values. Ethics and Social Responsibility. Operational and Derived functional plans to implement strategy. Integration of Functional Plans. Organisational Systems and Techniques of Strategic Evaluation.

Suggested Readings:

1. Dunning J. H (1988); Explaining International Production, Harper Collins, London;
2. Garpand, J & Farmer, R.N; International Permissions of Business Policy & Strategy, Kent Publishing Company, Boston ,Massachusettes
3. Ansoff, H.I; Corporate Strategy, McGraw Hill, London
4. Porter, M.E; Competitive Strategy, Free Press, NY.

IB-405: Cross Cultural and Global Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of this course is to develop a diagnostic & conceptual understanding of the cultural & related behavioural variables in the management of global organisations.

Course Contents:

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Selection, Source, Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective, MNG and Compensation System. Ethics in International Business; Western and Eastern Management Thoughts in the Indian context.

Suggested Readings:

1. Adler, N.J. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, 1991.
2. Bartlett, C. and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
3. Dowling, P. J. etc. International Dimensions of Human Resource Management 2nd ed. California, Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.
5. Marcic, D. and Puffer, S. M. Management International: Cases, Exercise and Readings. St. Paul, West Publishing, 1994.
6. Mead, R. International Management: Cross Cultural dimensions. Blackwell, Camb., Mass., 1994.
7. Mendenhall, M. etc., Global Management. Cambridge Massachusetts, Blackwell, 1995.

IB-406: Regional Economic Blocks

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of the course to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

Course Contents:

Theory of Economic Integration, Economic Integration and endogenous Growth, Selected Regional Blocks – NAFTA, EU, ASEAN, SAARC, Globalisation Vs. Regionalization; Regional Blocks, Building Blocks or Stumbling Blocks: Ongoing Challenges- Environment Volatility. Rise of Global Mania; Regional Alternatives; Regional Competition; New Organizational Challenges.

Suggested Readings:

1. Balassa, Bela: Theory of Economic Integration, London, George Allen & Unwin Ltd, 1961.
2. Bhalla, V.K.: World economy in, 90s: A Portfolio Approach, Delhi, Anmol Pub. Pvt. Ltd.
3. Dreze, Jean and Sen, Aamrtya: Indian Development: Selected Regional Perspective, Delhi, Oxford University Press.
4. Jackson, J.: The World Trading system, Cambridge, Mass : MIT Press, 1994.
5. Krugman, Paul R. and Obstfeld, M.: International Economics, USA, Harper Collins Pub.
6. Machlup, F. A.: History of Thought on Economic Integration, London, Macmillan.

SEMESTER-III

INFORMATION TECHNOLOGY

IT-301: Business Intelligence and Analytics

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The objective of the course is to familiarize students to environment of Business intelligence, analytics and its requisite applications.

Course Contents:

Business Intelligence: Definition, concept and need for Business Intelligence, Data, information and knowledge, Role of Mathematical models

Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource

Business Analytics at Analytical level: Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate Analysis, logistic regression, principal component analysis.

Business Analytics at Data Warehouse Level, designing physical database, Deploying and supporting DW/BI system

Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering.

BI Tools: Concept of dashboard. BI Applications in different domains-CRM, HR, Production

Suggested Readings:

1. Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson
2. Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons, 2009
3. The Profit impact of Business Intelligence by Steve Williams and Nancy Williams, Morgan Kauffman Publishers, Elsevier, 2007
4. Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez
5. Business Analytics for Managers: Taking Business Intelligence beyond reporting by GERT H.N. Laursen, Jesper Thorlund, Wiley and SAS Business Series, 2010

IT-302: Enterprise Resource Planning

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of the course is to familiarize the students regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise.

Course Contents:

Introduction: Basic issues, evolution of ERP, advantages, pitfalls, overview of an enterprise; ERP and related technologies: Business process reengineering, management information system, decision support system, executive information system, data warehousing, data mining, supply chain management.

Manufacturing perspective: CAD/CAM, material requirement planning (MRP-I), bill of material, manufacturing resource planning (MRP-II), distribution requirement planning, JIT approach.

ERP Modules: Introduction to ERP modules in Finance, Plant maintenance, quality management, materials management.

ERP Implementation: ERP lifecycle, vendors, consultants and users, ERP market, future directions and developments in ERP.

Suggested Readings:

1. Leon A., *Enterprise Resource Planning*, Tata McGraw Hill.
2. Ellen Monk, Bret Wagner, *Concepts in Enterprise Resource Planning*, Cengage Learning.
3. Motiwalla, Thompson, *Enterprise Systems for Management*, Pearson Education.
4. Wallace and Kremzar, *ERP: Making it Happen – The Implementers' Guide to Success with Enterprise Resource Planning*, John Wiley & Sons, Inc.
5. Sadagopan, S., *ERP: A Managerial perspective*. Tata McGraw Hill.
6. Garg, V. K. and Venket Krishna N. K., *ERP Concepts and Practice*, PHI Publication.

IT-303: Relational Database Management System

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The objective of the course is to familiarize the students with basic understanding of the RDBMS and SQL and the skills to make use of these in business organizations.

Course Contents:

RDBMS: Introduction – Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History Data Modeling-Object Oriented and Record Based models, E-R Model and E-R diagram Examples and Exercises, Hierarchical Model, Network Model and Relational Model; Normalisation techniques-First Normal Form Second Normal Form and the Third normal Form, Examples and Exercises, E.F. Codd's 12 Rules for a relational Database; Database concepts-Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary-System Catalogue Distributed Database and Distributed Data Access, Introduction to Client-Server and ODBC connectivity, SQL:SQL Language-DML commands-Selection, Insert, Update, Delete retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data. Simple queries-Use of WHERE, Arithmetic comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries. Views DDL Commands-Table and View, Create, Alter, Drop Integrity Constraints; Transaction Processing-Commit, Rollback, Savepoint, LAB: SQL and MS Access.

Suggested Readings:

1. Coleman, Pat and Peter Dyson, *Intemets*BSP Publications.
2. Keen, Pter and Mark McDonal, *The e-Process Edge*, Tata McGraw-Hill.
3. Oberoi, Sundeep, *E-Security and You*,Tata McGraw Hill.
4. Richart,Alberto*Manual and Stephen Asbury Active Server Pages 3*, IDG Books.
5. Rich Jason R.,*Starting an E-Commerce Business* IDG Books.
6. Samantha Shurety, *E-business with Net Commerce Addition* ,Wesley.
7. Schneider Robert D&J.R.Garbus, *Optimizing SQL Server 7*, Prentice-Hall

IT-304: E-Customer Relationship Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The objective of the course is to familiarize the students with Electronic Customer Relationship Management (CRM) and its role in an enterprise

Course Contents:

Introduction: Knowledge Management, e-Business and CRM. The New Economy's New Face, How We Got Here. The Long-Winded Road. The New imperatives.

Understanding E-Business: CRM and KM, The New Digital Landscape, Getting Down to e-Business, Customer Relationship Management, Knowledge Management, Knowledge-Enabled Customer Relationship Management.

A Roadmap for Success: The Knowledge-Enabled Customer Relationship Management Roadmap Phase I: Evaluation and Strategic Alignment Phase II: Infrastructural Development and Development Phase III: Leadership, Change Management, Measurement and Refinement Aligning Strategy and Technology Choices: Getting Past the Innovator's Dilemma. The KCRM Strategic Framework. Analyzing the Business Environment. Understanding the Context Strategic Technology.

Audit and Analysis: Why Audit Customer Knowledge? Initiating the Audit. Reference Measures and Methodological Choices. The Audit Method. Documenting Customer Knowledge Assets Using the Audit Results to Drive KCRM.

Building an Implementation Team: Tasks and Expertise, Team Composition, Leadership, Risk Assessment and Common Pitfalls.

Blueprinting the Technology Infrastructure: Design Challenges. The Customer Lifecycle Customer Knowledge Management: Technology Framework. The KCRM Architecture, Integration, Long-Term Considerations.

Results-Driven Development and Deployment: Hidden Costs and other Surprises. An overview of Big-Bang, Systems Development Methods. Looking Beyond the Waterfall. Results driven Incremental.

Suggested Readings:

1. Alex Berson, Stephen Smith, Kurt Threaring; *Building Data Mining Applications for CRM*, Tata McGraw Hill
2. Michael J.A.Berry, *Data Mining Techniques: For Marketing, Sales and Customer Support* Gordon Linoff.
3. Michael J.A.Berry and Gordon Linoff, *Mastering Data Mining: The Art and Science of Customer Relationship Management*, John Wiley

IT-305: System Analysis and Design

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The Objective of the course is to familiarize the students with tools and techniques for undertaking Analysis and Design of data processing systems. The course also includes discussion on various aspects of software project management.

Course Contents:

Business Systems Concept; Information System Building Blocks; Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for analysis and design of business systems, Methodologies available; Need for structured techniques; structured techniques available and their relevance for SDLC.

Systems Planning; Preliminary Investigations; System Requirement Specification and Analysis; Evaluating Alternative Strategies of System Requirement Analysis, Data Flow Diagrams; Data Dictionaries; Process Organization and Intersections.

Decision Analysis; Decision Trees and Tables; Expansion and Explosion. Design of databases and Normalization. Rapid Application Development. Flow Charting, Data and Process Modelling Tools; Use Case; Systems Design, Object Oriented Design; Output Design, Input Design; File and Database Design, Normalization. System Implementation -Installation and Evaluation. Managing Software Projects. Project Communication, tracking and reporting;

Software Project Planning. Software Risk Management; System Control and Quality Assurance. Documentation Tools. Software Testing Techniques. Performance and Acceptance testing criteria. Capability Maturity Model. Project management techniques for managing software projects. System Controls and System Audit. System Administration and Training. Conversion and Operations Plan.

Suggested Readings

1. Bennett, S., Mcrobb, S., & Farmer, R. (2006). *Object-Oriented systems analysis and design using UML* (3rd ed.). Boston: McGraw Hill.
2. Hoffer, J. A., & George, J. F. (2006). *Modern system analysis and design*. (4th ed.). New Delhi: Pearson Education.
3. Hughes, Bob. (2006). *Software project management*. 4th ed.). New Delhi:Tata McGraw Hill Education.
4. Kendall, K. E., & Kendall, J. E. (2009). *Systems analysis and design* (8th ed.). New Delhi: Prentice-Hall.
5. Pressman, Roger S. (2009). *Software engineering: A practitioner's approach* (7th ed.). Boston: McGraw Hill.
6. Shelly, G. B., Cashman, T. J., & Rosenblatt, H. J. (2009). *Systemsanalysis and design* (8th ed.). Singapore: Thomson Learning.
7. Whitten, J. L. & Bentley, L. D. (2009). *Systems analysis & design methods*(7th ed.). New Delhi: Tata McGraw Hill.
8. Yourdon, E. L. (1979). *Constantine: Structured design*. New Delhi: Prentice-Hall.

IT-306: Knowledge Management Systems

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of the course is to familiarize the students with the knowledge management Systems and its applications in business.

Course Contents:

Basic concept of knowledge, intelligence and experience; data, information and knowledge, types of knowledge, implications of knowledge management, knowledge management life cycle

Knowledge creation; capturing tacit information, expert evaluation, fuzzy reasoning, interviews, onsite observations, brainstorming, protocol analysis, consensus decision making, Nominal Group Technique, Delphi method, concept mapping, black boarding, Knowledge codification.

Quality Assurance; knowledge testing, Logical testing, User acceptance testing; knowledge system deployment; post implementation review.

Knowledge transfer: prerequisites, methods and strategies; Role of internet in Knowledge transfer, overview of data visualization, data mining, knowledge management portals, Ethical, legal and managerial issues in knowledge management

Suggested Readings:

1. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). *Knowledge Management Challenges, Solutions, and Technologies*. Prentice Hall. ISBN: 0-13-109931-0.
2. Elias M. Awad, Hassan M. Ghaziri (2004) Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.
3. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
4. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
5. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.
6. Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.
7. KimizDalkir, Knowledge Management in Theory and Practice,
8. Elsevier, Butterworth Hinemann. SheldaDebowski, Knowledge Management, Wiley India Edition.

SEMESTER-IV

IT-401: Data Mining for Business Decisions

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The Objective of the course is to familiarize the students with tools and techniques for Data Warehousing and Data Mining.

Course Contents:

Introduction to data mining (DM) :Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM,. What is Data warehousing (DW)?

Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations, Defining schemas, concept hierarchies, OLAP, Types of OLAP servers: ROLAP versus MOLAP versus HOLAP, Steps for design and construction, Three-tier Data

Data Preprocessing, Why to preprocess data? Data cleaning: Missing values, Noisy data, Data Integration and transformation, Data Reduction: Data cube aggregation, Dimensionality reduction, Data Compression, Numerosity, Reduction Discretization and concept hierarchy Generation.

Data Mining Primitives, Languages and System Architectures: Task relevant data, Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI, Architectures of DM Systems, Concept of Cluster Analysis. , Application and trends in Data mining, Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry

Suggested Readings:

1. Barry Devlin: Data Ware House: From Architecture to Implementation, Addison Wesley.
2. Alex Berson, Stephen Smith, Kurt Threaring; Building Data Mining Applications for CRM Tata McGraw Hill.
3. Alex Berson, Stephen Smith; Data Warehousing, Data Mining and OLAP, Tata McGraw Hill.
4. Michael J.A. Berry, Data Mining Techniques for marketing sales and Customer Support, Gordon Linoff.
5. Han, Jiawei; Data Mining: Concepts and techniques, Harcourt.
6. Pujari, Arun K, Data Mining Techniques, Hyderabad University Press.

IT-402: Software Engineering

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The Objective of the course is to familiarize the students with tools and techniques for Software engineering.

Course Contents:

Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each Lifecycle model, and the pros and cons of these approaches to software development

Analysis and Design of Information systems, assessing the Feasibility of a system, Gathering detailed requirement , Use of Structured methods such as Data flow, Entity Relationship diagrams etc , Use of Object Analysis and Design ,Use Cases and visualization of the IT based solution, Design of Inputs , Outputs and other interfaces

Documenting Software requirements - various documents used at different stages of software development process – User Requirement Specifications

Software Estimation – challenges in Estimation of software – methods of software estimation such as Line of Code, Function Point, COCOMO, Use Case Point Method etc – Estimating a Coding Task versus non-coding activities such as Documentation etc

Software Quality and Testing – Need for testing, Quality assurance of software at each phase in the lifecycle, Various types of tests such as Black box v/s White box, Functional test, code reviews , Stress tests, load tests etc Use of Use Cases for functional testing, Preparing Test Data and Test Cases, overview of Automated methods for testing Review of Student Presentations on exercise which requires them to analyse a business process, document the requirements, Analysis and Conceptual design of the system, estimation of the software size

Suggested Readings:

1. Systems Analysis and Design by James Senn
2. Software Engineering by OOAD – Buch and Rambaugh
3. UML by Wrox Publication
4. OOAD & UML by Rambaugh
5. Software Metrics
6. Nasscom Reports and Nasscom website for Industry Perspective
7. Structured systems analysis and design: concise study Ed: 1 :Kelkar SA.

IT-403: E-Business Financial Modeling

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives:-The objective of this course is to develop spreadsheet and modeling skills for creating computer-based models for analyzing a variety of decision problems facing today's financial managers and professionals

Course Contents:

Introduction to Excel and Financial Modeling :Introduction to Excel, Overview of Financial Modeling, Types and Purpose of financial models, Navigate Worksheets and Workbooks, Name Manager Exploring Excel as a Tool for Financial Modeling : Excel Functions, Mathematical Functions, Statistical Functions, Financial Functions, Logical Functions, Lookups & Reference Functions, Text Functions, Date & Information Functions.

Advanced analysis techniques :Working named ranges, Working with Charts, Data Validation, Hyperlink, Conditional Formatting, Pivot Tables, Auto & Advance Filter, Grouping & Ungrouping, Sheet Protection, What if Analysis, Financial Statement Analysis

Understanding the Financial Statements and its interlinking: Income Statement, Balance Sheet, Cash Flow Statement, Ratio Analysis, Basic and Diluted EPS,ROE and DUPONT Analysis.

Introduction to Valuation: Need to value companies, Difference between price and value, Different terms of value: Market value/Intrinsic value, Valuation Techniques :Absolute Valuation Free Cash flow to Firm (FCFF)/Free Cash flow to Equity (FCFE)/Cost of Equity (Ke) /Cost of Debt (Kd) /Cost of Capital (WACC)/,Relative Valuation :Equity based Multiples: P/E, P/BV, P/S & PEG/Firm based Multiples: EV/EBITDA, EV/EBIT & EV/Sales.

Project Finance Modeling: Types of funding: Equity funding sources – cost, pros and cons/Debt funding sources – cost, pros and cons, Characteristics of project finance, Risks &Mitigants, Contractual arrangements to mitigate risk, Developing a fully integrated project finance modeling spreadsheet, Interest during construction, Escrow arrangement, Cash flow Feasibility Analysis, Scenario Building, Project IRR, Equity IRR,NPV Profiling.

Suggested Readings:

1. Simon Benninga, (2014). Financial Modelling,4th Edition, MIT Press Ltd.
2. Tom Y. Sawyer, (2014). Financial Modeling For Business Owners & Enterpreneurs,1st Edition, ApressYemiOnigbode, (2011). Oracle E-business suite 12 financials cookbook,
3. Simon Benninga, (2010). Principles of Finance with Excel,2nd Edition, OUP USA.
4. Tom Y. Sawyer, (2000). Pro Excel Financial Modelling,1st Edition,Apress.

6. Danielle Stein Fairhurst, (2012). Using Excel For business Analysis,: A Guide to financial modeling Fundamentals,1st Edition, Wiley Publications

IT-404: Internet and Web Designing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of the course is to familiarize the students with environment for web-publishing and developing programming skills for the same.

Course Contents:

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

File Transfer Protocol: Introduction to FTP, Business Applications of FTP, public domain software, types of FTP servers (including anonymous) FTP clients, common FTP commands. Web-Browsers: Basic features, bookmarks, history progress indicators, customizing browsers, saving and printing web-pages and forms, saving web pages; Searching and downloading information from web-sites; Netscape communicator; Internet Explorer.

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

Internet: ISP, Search Engine, URL, DNS, Security, E-Mail, HTTP, HTML, Building a simple HTML document, Tables, Frames, Links, adding Multi Media documents, Home Page, introduction to PHP,PERL, Java etc.

Suggested Readings:

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

IT-405: E-Commerce

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The objective of the course is to familiarize the students with environment for E-commerce and developing application skills for the same.

Course Contents:

Introduction to E-commerce: Meaning, nature and scope; Channels of e-commerce; Business applications of e-commerce; Global trading environment and adoption of e-commerce, Business models of E-commerce and Infrastructure; B2B, B2C, B2G and others; Application of E-commerce to Supply Chain Management; product and service digitization; Remote service procurement and online marketing and advertising.

Business to consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; order receipt and accounting; Order selection and prioritization: order scheduling, fulfilling and delivery, order billing and payment management; post sales services.

Business to Business E-commerce: Need and alternative models of B2B e-commerce, Using Public and private computer networks for B2b trading; EDI and paperless trading: characteristics, feature of EDI service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing

Electronic Payment Systems and order fulfillment: types-e-cash and currency servers, e-cheques, credit cards, smart cards, electronic wallets and debit cards; operational, credit and legal risks of e-payment, Risk management options.

Security issues in e-commerce: types and sources of threats; protecting e-commerce assets and intellectual property

Regulatory environment of electronic commerce

Suggested Readings:

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

IT-406: Information Security and Cyber Laws

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of the course is to familiarize the students with various aspects of Information Security and cyber Laws.

Course Contents:

Overview of basic concepts of security, confidentiality, integrity and availability, security threats, Information Security principles, operational and human issues in information and network security, Security policies: types, development and management.

Authentication, Access control mechanisms, Physical security control, operations security, cryptography: basic concepts, Symmetric and asymmetric cryptography, key management, firewalls, intrusion detection, malware detections.

Legal Issues in Information communication Technology, Cyber Crime and IT Act 2000, Legal resources against hacking, Cyber Fraud, defamation and abuse and other IT offences; contracts in Cyber world and jurisdiction

Cybersquatting, legal and other innovative moves against cybersquatting, copyright and protection of contents; software piracy; E-commerce taxation, protection of cyber consumers in India

Suggested Readings:

1. Mark merkow and James Breithaupt, Information security: Principles and Practices, Pearson Education, New Delhi.
2. VivekSood, cyber Law Simplified, Tata McGraw Hill, New Delhi.
3. Matt Bishop, Introduction to computer Security, 1/e, Pearson Education, New Delhi.

SEMESTER-III

PRODUCTION AND OPERATIONS MANAGEMENT

POM-301: Purchasing and Materials Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The Key objectives of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organisation; Cost reduction techniques in Pre-Purchase, Purchase and Post Purchase Systems; Modern Material Planning and delivery system like MRP and JIT and material handling and logistics systems.

Course Contents:

Role of purchasing and Materials Management - Objectives, Organisation and Inter-relationships, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT; Determination and Description of Material Quality - Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost- Reduction Techniques - Standardization, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decisions, Purchasing Research, Source of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing - Procedures and Documentation; Purchasing of Capital Equipment - Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification and Codification; Material Logistics - Warehousing Management, Material Handling, Traffic and Transportation, disposal of Scrap, Surplus and Obsolete Materials, Inventory Control of Spare Parts, Materials Information System.

Suggested Readings:

1. Ansari, A. and Murdemess B: JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc.: Purchasing Principles and Management, London. Pitman, 1994.
3. Burt, David N.: Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D. W. etc.: Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Dutta, A. K.: Integrated Materials Management, New Delhi, PHI, 1986.
6. Farrington, B. and Waters, Derek W. : Managing Purchasing, London, Chapman & Hall, 1994.
7. Gopalakrishnan, P and Sundarshan, M. Handbook of Materials Management, New Delhi, Prentice Hall of India, 1994.

The list of cases and specific references including recent articles will be announced in the class.

POM-302: Total Quality Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems - ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely inter-link management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

Course Contents:

Quality Philosophies Concept of Quality, Quality as the basis of market competition, Historical review, Quality philosophy of Deming, Juran, Crosby etc., Obstacles, Integrating productivity and Quality.

Organization of Quality, Quality council, Total Quality Culture, Quality leadership, Quality awards, Total employee involvement, Quality circles, Attitude of top management, executives and workers, Operators responsibility of Quality, causes of operator's errors, Motivation.

Introduction to TQM, Models for TQM. TQM implementation, Advantages of TQM, Obstacles to TQM, TQM in service sector.

Concepts of Quality function deployment, cause and effect diagram, SWOT analysis, Continuous improvement, PDCA cycle, Supplier partnership, Supplier certification, Pareto diagram, Scatter diagram, Benchmarking, Taguchi's Quality Engineering, Failure mode and effect analysis, Total productive maintenance, Quality management, SQC, SPC, DPR, Kaizen, Six sigma concept.

Quality Systems: Introduction to ISO 9000 series of standards, other quality systems, Implementation, Documentation, Internal audits, Registration, Closing Comments. Beyond ISO 9000 horizon, Introduction to ISO 14000, Series standards, Concepts of ISO 14001, EMS Benefits, ISO 10011/10014, Quality Audit.

Suggested Readings:

- | | |
|--|---|
| 1. Total Quality Management: Education India, | By Bosterfield et al. Pearson 2001. |
| 2. The Essence of Total Quality Management of India 2000. | By Johan Bank, Prentice Hall |
| 3. Managing for Total Quality: of India, 2000. | By Logothelis Prentice Hall |
| 4. Total Quality Management: McGraw Hills | By Sundra Raju, Tata Publishing Company, 1997. |

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

Course Contents:

Production Planning and Control Function; Material Requirement Planning; Production-Inventory Systems; Forecasting for Inventory and Production Control; Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in- Time Production; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers; ERP

Suggested Readings:

1. Burbidge, John L. : Principles of Production Control, London, Donald and Evans, 1981.
2. CaubangTegC. : Readings on Production Planning and Control, Geneva, ILO.
3. Greene, James H. : Production and Inventory Control Handbook, New York, McGraw Hill, 1987.
4. Mc Leavey, Dennis W and Narasimhan, S.L. : Production and Inventory Control, Boston, Allyn and Bacon, 1985.
5. Peterson, R and Silver, E. A. : Decision Systems for Inventory Management and Production Planning, New York, John Wiley, 1979.
6. Vollmann, T. E. etc. : Manufacturing Planning and Control, Homewood, Illinois. Richard D. Irwin, 1988.

POM-304 : Logistics Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The Course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem-solving.

Course Contents:

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

Vendor Rating, Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises -numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking- concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Suggested Readings:

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

POM-305 : Service Operations Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents:

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and layout for Services; Job Design - Safety and Physical Environment: Effect of Automation; Operations Standards and Work Measurement; Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting - Line Analysis; Distribution of Services; Product- Support Services; Maintenance of Services; Inventory Control for Services; Case Studies on Professional Services

Suggested Readings :

1. Bowman David E. etc. : Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing, San Francisco. Jossey Bass, 1990.
2. Collier, David A. : Service Management Operating Decisions, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
3. Fitzsimmons, James A. and Sullivan, Robert S. : Service Operations Management New York, McGraw Hill, 1982.
4. Heskett, James L. etc. : Service Breakthroughs - Changing the Rules of the Game, New York, Free Press, 1990.
5. Murdie, R. G. etc. : Service Operations Management, Boston, Allyn and Bacon, 1990.
6. Sharma, J. K. : Service Operations Management, Delhi, Anmol, 2001.
7. Voss, C etc.: Operations Management in Service Industries and the Public Sector, Chichester, Wiley, 1985

POM-306 : Technology Acquisition and Diffusion

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: This course will highlight at the indicators of Technology and market survey for technology with a point of view of diffusion also the parameters on which technology is assessed and evaluate and the key words for the success of an effective diffusion strategy will be discussed.

Course Contents:

Technological Indicators; Make vs. Buy Decisions; Techno- market Survey; Assessment & Evaluation of Technology (TA & TE); Methodology of TA; TA Imperatives; Organisation & Management of TA; TE Parameters; Financing the Technology : Government Funding : CSIR, IDBI, ICICI, CII and UNDP, etc.; Venture Capital; Identification of Core Competence; Technology' Absorption and Diffusion; Terminology and Concepts: Constraints in Technology Absorptions; Technology Absorption Efforts- Case Studies DRDO; Management of Technology Absorption; Benefits of Technology absorption; Future Thrust for Technology Absorption; Importance of Diffusion; Diffusion | Strategies; Case Studies-Indian Experiences; Technology Marketing Issues, Strategies - Internal Transfers, Export etc.

Suggested Readings:

1. Coates, V.T. : A Handbook of Technology Assessment, U.S. Department of Energy, Washington, D C. 1978.
2. Howthorne, Edward P : Management of Technology, London, McGraw-Hill, 1978. I
3. Fransman, Martin & Kenneth King Technological Capabilities in the Third World, Macmillan, 1984
4. Jain, Ashok, S. Pruthi, K.C. Garg, S. Anabi : Indicators of Indian Science & Technology, Segment Books Pub., 1996.
5. Twiss, Brian & Goodridge : Managing Technology for Competitive Advantage, Pitman, 1989.

SEMESTER-IV

POM-401: Applied Operation Research

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents

Parametric and Sensitivity Analysis; Inventory Control Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear optimization Techniques- Quadratic Programming Portfolio Management Problem; Replacement Models and Policies; Dynamic Programming; Reliability Models.

Suggested Readings:

1. Ahuja, A K. etc. : Network Flows, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
2. Gould, F. J. etc. : Introduction to Management Science; Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Gupta, M. P. and Sharma J. K. : Operations Research for Management, New Delhi, National, 1997.
4. Taha Hamby A. : Operations Research : An Introduction, MacMillan, New York, 1992.
5. Mathur, K and Solow D. : Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Sharma, S. J. K. Operations Research : Theory and Applications, New Delhi, Macmillan India, 2001.
7. Srinath, L S. : Operations Research for Executive, New Delhi, Affiliated East West Press, 1994.

POM-402: Goal Programming in Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of this course is to acquaint the students with the concepts, solution methods and applications of goal programming to real-world problems.

Course Contents:

Goal Programming - Basic Concept Model Formulation, Graphical and Simplex Method; Integer Goal Programming Post-Optimal Sensitivity Analysis; Parametric Goal Programming; Goal Programming under Uncertainty, Application of Goal Programming in Functional Areas of Management; Implementation of Goal Programming. Introduction to some Application Software such as - QSB, Micro Manager and LIGO.

Suggested Readings :

1. Cook, Thomas M and Russell, Robert A. : Introduction to Management Science, 3rd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
2. Eppen, G D etc. : Quantitative Concepts for Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
3. Ignizio, J P.: Goal Programming and Extensions, Lexington, Lexington Books, 1976.
4. Liier, Y. : Management Goals and Accounting for Control, Amsterdam, North Holland. 1965.
5. Lee, S M. : Goal Programming for Decision Analysis, Philadelphia, Auerbach, 1971.

The list of cases and specific references including recent articles will be announced in the class.

POM-403: Transportation Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The objective of the course is to acquaint the students with the problem faced in planning policy and executing the transportation systems.

Course Contents:

Growth of Urbanisation and Problems of Transportation; Transport-Challenges and Limitations; Government Activities in Transportation; Transportation Systems - Planning, Operation and Management; Trip Generation and Distribution; Load Planning; Transportation Modes and their Selection; Sequential Travel Demand Forecasting Models; Future Developments in Transportation; Motor Vehicle Act 1988 and its Impact on Urban Transport System; Emission Norms.

Suggested Readings :

1. Baerwal, J. E : Transportation and Traffic Engineering Handbook, ~Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.
2. Bell, G. etc. : The Business of Transport, Plymouth, McDonald and Evans, 1984.
3. Dickey J. W. : Metropolitan Transportation Planning, New Delhi, Tata McGrawHill, 1980.
4. Grey, G E. and Hole, L. A. : Public Transportation Planning; Operations and Management; Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979
5. Gupta, M. P. : Metropolitan Transportation System, New Delhi, National, 1983.
6. Papacostas, C. S. : Fundamentals of Transportation Engineering, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

The list of cases and specific references including recent articles will be announced in the class.

POM-404: Technology Forecasting

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To study various qualitative and quantitative technology forecasting methods with their relative merits and demerits.

Course Contents:

Exploratory Methods of TF; Delphi Technique; Cross Impact Matrix; Curve Fitting; Morphological Methods. Trends Extrapolation; Regression Analysis; Econometric Models; Normative Methods of TF; OR Models and Simulation; Networks Techniques; Relevance Trees; System Dynamics : Qualitative Methods; Futurology; Activities of TIF AC - Case Studies

Suggested Readings:

1. Ayres, Robert U: Technology Forecasting and Long Range Planning.
2. Bowonder, B and Miyake, T., 1990 : Technological Forecasting: Methodologies and Case Studies (Report III) TIF AC, New Delhi, 1990.
3. Bright, James R, Schoeman, Milton, EF., 1973: A Guide to Practical Technological Forecasting, Prentice Hall.
4. Jones, H and Twiss, B.C., 1979 : Forecasting Technology for Planning Decisions, MacMilan, London.
5. Makridakis, Spyros Gand *et. al.* : Forecasting, Methods and Applications, Wiley, 1983.
6. Makridakis Sprogs G. : Forecasting Planning and Strategy for the 21st Century, N.Y., Free Press, 1990.
7. Martino, Joseph Paul: Technological Forecasting for Decision-Making, N.Y., McGraw-Hill, 1993.

The list of cases and specific references including recent articles will be announced in the class.

POM 405 : R&D Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: To develop middle level scientists in the modern concepts of R&D management with a view to make them effective project managers and to enhance their human and behaviour skills to make them effective member of a large multi-disciplinary projects.

Course Contents:

Survey of Emerging Technologies; Environment Analysis; Project Proposals; R&D Management : Management of knowledge workers, R&D environment; Management of High value Instruments Test Facilities, Workshops etc., Identification of partners/contractors for R&D Projects; R&D Budget; Technology Scanning : Procurement Procedure; Material Management Policy; Discard Policies and Procedure; Contract Management; Vendor Development; Procurement and Utilization of Capital Equipment; Test Equipment; Test Facilities; Sharing of resources with other Institution - Sponsored Resources; Development Tools; Design Methodologies; CAD/CAM/CIM; Design for Manufacturing; Design for Maintenance

Suggested Readings :

1. Cetron, Marvin J and Goldhar, Joel D (ed.) : The Science of Managing Organised Technology, N.Y.. Gordon & Research Science Pub., 1970.
2. Jain, R. K. and Tiaindis, H. C. : Management of Research and Development Organisations, Managing the Unmanageable, N.Y., Wiley, 1990.
3. McLeod, Tom : The Management of Research, Development and Design in Industry, England, Gower, 1988.
4. Meredith, Jack R and Mantel, Samuel, J : Project Management a Managerial Approach, N.Y., Wiley, 1985.
5. NTIS : The Management of Government R&D Projects ; The effects of The Contractual Requirement to Use Specific

The list of cases and specific references including recent articles will be announced in the class.

POM—406 : Programme Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

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

Course Contents:

Project Feasibility Study; Programme Management Concepts - Society Model ADA, IGMDP Model. Deemed University Model, MOUs etc. PMBOK ISO standards; Project Appraisal; Project Selection; Networks Models and their applications - PERT, CPM, GERT, Precedence Network; Resource Allocation and Scheduling; Project Costing- Zero-base Budgeting, Budgetary Control, CAG Report; Project Monitoring and Control - CASM (DRDL Model): Time and Cost Over Run; Concurrent Engineering; Project Closure-Cube Model; IEEE Models; Proeject Management Software; Major Projects in DRDO/DAE/CSIR/HAL etc. SARVATRA; IGMDP; MBT; FALCON; SAMYUKTA; INSAS; LCA.

Suggested Readings:

1. Chaoudhury, S[^]dhan: Project Scheduling and Monitoring in Practice, Delhi, South Asian Pub., 1986.
2. Harrison, F. L. : Advanced Project Management, London, Gower, 1985.
3. Lockyer, K G. : An Introduction to Critical Path Analysis. London, Pitman Books, 1992.
4. Martino, R.L. : Project Management and Control; Finding the Critical Path; Applied Operational Planning : Allocating and Scheduling Resources; N.Y., American Management Association, 1965.
5. Meredith, Jack R and Mantel, Samuel, J : Project Management: A Managerial Apporach, N.Y., Wiley, 1985.
5. Srinath, L.S. : PERT and CPM; Principles and Applications, Delhi, East-West Press, 1975.
6. United Nations Industrial Development Organisation: Guide to Practical Project Appraisal; Social Benefit -Cost Analysis in Developing Countries, Delhi, Oxford and IBH Pub. Co., 1978.

The list of cases and specific references including recent articles will be announced in the class.

Semester-III

ENTREPRENEURSHIP DEVELOPMENT

ED-301: Fundamentals of Entrepreneurship Development

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To give the basic understanding of the conceptual framework of entrepreneurship and overview of government support in promoting entrepreneurship.

Course Contents:

Entrepreneur: Concept, ecosystem, functions of Entrepreneur, entrepreneur & Entrepreneurship, Classification of entrepreneurs, Distinction between Entrepreneur and Manager, Intrapreneur and Entrepreneur, Theories of Entrepreneurship: Schumpeter, McLelland and Drucker, Stages in entrepreneurial process, Micro, Small and Medium Business: Definition, Role in the economy and significance, Factors affecting success of a new Business. Environment assessment (PESTEL): political, economic, social, Technological, ecological and legal environment. Developing an effective business plan: components and procedure to prepare a business plan. Entrepreneurial Venture Initiation: Assessment of business opportunities. Business creation: Methods and Procedures to start and expand one's own business. Managing growth: using external parties to help grow a business, franchising, advantages and limitations; Joint ventures- types; role of government and various institutions in developing entrepreneurship in India; women entrepreneurship.

Suggested Readings:

1. Kumar, Arya (2012); Entrepreneurship, Pearson, New Delhi.
2. Greene, Cynthia L (2006), Entrepreneurship, Cengage Learning, New Delhi
3. Timmons, Jeffry A and Spinelli, Stephen (2007), New Venture Creation, McGrawHill, seventh edition, New Delhi
4. Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK.
5. Shukla, MB, (2011), Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad
6. Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston
7. Sahay A., A. Nirjar (2006), Entrepreneurship: Education, Theory and Practice, Excel Books, New Delhi.

ED-302: Creativity and New Venture Creation

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To provide the basic understanding of concept of creativity and innovation that promotes idea generation, opportunity recognition and venture creation.

Course Contents:

Entrepreneurship Development in emerging markets: types of start-ups, entrepreneur as a career option, International entrepreneurship, role of educational institutions, Entrepreneurial leadership: leader Vs manager; principle centered leaders, entrepreneurial leadership and components, Creativity: concept, creativity and entrepreneurship, blocks to creativity, Unblocking Creative Potential ,characteristics of creative people, Creativity Techniques (Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing, etc.), Managing Creativity in Organization. Innovation: opportunity, creating, shaping, recognizing and seizing. Idea generation: sources & techniques of ideas. Idea to opportunity mapping: meaning, process, recognition, sources of opportunity; business opportunities with specific reference to Indian economy; Assessing business potential of an idea; steps involved in tapping opportunity, Strategies for Innovation. Creativity in start-ups: case studies and Business plan presentation.

Suggested Readings:

1. Kumar, Arya (2012). Entrepreneurship: Creating and Leading an entrepreneurial Organization. Pearson, India.
2. Timmons, Jeffry A and Spinelli, Stephen (2007), New Venture Creation: Entrepreneur for the 21st century, McGrawHill, seventh edition, New Delhi
3. Sahay A., A. Nirjar (2006), Entrepreneurship: Education, Theory and Practice, Excel Books, New Delhi.
4. Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston

ED-303: Institutional Support to Entrepreneur & MSMEs

Max. Marks:

100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To provide the basic understanding of the Institutional support system available to MSMEs and their functioning with specific reference to Indian economy.

Course Contents:

Institutional Support Mechanism: SIDO, SIDBI, NSIC, SISI, Commodity Boards, State Directorate of Industries, SIDC'S, SFC, District Industries Centre. MUDRA Bank. Institutional Support Mechanism: Testing Laboratories, Product and Process Development Centres, NISEBUD, National Service and Technology Entrepreneurship Development Board. Institutional Support Schemes: Role of RBI, RBI Guidelines to commercial banks, lending by Commercial and Development Banks, Equity Fund Scheme, Credit Guarantee Scheme, Institutional Support Schemes: Interest Subsidy, Seed/Margin Money, DRI, Refinance Scheme, Composite Loan Scheme, Single Window Scheme, National Equity Fund Scheme, Bills Rediscounting Scheme. Assistance from MSME: Marketing Assistance, Research Development and Training Facilities, Export Assistance to MSMEs, Technology Up gradation, Assistance to Ancillary Industries, Incentives for MSMEs in Backward Areas and contemporary ED programmes.

Suggested Readings

1. Krishnamurthi, S. Guide to Micro, Small and Medium Enterprises Policy, Rules and Regulations (3rd Ed.). Orient Publishing Company.

www.msme.gov.in,
www.coirboard.gov.in,
www.kssidc.kar.nic.in/dic.in

www.laghu-udyog.com,
www.nimsme.org,
www.dcmsme.gov.in,
www.niesbud.nic.in,

ED-304: Family Business Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To provide the basic understanding of the various concepts related to setting up of and carrying family business and management.

Course Contents:

Family Business: nature, importance and uniqueness of family business; families in business: building trust and commitment (through case discussion); ownership of an enterprise build to last including assessment of different forms of business organizations: Sole Proprietorship, Partnership, LLP, Joint Stock Companies, HUF and OPC. Leadership imperatives for family and business: succession and continuity power. Best practices for the management and governance of family business: creating the strategy; planning the estate. Financial considerations and valuation of family business; family business governance: Advisory boards and board of directors. Family communication: family meetings, family councils and family offices; change, adaptation and innovation: the future of family business.

Suggested Readings:

1. Poza, Ernesto J (2009); family-owned Business, Cengage learning
2. Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK.
3. Shukla, MB, (2011), Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad
4. Hill, Michal A., Inland Durama R et al; Strategic Entrepreneurship: Creating a New Mindset, Blackwell Publishers, Oxford.

ED-305: Legal Framework for New Age Businesses

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The basic purpose of this course is to develop an insight of basics of legal framework for startup businesses in India and role of Information Technology in Businesses.

Course Contents:

Incorporation of a company: Meaning, types of companies, character documents, legal formalities for incorporation of company, key managerial personnel. Companies Act, 2013: Various provisions relevant for new ventures, compliances under the Act. An Introduction to Legal aspects for startups: IT Laws, Accounting and Tax Laws, SEBI Regulations, Business Finance, Contract Laws, Trade Marks: Concept of trademarks, Importance of brands and the generation of “goodwill”, Trademark as a marketing tool, Trademark registration procedure, Infringement of trademarks and Remedies available, Assignment and Licensing of Trademarks, Trademarks and domain names, Concept of Geographical Indication; Patents (Amendments) Act, 2005: Introduction to Patents, Procedure for obtaining a Patent, Licensing and Assignment of Patents, Infringement of Patents; The Indian Copyrights (Amendments) Act, 2012: Concept of Copyright Right, Assignment of Copyrights, Registration procedure of Copyrights, Infringement (piracy) of Copyrights and Remedies; Industrial Designs Act, 2002: Concept of Industrial Designs, Registration of Designs, Piracy of registered designs and remedies IP Management, Concept of IP Management: Intellectual Property and Marketing and protection of trade secrets.

Suggested Readings:

1. Bhandari, M.K. Law Relating To Intellectual Property Rights. Central Law Publications.
2. SatyawratPonkse. (1991). The Management of Intellectual Property.

ED-306: Social Entrepreneurship

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of the course is to acquaint students with the concept and implications of social entrepreneurship and ventures.

Course Contents:

Introduction to Social Entrepreneurship: meaning, Social Entrepreneurs, social entrepreneur vis-a vis corporate entrepreneur; relationship with traditional nonprofits and government services; legal structure of social enterprises ;social impact investor; difference among venture philanthropists, traditional venture capital and market investors Social Venture Opportunity Identification; Social Venture Plan ; Social Impact Theory; The Process of Social Entrepreneurship: Creating Opportunities ; Disruptive Innovations for Social Change ; Social Venture Strategy and Plan; Social Ventures funding; impact and effectiveness of social enterprises.

Suggested Readings:

1. Schwartz, Beverly. Rippling: How Social Entrepreneurs Spread Innovation Throughout the World. (Jossey Bass, 2012, ISBN 978-1-118-13859-5).
2. Grayson, David, McLaren, Melody, Spitzeck, Heiko. "Social Intrapreneurs-An Extra Force for Sustainability."
3. Drucker, Peter, E. Innovation and Entrepreneurship.
4. Social Enterprise Alliance, Succeeding at Social Enterprise: Hard-Won Lessons for Nonprofits and Social Entrepreneurs. (Jossey Bass, 2010, ISBN 978-0-470-40532-1).
5. The Social Intrapreneur: A Field Guide for Corporate Changemakers, <http://www.sustainability.com>

Social Impact Exchange website: <http://www.socialimpactexchange.org>

SEMESTER-IV

ED-401: Enterprise Planning, Appraisal and Financing

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The syllabus intends to create an awareness of the need for systematic management of projects. This application-oriented course will escalate the skill of the student in executing enterprise projects, starting from identification till completion.

Course Contents:

An Overview and Key Concepts of Project Management, Project Feasibility Studies: Project Identification, Market and Demand Analysis, Technical Analysis. Project Cost Estimate: Financial Appraisal of Single Projects and Financial Appraisal of Multiple Projects. Human Aspects in Project Management: Project Organization, Project Leadership, Motivation in Project Management, Communication in the Project Environment, Conflict in Project Management. Project Scheduling with PERT/CPM. Time-Cost Trade-Off and Crashing of Projects, Project Cost Control (PERT/Cost). Resource Scheduling and Resource Levelling, Risk Analysis in Project Management, Project Audit and Project Termination, Project Control

Suggested Readings:

1. Prasanna Chandra: *Projects-Planning Analysis, Selection, Implementation & Review*, Project Management, Tata McGraw Hill, New Delhi eighth edition.
2. P. Gopalakrishnan & V.E. Ramamoorthy (2008), *Project Management*, Macmillan.
3. Anderson, E.S., Grude, K., Haug, T. and Turner, J.R. (1990) *Goal directed project management*, London, Kogan Page.
4. Anthony, R.N., and Young, D.W. (1999) *Management Control in Non-profit Organizations*, 6th edn, Boston, MA, Irwin/McGraw-Hill.
5. Elbeik, S. and Thomas, M. (1998) *Project Skills*, Oxford, Butterworth-Heinemann.
6. Lock, D. (1993) 'Project management' in *Handbook of Management*, 3rd edn, Aldershot, Gower Publishing Company Limited.
7. Maylor, H. (1996) *Project Management*, London, Pitman Publishing.
8. Young, T.L. (1998) *The Handbook of Project Management*, London, Kogan Page.

ED- 402: Financial Innovation and Entrepreneurship

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To familiarize the students with the concepts of financial management in the MSMEs and their use.

Course Contents:

Meaning, objectives and significance of Financial Management, Project Appraisal Technique- Payback Period, NPV, IRR, PI. Cost of capital and capital structure. Sources of Finance, Working Capital Management: Concept, Importance, Cash Management, Inventory Management, Management of Accounts Receivables. Budgeting Control: Meaning, Importance, Limitation, Types of Budgets, Fixed vs Flexible Budget. Financial Planning, Estimation of Financial Requirements, Sources of Finance : Internal sources and External sources of Financing including Term Loans and Financial Accommodation from Financial Institutions, Venture Capital, Profitability Analysis: Factors Affecting Profits, Profit Planning: characteristics, advantages and limitation, Break Even Analysis, Profitability Ratios, Cash Flow Statement. Concept of Risk, Types of Risk, Risk mitigation Strategies

Suggested Readings:

1. Singh, Surender and Kaur, Rajeev. Basic Financial Management Mayur Paperbacks, New Delhi
2. S.N. Maheshwari, Management Accounting & Financial Analysis S. Chand & Sons
3. S.C. Kuchhal, Financial Management, Vikas Publishing House
4. Steward C. Myers, Richard A. Brealey Principles of Corporate Finance (International Edition)
5. M.Y. Khan & R.K. Jain "Financial Management Text & Problems" Tata McGraw

ED- 403: Marketing Management in New Age Businesses

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To familiarize the students with the concepts of marketing management: product, price, place and promotion in the new age businesses.

Course Contents:

Business Marketing: Concept of Marketing, Scope of Marketing, Assessment of Demand, Market Segmentation, Marketing Mix, Product Mix, Processing of Products and Processing Strategies. Product Life Cycle – Introduction Stage Strategies, Growth Stage Strategies, Maturity Stage Strategies, Decline Stage Strategies. Introduction to Pricing and revenue management: History of Pricing and Revenue Optimization (PRO) Techniques; Traditional Pricing Techniques; factors driving PRO and the workings of a PRO system; Microeconomics of Pricing; Review of Pricing Theory : Recap of the monopoly price theory; Price Discrimination and role of Consumer Surplus; Concept of Price Waterfall ; Behavioral Theory of Pricing; Value Creation and Capturing; Market Segmentation and Pricing : Market Segmentation with Differential Pricing: Concept of different reservation prices; focusing on customer needs and segmentation. Value Based Pricing; Pricing and CRM. Channels of Distribution: Concept, Objectives & Importance of Channels of Distribution, Types of Channels of Distribution, Factors Affecting Choice Of Distribution Channels. Role of Middlemen, Distribution Strategies, Franchising – Concepts and Benefits. Logistics: Meaning, Importance, Objectives, Marketing Logistics Task, Approaches Of Logistics.

Suggested Readings:

1. Kotler, Keller, Koshy and Jha, Marketing Management, 13th Edition Pearson

Education

2. Ramaswamy Vs. Namakumari, Marketing Management, 4th, Macmillan
3. Shukla A.K., Marketing Management, 1st Edition, VaibhavLaxmiPrakashan
4. Lamb Charless W. et. Al; Principals of Marketing; South Western Publishing
5. Cravens David Wet al;,,Marketing Management Richard D. Irwin
6. Kotler Philip and Armstrong Gary, Principles of Marketing, Pearson
7. Bushkirk, Richard H: Principles of Marketing; Dryden Pren, Illinois

ED-404: New Enterprise Human Resource Management

Max. Marks:

100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To familiarize the students with the concepts of Human Resource management in the MSMEs and their use.

Course Contents:

Role of HRD in MSMEs: Manpower Planning in MSMEs, Hiring Process – Recruitment and Selection, Training and Evaluation of Performances, Wage and Salary Administration in MSMEs, Employment Motivation Management of Industrial Relation: Causes of Industrial Dispute, Methods of Resolution of Disputes, Procedure and Role of Arbitration and Conciliation, Strikes, lockout Relevant Regulations for MSMEs: Factories Act 1948, Industrial Employment (Standing Orders) Act 1946, Minimum Wages Act 1936, Employment Provident Fund and Miscellaneous Provisions Act 1952, Relevant Regulations for MSMEs: Trade Union Act 1926, Bonus Act, Industrial dispute Act 1947 Executive Development Programme: Meaning, Need, Relevance, Holistic Training Model, Evaluation of EDPs, Techniques for enhancing effectiveness of EDPs

Suggested Readings

1. Dessler Garry & Biju Varkky, "Human Resource Management" 10th edition, Pearson education.
2. Dessler Garry & Biju Varkky, "Fundamental of HRM" Pearson education
3. Ivancevich M John "HRM" 10th Edition, The McGraw Hill company
4. Prasad LM "HRM" Sultan Chand & Sons.
5. Gupta CB "HRM" Sultan Chand & Sons.
6. Wilson P John "Human Resource Development" Kogan Page 2nd Edition.

ED-405: MSMEs Policy Framework

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To familiarize students with the different policies applicable to MSMEs and their implications on MSMEs.

Course Contents:

Policy Environment for Small Scale Sector, Pre and Post 1991 Industrial Policy, New Policy Measures, Reports of various Working Groups on SSIs: Kothari Committee 2,000, Ganguly Committee 2004. Policy Support Mechanism: Reservation of Items for Small Scale Industries, Rationale, Procedures, Criticism, De-reservation, Removal of Quantity Restrictions, Government's Purchase Preferences Policy for Small Industries Products, Price Preference Policy for SSI products. Policy of Priority Credit, Equity Participation, Equity issues by small enterprises through OCTEI, Policy of Technology Up gradation in small enterprises, Technology Bureau for Small Enterprises. Taxation Benefit to SSI: Need for tax benefits, Tax Holiday, Rehabilitation Allowances, Expenditure on Scientific Research, Amortization of certain Preliminary Expenses, Tax concession to SSI in rural and backward areas, Expenditure on acquisition of Patents and Copyrights. Policy on Handling Sickness in Small Industries: Causes and consequences of Sickness, Measures to prevent sickness in small units Measures for Export Promotion: Export Processing Zones (EPZs), Special Economic Zones (SEZ), Measures for Export Promotion, Organizational support for Export Promotion

Suggested Readings:

1. Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Personal Finance columns in The Economic Times, The Business Line and Financial
3. Express Daily News Papers
4. Kothari Committee Report
5. SSI Policy
6. Sick Industries Companies Act'
7. www.iasb.org
8. Internet Sources- BSE, NSE, SEBI, RBI, IRDA, AMFI etc

ED-406: Contemporary Environment in MSMEs

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: To familiarize them with the understanding of contemporary environment of MSMEs.

Course Contents:

Changing scenario of MSMEs in the era of Liberalisation & Globalisation, Competitiveness, Quality control and Branding, Need for professionalism in management of small business in India, social responsibilities of small business owners. Micro, Small and Medium Enterprises Development Act (MSMEDA) 2006, Objective, Definition, Provisions pertaining to promotion and development of MSMEs. Rural Entrepreneurship: Concept, Need, Problems, Methods of Developing Rural Entrepreneurship. Women Entrepreneurship: Concept, Challenges, Strategies, Institutional Support to Women Entrepreneurs, Self Help Groups (SHG) International Entrepreneurship: Concept and Nature, International versus Domestic Entrepreneurship—Political, Legal, Cultural and Technological Environment; Strategic Issues in International Entrepreneurship; Barriers to International Trade- Protectionism, Trade Blocs; GATT: Entrepreneurial entry into International Business- Exporting, Licensing, Turnkey Projects, Joint Ventures, Management Contracts

Suggested Readings

1. Hisrich, Robert D., Michael P Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin, London
2. Shukla, MB, (2Shukla, MB, (2013), Entrepreneurship and Small Business Management, KitabMahal, Allahabad
3. Baporikar, Neeta, Entrepreneurship Development and Project Management: Text & Cases, Himalaya Publishing, Mumbai.
4. Charantimath, Poornima M, (2009), Entrepreneurship Development Small Business Enterprise , Dorling Kindersley India Pvt Ltd.(Pearson), Delhi

SEMESTER-III

BA-301: Business Analysis using Excel

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Introduction- Turning Numbers into Better Business Decisions, The Business Analyst's Excel Toolbox:- Essential Excel for Business Analysis, Professional Tools for Business Analysts, Collecting and Managing Business Data: Importing and Exporting Data, Power Functions for Managing Business Data, Communicating Your Message: Your Stakeholders and Their Needs, Data Presentation Formats That Work, Winning Charts for Business Communication: Professional Charting, Dynamic Charts, Looking Inside Your Data (Analysis):Analysing Data with Pivot Tables, Comparing Business Scenarios, Looking Outside Your Data (Forecasting): Time Series and Forecasting, Regression.

Suggested Readings:

1. Manohar Hansa Lysander, Data Analysis and Business Modelling Using Microsoft Excel, PHI.
2. Whigham David, Business Data Analysis Using Excel, Oxford.
3. Winston Wayne, Microsoft Excel 2013 Data Analysis and Business Modelling, PHI
4. Fairhurst Danielle Stein, Using Excel for Business Analysis- A guide to Financial Modelling, Wiley.
5. Enders W. Applied Econometric Time Series. John Wiley & Sons, Inc., 1995
6. Brooks Cheri, Introductory Econometrics for Finance, Cambridge.
7. Day Alastair L. Mastering Financial Modeling in Microsoft Excel, Pearson, 2nd Edition
8. Hanke John E., Dean W. Wichern, Arthur G. Reitsch, Business Forecasting.

BA-302: Econometrics for Business Forecasting

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Introduction to correlation and regression Meaning and definition ; correlation coefficient: Pearson's r , rank correlation coefficient, regression technique, Simple linear regression simple linear regression, Least squares method, Accuracy of results, coefficient of determination, high R^2 , relevance and significance of estimated coefficients, presentation of estimation results; Trend Analysis Changes in trend and slope, gradual changes in trend: estimation of non-linear trends, polynomial forms, higher order polynomials, log-transformed forms, inverse forms, Multiple regression models Multiple independent variables, the problem of irrelevant independent variables: adjusted R^2 , significance of coefficients taken together: F test, choosing the correct functional form; Econometric modeling and problems Problems of Multicollinearity, heteroskedasticity and autocorrelation; cross-section and time-series regression analysis, Stationary and non-stationary time series, Lagged dependent variables/autoregressive models, dummy variable regression, qualitative/categorical dependent variable regression, logit, probit and binomial regression models. Overview of Forecasting Process-Exploratory Data Analysis-Regression Analysis- Logistic Regression-Time Series Forecasting-Lifetime Value Models-Credit Scoring Models-Loss Forecasting Models

Suggested Readings:

1. D.N.Gujarati, G.C. Porter, S. Gunasekar, Basic Econometrics, TMH publication, New Delhi,
2. J.M.Woolridge, Introductory Econometrics: A modern approach, 4th edn, Cengage learning
3. Levin and Rubin, Statistics for Management, TMH publication.
4. B.H. Baltagi, Econometrics, Springer,
5. Barreto and Howland, Introductory Econometrics, ,Cambridge University Press
6. H.R. Seddighi, Introductory Econometrics: A practical approach, Routledge
7. Deepak K. Gupta, Analyzing public policy; concepts, tools and techniques, CQpress,

BA-303 Business Data Mining

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Data warehousing Components –Building a Data warehouse - Mapping the Data Warehouse to a Multiprocessor Architecture – DBMS Schemas for Decision Support – Data Extraction, Cleanup, and Transformation Tools –Metadata.

DATA MINING: Introduction – Data – Types of Data – Data Mining Functionalities – Interestingness of Patterns –Classification of Data Mining Systems – Data Mining Task Primitives – Integration of a Data Mining System with a Data Warehouse – Issues –Data Preprocessing. Mining Frequent Patterns, Associations and Correlations – Mining Methods – Mining various Kinds of Association Rules – Correlation Analysis – Constraint Based Association Mining – Classification and Prediction – Basic Concepts – Decision Tree Induction – Bayesian Classification – Rule Based Classification

Suggested Readings:

1. Pang-Ning Tan, Michael Steinbach and Vipin Kumar, “Introduction to Data Mining”, Person Education, 2007.
2. K.P. Soman, Shyam Diwakar and V. Aja, “Insight into Data Mining Theory and Practice”, Eastern Economy Edition, Prentice Hall of India, 2006.
3. G. K. Gupta, “Introduction to Data Mining with Case Studies”, Eastern Economy Edition, Prentice Hall of India, 2006.
4. Daniel T. Larose, “Data Mining Methods and Models”, Wiley-Interscience, 2006.

BA-304 Decision Modeling and Data Analysis

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Decision Analysis: Introduction to Decision Modeling, Sensitivity Analysis Using Excel, Sensitivity Analysis, Introduction to Monte Carlo Simulation, Introduction to Decision Trees, Strategies in Decision Trees, Sensitivity Analysis for Decision Trees, Decision Trees with Multiattribute Outcomes, Value of Information in Decision Trees

Data Analysis: Introduction to Data Analysis, Univariate Numerical Data, Simple Linear Regression, Multiple Regression, Regression Models for Cross-Sectional Data, Time Series Data and Forecasts, Autocorrelation and Autoregression, Time Series Smoothing, Time Series Seasonality, Regression Models for Time Series Data

Suggested Readings

1. Enders W. Applied Econometric Time Series. John Wiley & Sons, Inc., 1995
2. Brooks Cheris, Introductory Econometrics for Finance, CambridgePrss.
3. Mills, T.C. The Econometric Modelling of Financial Time Series. CambridgeUniversityPress 1999.
4. Chawla Deepak and NeenaSondhi, Research Methodology: Concepts and Cases, Vikas Publishing House.

BA-305 Data Analytics using R

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective:

Course Contents:

- Introduction to R
- Getting Started with R
- Loading and Handling Data in R
- Exploring Data in R
- Linear Regression using R
- Logistic Regression
- Decision Tree
- Time Series in R
- Clustering
- Association Rules
- Text Mining
- Parallel Computing with R

Suggested Readings

1. **Seema Acharya.: Data Analytics Using R. McGraw Hill Education**
2. Maindonald & Braun : Data Analysis and Graphics Using R, Cambridge University Press
3. Michael Milton: Head First Data Analysis, O'Reilly Media.
4. Rakshit-R Programming for Beginners(McGraw hill education)

BA-306 Social Media Analytics

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Phenomenology of social media; Analysis Basics; Sentiment Analysis ; Network Analysis Basics; Influence and Centrality in Social Networks; Information diffusion; Social ties and information diffusion; Social ties and link prediction; Social Spam and Malicious Behavior; Geospatial social data mining; Privacy in a Networked World; Predicting the future with social media; Emotional contagion; Social tagging and folksonomies.

Suggested Readings:

1. Marshall Sponder, Social Media Analytics, McGraw Hill Publication.
2. Siddharatha Chatterjee & Michal Krystianczuk, Python Social Media Analytic
3. Matthew Gains

Semester-IV

BA-401: Time Series Data Analysis

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Stochastic process and its main characteristics Stochastic process. Time series as a discrete stochastic process. Stationarity. Main characteristics of stochastic processes (means, autocovariation and autocorrelation functions). Stationary stochastic processes. Stationarity as the main characteristic of stochastic component of time series. Wold decomposition. Lag operator. Autoregressive-moving average models ARMA (p,q) Moving average models MA(q). Condition of invertability. Autoregressive models AR(p). Yull-Worker equations. Stationarity conditions. Autoregressive-moving average models ARMA (p,q). Coefficient estimation in ARMA (p,q) processes. Box-Jenkins' approach Coefficients estimation in autoregressive models. Coefficient estimation in ARMA (p) processes. Quality of adjustment of time series models. AIC information criterion. BIC information criterion. "Portmanto"-statistics. Box-Jenkins methodology to identification of stationary time series models. Forecasting in the framework of Box-Jenkins model Forecasting, trend and seasonality in Box-Jenkins model. Non-stationary time series Non-stationary time series. Time series with non-stationary variance. Non-stationary mean. ARIMA (p,d,q) models. The use of Box-Jenkins methodology to determination of order of integration.

Suggested Readings:

1. Enders W. Applied Econometric Time Series. John Wiley & Sons, Inc., 1995
2. Mills, T.C. The Econometric Modelling of Financial Time Series. CambridgeUniversity Press, 1999
3. Andrew C. Harvey. Time Series Models. Harvester wheatsheaf, 1993.
4. Andrew C. Harvey. The Econometric Analysis of Time Series. Philip Allan, 1990.
5. Econometric Views 4.0 User's Guide. Quantitative Micro Software, LLC.
6. Banerjee, A., J.J. Dolado, and D.V. Hendry. Co-Integration, Error Correction, and Econometric Analysis of Non-Stationary Data. OxfordUniversity Press, 1993
7. Maddala, G.S. And Kim In-Moo. Unit Roots, Cointegration, and Structural Change. CambridgeUniversity Press, 1998
8. P. J. Brockwell, R. A. Davis, Introduction to Time Series and Forecasting. Springer, 1996
- 9 J. Johnston, J. DiNardo. Econometric Methods. McGraw-Hill, 1997.

BA-402: Applied Multi Variant Analysis

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Basic concepts of multivariate distributions, Multinomial and multivariate normal distributions, Principal component analysis and other multivariate data visualization techniques, Profile analysis, Multivariate analysis of variance (MANOVA), Multiple correlation coefficient, Multidimensional Scaling, Exploratory Factor Analysis Cluster analysis, Discriminant analysis and classification, Confirmatory Factor analysis and structural equation modeling.

Suggested Readings:

1. Chawla Deepak and NeenaSondhi, Research Methodology: Concepts and Cases, Vikas Publishing House.
2. Alvin C. Rencher, Methods of Multivariate Analysis, Wiley.
3. Hair, Anderson, Talham and Black, Multivariate Data Analysis.
4. C. Chatfield, Introduction to multivariate Analysis, Springer.

BA-403: Financial Modeling

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Corporate Financial Statements Spreadsheet skills: Organizing and creating spreadsheets; entering and formatting data values; entering expressions for calculating values; linking worksheets; splitting screens to facilitate working between several worksheets. Financial management skills: Understanding the three key financial statements (i.e., a company's income statement, balance sheet, and cash flow statement) and the relationships between the various items on them.

Analysis of Financial Statements Spreadsheet skills: Using logical IF statements; using conditional formatting to call attention to conditions that need correcting; pasting an Excel document into a Word document. Financial management skills: Analyzing the year-to-year changes in financial statements and various financial ratios; performing vertical analysis of financial statements; using financial ratios to benchmark a company's performance against competitors; inserting spreadsheet results into company reports.

Forecasting Annual Revenues Spreadsheet skills: Creating, validating, and using linear, quadratic, cubic, and exponential regression models to fit the trends of historical data; creating various types of charts (e.g., scatter diagrams, forecast charts, error patterns, and downside risk curves); estimating the accuracy of forecasts; expressing forecast accuracy in terms of confidence limits and downside risk curves. Financial management skills: Making forecasts; recognizing the difference between valid and invalid forecasting models; handling the risks inherent in forecasts; adjusting regression models for changes in trends.

Suggested Readings:

1. Day Alastair L. Mastering Financial Modelling in Microsoft Excel, Pearson 2nd edition
2. Benninga Simon, Financial Modelling.
3. Pignataro Paul, Financial Modelling and Valuation: A Practical Guide to Investment Banking And Private Equity.
4. Rees Michael, Financial Modelling in Practice.

BA-404: Predictive Analysis for Business Decision

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Supervised Learning and Unsupervised Learning - Preparing Data for predictive modeling - Data Exploration - Decision Trees - Cultivating Decision Trees Optimizing the Complexity of Decision Trees - Interpreting Decision Trees - Logistic Regression Simple and Multiple Logistic Regression - Selecting Regression Inputs Optimizing Regression Complexity - Interpreting Regression Models - Transforming Inputs - Categorical Inputs Treatment - Categorical Input Consolidation Data Reduction/Selection Strategy - Introduction to Machine Learning Algorithms - Model Assessment - Model Fit Statistics - Statistical Graphics for Comparing and Assessing Models Implementing Predictive Models-Ensemble Models-Clustering and Segmentation Analysis K-Means Clustering-Profiling and Interpreting Clusters.

Suggested Readings:

1. Larsoe and Larose, Data Mining and Predictive Analysis, Willey Publishing
2. Seymour Geisser, Predicative Inference: An Introduction, Spring
3. Ralph Writers, Practical Predictive Analysis, Packet
4. Dean Abbott, Applied Predictive Analytic, Willey Publishing

BA-405: Data Analysis using Python

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

PYTHON:

- Introduction to Computer and Python Programming
- Basics of Python Programming
- Variables, Expressions and Statements
- Decision Statements
- Conditional and Looping Construct
- Functions
- Strings
- Lists
- List Processing: Searching and Sorting
- Object-oriented Programming: Class, Objects and Inheritance
- Tuples, Sets and Dictionaries
- Graphics Programming: Drawing with Turtle Graphics
- File Handling

Suggested Readings

1. Kamthane-Programming and Problem Solving with Python(Mcgraw Hill Education)
2. Brown:Python : The Complete Reference(Mcgraw hill education)
3. R. Nageswara Rao-Core Python ProgrammingDreamtech Press/2016
4. John Paul Mueller-Beginning Programming with Python For Dummies,Wiley/ 2014
5. Paul Barry-Head First Python: A Brain-Friendly GuideShroff/O'Reilly/ 2016

BA-406: IOT and Big Data

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

INTERNET OF THINGS:

- The Internet of Things: An Overview
- Design Principles for Connected Devices
- Design Principles for the Web Connectivity for connected-Devices
- Internet Connectivity Principles
- Data Acquiring, Organizing and Analytics in IoT/M2M Applications/ Services/Business Processes
- Data Collection, Storage and Computing Using a Cloud Platform for IoT/M2M Applications/Services
- Sensors, Actuators, Radio Frequency Identification, Wireless Sensor Networks and Participatory Sensing Technology
- Prototyping the Embedded Devices for IoTs
- Prototyping Devices, Gateways, Internet and Web/Cloud Services Software Components
- Internet of Things Privacy, Security and Governance
- Business Models
- IoT Project Case Studies

BIG DATA:

Wholeness of Big Data, Big Data Sources and Applications, Big Data Architectures, Distributed Computing using Hadoop, Parallel Processing with MapReduce, No SQL Databases, Stream Processing with Spark, Ingesting Data, Cloud Computing, Web Log Analyzer Application Case Study, Data Mining Primer, Big Data Programming Primer

Suggested Readings

1. Raj Kamal: Internet of Things, McGraw Hill Education
2. Anil Maheshwari : Big Data, McGraw Hill Education
3. Arshdeep Bahga & Vijay Madisetti: Internet of Things -A Hands-on Approach(University press)

AGRI-BUSINESS MANAGEMENT
SEMESTER-III

ABM-301: Agri-Business Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Introduction to ABM: Meaning, definition, history, Importance and scope of agribusiness, Changing dimension of agricultural business, Agribusiness Management- distinctive features, nature and components, Classification of Agricultural Products With Particular Reference to Seasonability; **Cooperative management-** nature, functions and purpose of cooperatives- procurement, storage, processing, marketing, process of cooperative formation; **Overview of agribusiness cooperative** – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative; **Control** :Price Quotations, Evolution of Agricultural Price Policy, Regulatory Measures by the Government, Market Reports Classification and Grading, Quality Control and Standardization, Storage and Warehousing, Government Policy on Storage and Warehousing; **Issues:** Marketing and Financial Management Issues in Co-operative, Micro Credit Financing Concept, Procurement & Distribution Management in Co-operatives, Legislative Framework of Cooperative.

Suggested Readings

1. Marketing Agricultural products , R.L. Kohls, Printice Hall
2. Agricultural Marketing in India, S.S Acharya & N.L Agrawal, Oxford & IBH
3. New dimensions of cooperative management , G.S Kamat, Himalaya Publishing House
4. Marketing in agricultural products ,Prabhakar Rao, Himalaya Publishing House
5. Akmat JS. 1978. New Dimensions of Cooperative Management. Himalaya Publ. House.
6. Ansari AA. 1990. Cooperative Management Patterns. Anmol Publ.
7. Sah AK. 1984. Professional Management for the Cooperatives. Vikas Publ. House.
8. Srivastava, U.K. Vathsala. Agro-processing Strategy for Acceleration and Exports Oxford University Press, YMCA, Library Building, Jai Singh Road, New Delhi – 110001.
9. Rajagopal. Organizing Rural Business Policy Planning and Management. Sage Publication, New Delhi.
10. Pandey, Mukesh and Deepak Tiwari. Rural and Agricultural Marketing International Book Distribution Co. New Delhi.
11. Diwase, Smita. Agri-Business Management. Everest Publishing House, Everest Lane, 536, Shaniwar Peth, Appa Balwant Chowk, Pune – 4110030

ABM-302: Agricultural Economics

Max. Marks:

100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Introduction to Agricultural Economics Meaning, concepts, definitions, scope and importance of Agricultural, **Structure & Dynamics of Indian Agricultural:** Place of agricultural in National economy, Special characteristics of agriculture in Indian economy, Pattern of agricultural holdings, Agricultural productivity: Trends, causes and consequences of low productivity in India, Green revolution: Strategy in development of Indian agriculture

Indian Agricultural Policy & Reforms: Meaning, types and importance, Evolution of agricultural policy, Famine Commission Report, Royal Commission on Agriculture: Recommendations, Land Reform Policy, Nature and objectives of land reforms, Major agricultural input policies including seed, fertilizer, pesticides, credit and irrigation, National Rural Employment Assurance Programme & other recent Agricultural Development Programs Role of NABARD & Other agricultural credit societies, Current Agricultural Export Policies for different commodities, Role of APEDA, National Rural Employment Assurance Programme & other recent Agricultural Development Programs

Suggested Readings:

1. Agrawal, A.N. - Indian Agriculture: Problems, Progress and Prospects. Vikas Publishing House Pvt. Ltd., Delhi.
2. Marmora, C.B. - Agricultural Problems of India.-Kitab Mahal, Allahabad
3. Owen Oliver, - Natural Resources Conservation and Ecological Approach.- MacMillan Co.866, Third Avenue, New York-10022.
4. Marmora, C.B. - Agricultural Problems of India.-Kitab Mahal, Allahabad.
5. Bansil, P.C. - Agricultural Problems of India- Vikas Publishing House Pvt. Ltd., Delhi.
6. Jain, S.C. - Agricultural Policy in India.- Allied Publishers Pvt.Ltd. Mumbai, Kolkatta, New Delhi.
7. James P.G.- Agricultural Policy in wealthy Countries.- Ague and Robertson Publishers, Sydney.
8. Karla, O.P.- Agricultural Policy in India.- Bombay Popular Prakashan, Mumbai.
9. Datta, K.K. and K.P.M. Sundaram. - Indian Economy.- Latest Edition, S. Chand and Co., Ltd., 7361, Ram Nagar, Qutab Road, New Delhi-110055.
10. Banerjee, G.C.- Text Book of Animal Husbandry.- Oxford and IBH Publishers, New Delhi.
11. Mahanta, K.C. - Animal Husbandry in India.
12. Patnkar, S.V.- Financial Management.- Everest Publishing House Everest, Parshuram

ABM-303 Agricultural Marketing Management

Max. Marks:

100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Introduction to Agricultural Marketing- Meaning, Nature, Scope and Problems.

Similarities and Differences between Consumer and Agricultural Marketing. Agriculture Market Structure.

Agricultural Marketing Environment- Prominent Environmental factors influencing Agricultural Marketing.

STP Approach with Respect to Agricultural Marketing.

Agricultural Marketing Mix-

Concept and Types of Agri Products. The Concepts of New Product Development and Product Life Cycle as Applicable in Agri Products; Pricing Policies and Practices for Agribusiness; Agri Distribution Management; Basic Concepts of Promotion as Applicable in Agribusiness.

Role of Retail Institutions and Cooperative Agencies in Agribusiness Marketing in

India- A Reference to Organisations Like FCI, NAFED, STC, Reliance Fresh and Easy Day etc.

Role of **IT** and **Telecommunications** in Agribusiness Marketing.

Suggested Readings:

1. Acharya, S S and N.L Agarwal, Agricultural Marketing in India, Oxford Publications
2. Gupta, A P, Marketing of Agricultural Produce in India, Vora and Company Publishers.
3. Kotler et. Al, Principles of Marketing, Pearson Education Inc., New Delhi, 13th Edition.
4. Pandey M and D Tiwari, Rural and Agricultural Marketing, International Book Distribution Co.

ABM-304: Agri- Entrepreneurship

Max. Marks:

100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Agribusiness Entrepreneurship - Key Concepts in entrepreneurship, entrepreneur in economic theory – Types of entrepreneur and the entrepreneurial process; Business planning process; Factors affecting success of a new Business; Environment assessment (PESTEL): political, economic, social, Technological, ecological and legal environment. Developing an effective business plan: components and procedure to prepare a business plan. Entrepreneurial Venture Initiation: Assessment of business opportunities. Business creation: Methods and Procedures to start and expand one's own business. Managing growth: using external parties to help grow a business, franchising, advantages and limitations; case studies of progressive farmers and successful Agri-business enterprises. Institutions supporting entrepreneurs; Assistance from MSME to Agri entrepreneurs: Marketing Assistance, Research Development and Training Facilities, Export Assistance, Technology Up gradation, Assistance to Ancillary Industries, Incentives for MSMEs in Backward Areas and contemporary ED programmes.

Suggested Readings:

1. Kumar, Arya (2012); Entrepreneurship, Pearson, New Delhi.
2. Greene, Cynthia L (2006), Entrepreneurship, Cengage Learning, New Delhi
3. Timmons, Jeffry A and Spinelli, Stephen (2007), New Venture Creation, McGrawHill, seventh edition, New Delhi
4. Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK.
5. Krishnamurthi, S. Guide to Micro, Small and Medium Enterprises Policy, Rules and Regulations (3rd Ed.). Orient Publishing Company.

www.msme.gov.in

ABM-305: Agri-Business Finance

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Introduction to Agribusiness Finance: Agribusiness Finance; Agribusiness producers; Flow of fund in the economy; Importance of finance to agribusiness; Domestic trends in agribusiness finance; International trends.

Agribusiness loans: Legal issues, terms, interest rates; Promisory Note; Parties to loan Transactions; Security Agreement; Mortgages versus deeds of trust; other loan terminology; life cycle of loan; default and foreclosure; determinants of interest rates.

Time value of money, loan calculations and analysis; compound interest; the process of discounting; annuities; present value of an annuity; basic loan calculations; building an amortization schedule; loan balance; refinance analysis; cash budgeting.

Capital budgeting and leasing; cost of capital; capital budgeting techniques other considerations regarding capital budgeting; lease and leasing.

Financial statements; Generally accepted accounting principles and the farm financial standard council; the income statement; owner's equity; the balance sheet; accrual adjusted income statement; statement of cash flows.

Financial statement analysis; ratios analysis; common-size statement and horizontal analysis; risk in agribusiness; sources of business risk in agriculture; risk management in agriculture.

Agriculture lending industry: commercial banks and farm credit system; other agribusiness lenders; vendors/ trade credit; life insurance financing.

Suggested Readings:

1. Battles Ralph W. Robert C. Thompson, Fundamental of agribusiness finance, Wiley

ABM-401: Changing Paradigm of Agri-Business

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Concept of E-agribusiness: Need & importance of E-agribusiness, Different models in E-agribusiness, Microfinance with special reference to SHGs.

Green house / Polyhouse techniques Basic concept of Green house / Polyhouse, Constructing Green House / Polyhouse, Different commercially important horticultural and other plants grown in Green House / Polyhouse, Importance & future scope of the technique.

Agro-tourism :Concept of agro tourism, Agro-tourism as a new potential business

Information Technology and telecommunication in marketing of agricultural commodities :Market research-Market information service - electronic auctions (e-bay), e-Chaupals, Agri market and Domestic and Export market Intelligence Cell (DEMIC) – Market extension, role of IT in Agri. Supply Chain Management

Suggested Readings:

1. “Commercial Agri-enterprises-Strategy Achievement and Future prospects”, S. N. Misra, Deep & Deep Publications, New Delhi.
2. Indian Agriculture & Agri-business management, Dr. Smita Diwse, Krishi Resource Management Network
3. B. Misra, G. C. Kar, S. N. Misra, 2004,” Agro Industries and Economic Development, A vision of the 21st Century”, Deep & Deep Publications Pvt. Ltd., New Delhi
4. Dairy Technology, By Sukumar De, Tata MC Graw Hills Publication, New Delhi
5. Food biotechnology, S N Tripathy, Dominant Publishers and Distributors, New Delhi

ABM-402: Agri Supply Chain and Logistics Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Supply Chain- Concept, Evolution and Significance. Role and Models of Supply Chain as Applicable to Agribusiness. Traditional v/s Modern Agri Supply Chain Management.

Demand Planning and Forecasting in Agri Supply Chain. Operations and Manufacturing Management in Agri Supply Chain.

Procurement Management in Agri Supply Chain: Purchasing Cycle, Type of Purchases and Contract/Corporate Farming.

Performance Measurement and Controls in Agri Supply Chain Management.

Logistics Management in Agribusiness- Elements of Logistics as Applicable to Agribusiness.

Distribution Strategies and Pool Distribution in Agribusiness.

Transportation Management in Agribusiness.

Warehousing, Packaging and Third Party logistics in Agribusiness.

Role of Information Technology in Logistics Management.

Suggested Readings

1. Altekar R V, Supply Chain Management: Concepts and Cases, Prentice Hall of India.
2. Satish C. Ailawadi, Rakesh Singh: Logistics Management, Prentice Hall of India, 1st Edition, 2005
3. Janat Shah: Supply Chain Management-Text and Cases, Pearson Education India. 2009 1st edition.
4. Tapan K. Panda, Sunil Sahadev: Sales and Distribution Management, Oxford University Press, 2008.
5. S.A.Chunawala: Sales and Distribution Management, Himalaya Publishing House, 2nd Edition, 2008.

ABM-403: Food Processing Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Managerial aspects in Food Processing Industry: Organization of a food processing unit: Different department involved in a food processing company and importance of coordination in those departments' etc., Food processing planning, Scheduling and control, Importance of production, marketing & distribution aspects in food processing sector. **Management of Agro Processing Industry:** Factors to be considered while establishing food processing plant including government norms & requirements, Actual processing of Agri-produce into final products, Waste management in food processing, Utilization of byproducts in agroprocessing industry, Food quality management systems, **Market study of processed food products:** Introduction to different research institutions and corporations involved in food processing sector,

Suggested Readings:

1. "Commercial Agri-enterprises-Strategy Achievement and Future prospects", S. N. Misra, Deep & Deep Publications, New Delhi.
2. Indian Agriculture & Agri-business management, Dr. Smita Diwse, Krishi Resource Management Network
4. Dairy Technology, By Sukumar De, Tata MC Graw Hills Publication, New Delhi
5. Food biotechnology, S N Tripathy, Dominant Publishers and Distributors, New Delhi

ABM-404: International Trade in Agri-Business

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

International Trade – Basic concepts and importance of international trade, gains from trade, trade policies-instruments of trade policy- tariffs, subsidies, quotas, Case for protectionism and for free trade; Importance of Agriculture in development, trade and agriculture, globalization and agriculture, emerging scenario of international trade in agricultural commodities ; WTO-Agreement on agriculture -main provisions - market access, domestic support, export subsidies and other provisions, issues for further negotiations, implications of WTO provisions on Indian Agriculture-reduction commitments for India, Foreign Trade of India, trade policy, Indian agricultural trade, trends in exports and imports, changing structure and pattern of agricultural trade, export potential of various agro-commodities, export and import procedures and documentations. Competitiveness of Indian Agriculture, measures of competitiveness, competitiveness of various crops, measures for improvement

Suggested Readings:

1. Datta Samar K. and Satish Y. Deodhar (2001), Implications of WTO Agreements for Indian Agriculture, Oxford and IBH PubCo., New Delhi
2. Chadha G. K. (2003), WTO and Indian Economy. Deep and Deep Publications
3. Hooda and Gulati (2007), WTO Negotiations on Agriculture and Developing Countries, Oxford University Press, New Delhi
4. Gulati, Ashok and Tim Kelley (1999), Trade liberalization and Indian Agriculture: Cropping Pattern Changes and Efficiency Gains in Semi-Arid Tropics, Oxford University Press in New Delhi, New York .
5. Vashisht A. K. and Singh Alka (2003), WTO and New International Trade Regime- Implication for Indian Agriculture. Advance Publishing Concept.

ABM-405: Marketing of Agri-Inputs

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agri input marketing.

Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export-import of seeds; Role of NSC and State Seed Corporation.

Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing.

Plant Protection Chemicals- Production, export/import, consumption, marketing system – marketing channels; Electricity/Diesel Oil- marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.

Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/Equipment.

Suggested Readings

1. Acharya SS & Agarwal NL. 2004. *Agricultural Marketing in India*. 4th Ed. Oxford & IBH.
2. Broadway AC & Broadway Arif A. 2003. *A Text Book of Agri-Business Management*. Kalyani.
3. Singh AK & Pandey S. 2005. *Rural Marketing*. New Age.
4. Singh Sukhpal 2004. *Rural Marketing- Focus on Agricultural Inputs*. Vikas Publ. House.