

**SCHEME OF EXAMINATION**  
**&**  
**SYLLABI**  
**of**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(Choice Based Credit System) FROM THE**  
**ACADEMIC SESSION 2020-21**



**GURUGRAM UNIVERSITY**  
**GURUGRAM(HARYANA)**

## **PROGRAM SPECIFIC OUTCOMES**

The program specific outcomes of Two Year (Four Semester) MBA (General) program are as follows:

### **Programme Specific Outcomes**

- PSO1: Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.
- PSO2: Comprehend and analyse the importance of functional and inter functional areas.
- PSO3: Recognize opportunities available and face the challenges in national and global business environment and adapt accordingly.
- PSO4: Employ appropriate models to select suitable projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international expansion, and new venture development.
- PSO5: Function as ethical, conscious and socially responsible managers, capable of contributing to the development of the nation.
- PSO6: Preparing the students to lead a successful career in industry or pursue higher studies or become an entrepreneur
- PSO7: Ability to offer commercially feasible and socially acceptable, managerial solutions to technical/non-technical problems.
- PSO8: Turning out graduates having the capability to demonstrate strong leadership skills, effective communication skills, professional etiquette and a desire to be a lifelong learner.

**SCHEME OF EXAMINATIONS FOR  
TWO YEAR MBA PROGRAMME FROM THE SESSION 2016-17**

**First Year: First Semester**

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
<b>Core Courses</b>						
16IMG21C1	Management Concepts and Applications	80	20	--	100	3-1-0
16IMG21C2	Managerial Economics	80	20	--	100	3-1-0
16IMG21C3	Organisational Behaviour	80	20	--	100	3-1-0
16IMG21C4	Quantitative Analysis	80	20	--	100	3-1-0
16IMG21C5	Accounting for Managers	80	20	--	100	3-1-0
16IMG21C6	Computer Applications in Management	50	--	50	100	3-0-1
16IMG21C7	Business Environment	80	20	--	100	3-1-0
<b>Discipline Specific Elective Courses (Each student will opt one course)</b>						
16IMG21D1	Business Communication Skills	80	20	--	100	3-1-0
16IMG21D2	Event Management	80	20	--	100	3-1-0
<b>Total Credits</b>						<b>32</b>

**Note:**

- The duration of all the end term theory examinations shall be 3 hours.
- The Criteria for awarding internal assessment of 20 marks shall be as under:
  - Class test : 10 marks
  - Assignment and Presentation : 5 marks
  - Attendance : 5 marks
    - Less than 65% : 0 marks
    - Upto 70% : 2 marks
    - Upto 75% : 3 marks
    - Upto 80% : 4 marks
    - Above 80% : 5 marks

**First Year: Second Semester**

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
<b>Core Courses</b>						
16IMG22C1	Financial Management	80	20	--	100	3-1-0
16IMG22C2	Marketing Management	80	20	--	100	3-1-0
16IMG22C3	Human Resource Management	80	20	--	100	3-1-0
16IMG22C4	Business Research Methods	80	20	--	100	3-1-0
16IMG22C5	Computer Networks and Internet	50	--	50	100	3-0-1
16IMG22C6	Operations Research	80	20	--	100	3-1-0
<b>Foundation Elective Course</b>						
Each student will opt one course from the pool of Foundation Elective Courses provided by the University, excluding the Foundation Elective Course prepared by the Institute of Management Studies and Research.						2
<b>Open Elective Course</b>						
Each student will opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses prepared by the Institute of Management Studies and Research.						3
<b>Discipline Specific Elective Courses (Each student will opt one course)</b>						
16IMG22D1	Operations and Supply Chain Management	80	20	--	100	3-1-0
16IMG22D2	International Business	80	20	--	100	3-1-0
<b>Total Credits</b>						<b>33</b>

**NOTE:** Immediately after the completion of the Second semester, the students shall proceed for their Summer Vacation Training (SVT) of 8 weeks duration. The Summer Training Report prepared after the completion of SVT shall be assessed in the third Semester as a compulsory course. The SVT will be submitted by the candidates in the manner as specified in the Ordinance.

**Second Year: Third Semester**

Course Code	Title of the Course (s)	External Marks	Sessional Marks	Practical Marks	Total Marks	Credits (L-T-P)
<b>Core Courses</b>						
17IMG23C1	Strategic Management	80	20	--	100	3-1-0
17IMG23C2	Management Information Systems	80	20	--	100	3-1-0
17IMG23C3	Entrepreneurship	80	20	--	100	3-1-0
17IMG23C4	Summer Vacation Training Report	100	--	--	100	4
<b>Open Elective Course</b>						
Each student will opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses prepared by the Institute of Management Studies and Research.						3
<b>Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme)</b>						
<b>Human Resource Management</b>						
17IMG23GH1	Performance Management	80	20	--	100	3-1-0
17IMG23GH2	Organizational Change and Development	80	20	--	100	3-1-0
<b>Finance</b>						
17IMG23GF1	Management of Financial Services and Institutions	80	20	--	100	3-1-0
17IMG23GF2	Project Management and Infrastructure Finance	80	20	--	100	3-1-0
<b>Health Care Management</b>						
17IMG23GC1	Essentials Of Healthcare System	80	20	--	100	3-1-0
17IMG23GC2	Health Economics	80	20	--	100	3-1-0
<b>Business Analytics</b>						
17IMG23GD1	Data Analytics	80	20	--	100	3-1-0
17IMG23GD2	Predictive Analytics	80	20	--	100	3-1-0
<b>Marketing</b>						
17IMG23GM1	Brand Management	80	20	--	100	3-1-0
17IMG23GM2	Consumer Behavior	80	20	--	100	3-1-0
<b>Total Credits</b>						<b>35</b>

**Note:**

1. Students are required to choose any two specialization areas offered under dual specialization scheme. The specialization area opted in 3<sup>rd</sup> Semester would remain same in 4<sup>th</sup> semester also.
2. Only the following combinations of specializations shall be offered to the students of Two Year MBA Programme:
  - a. Finance and Marketing
  - b. Finance and Human Resource Management
  - c. Human Resource Management and Marketing
  - d. Finance and Information Technology
  - e. Finance and International Business
  - f. Marketing and International Business
  - g. Marketing and Information Technology

**Second Year: Fourth Semester**

Course Code	Title of the Course (s)	External Marks	Sessional/Internal Marks	Practical Marks	Total Marks	Credits (L-T-P)
<b>Core Courses</b>						
17IMG24C1	E-Commerce	50	--	50	100	3-0-1
17IMG24C2	Project Report	100	100	--	200	8
17IMG24C3	Comprehensive Viva-voce	100	--	--	100	4
<b>Discipline Specific Elective Courses (specialization areas offered under dual specialization scheme)</b>						
<b>Human Resource Management</b>						
17IMG24GH1	Industrial Relations and Labour Legislations	80	20	--	100	3-1-0
17IMG24GH2	Strategic Human Resource Management	80	20	--	100	3-1-0
<b>Finance</b>						
17IMG24GF1	Management of Banking and Insurance	80	20	--	100	3-1-0
17IMG24GF2	Security Analysis and Portfolio Management	80	20	--	100	3-1-0
<b>Healthcare Management</b>						
171MG24GC1	Medical & Health Laws	80	20	--	100	3-1-0
171MG24GC2	Hospital Planning	80	20	--	100	3-1-0
<b>Business Analytics</b>						
171MG24GD1	Applied Data Analytics	80	20	--	100	3-1-0
171MG24GD2	Applied Predictive Analytics	80	20	--	100	3-1-0
<b>Marketing</b>						
17IMG24GM1	Integrated Marketing Communication	80	20	--	100	3-1-0
17IMG24GM2	Service Marketing	80	20	--	100	3-1-0
<b>Total Credits</b>						<b>32</b>

**Note:**

- Students are required to choose any two specialization areas offered under dual specialization scheme. The specialization area opted in 3<sup>rd</sup> Semester would remain same in 4<sup>th</sup> semester also.
- Only the following combinations of specializations shall be offered to the students of Two Year MBA Programme:
  - Finance and Marketing
  - Finance and Human Resource Management
  - Human Resource Management and Marketing
  - Finance and Information Technology
  - Finance and International Business
  - Marketing and International Business
  - Marketing and Information Technology
- The topic of the Project Report (Code 16IMG24C2) shall be finalized in 3<sup>rd</sup> semester by a Committee of the faculty members to be constituted by Director/Principal of the concerned Institute after presentation by candidate before the Committee.

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

Computer Practical and Comprehensive Viva-voce wherever applicable, shall be conducted by a Board of Examiners on invitation of the concerned Director/Principal of the affiliated Institute of the University. The practical examination(s) of the courses (relating to IT/Computer or wherever specified) shall be conducted by the Board of Examiners, consisting of one internal faculty member (to be appointed by the Director of the concerned Institute); and one external examiner (to be appointed by the Vice-Chancellor on the recommendations of the PG Board of Studies in Management). The comprehensive viva-voce shall be conducted by a Board of Examiners to be appointed by the Vice-Chancellor on the recommendation of the PG Board of Studies in Management comprising one Internal Faculty to be nominated by the Director of the concerned Institute; and two External Examiners from the Academic field (two members shall form the quorum). The external examiner shall only be invited, who is at present working as faculty on permanent basis against sanctioned post, approved by the University having experience of not less than FIVE years in the University or an Institute/College affiliated to University for the conduct of computer practical and comprehensive viva-voce.

The concerned Principal/Director of the College/Institute shall request the examiner at his own level and shall make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the award list along with attendance of the candidates and eligibility proof of examiner duly signed by both the examiner and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Principal/Director is also required to make payment of TA/DA and examination remuneration to the examiner on the spot as per University norms and the same will be reimbursed by the University after submitting the bills to the Controller of Examinations duly verified by the concerned Principal/Director of the Institute. The Institutes/Colleges are also advised to invite the examiners from nearby stations only. In case the examiner(s) is/are invited beyond 100 k. m. distance (one way), the permission of the University may be sought.

# **SYLLABI**

**of**

**MASTER OF BUSINESS ADMINISTRATION**

**(Choice Based Credit System) FROM THE**

**ACADEMIC SESSION 2020-21**



**GURUGRAM UNIVERSITY**

**GURUGRAM(HARYANA)**

## MANAGEMENT CONCEPTS AND APPLICATIONS

Course Code: 16IMG21C1

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students would be able to:

- CO1: Analyse the behavior of individuals and groups in organizations in terms of the key factors that influence organisational behavior.
- CO2: Try to identify the processes used in developing communication and resolving conflicts.
- CO3: Assess the potential effects of organisational factors on organisational behavior.
- CO4: Explain the organizational culture and describe its dimensions and to examine various organizational designs.

### Unit -I

Introduction: concept and nature of management; managerial competencies – communication, team work, planning and administrative, strategic and global competencies; evolution of management thoughts – traditional, behavioural, system, contingency and quality viewpoints

### Unit -II

Planning, decision making and organizing: nature and elements of planning, planning types and models, planning in learning organizations; strategic planning – an overview; decision making process, models of decision-making, increasing participation in decision-making, decision-making creativity; basic issues in organizing – work specialization, chain of command, delegation, decentralization, span of management, bases for departmentation

### Unit -III

Leading: recognition of human factor, motivation models/approaches; leadership styles/behaviours, personal characteristics of effective leaders, leadership development; leadership for learning organizations

### Unit -IV

Management control, managerial ethics and social responsibility: management control – concept and process, overview of control techniques, effective control system; managerial ethics, factors affecting ethical choices; ethical dilemma; social responsibility; evaluating corporate social performance; managing company ethics and social responsibility

### Suggested Readings:

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management , Pearson Education Asia, New Delhi
2. Hellreigel, Management, Thomson Learning, Bombay
3. Koontz, H and Wehrich, H; Management, Tata McGraw Hill
4. Stoner, J et. al, Management, New Delhi, PHI, New Delhi
5. Robbins & Coulter, Management, PHI, New Delhi
6. Satya Raju, Management – Text & Cases , PHI, New Delhi
7. Richard L. Daft, Management, Thomson South-Western

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

## MANAGERIAL ECONOMICS

Course Code: 16IMG21C2

L-T-P

3-1-0

External Marks: 80

Sessional Marks: 20

Time Allowed: 3 Hours

### Course Outcomes

After completing the course students would be able to:

- CO1: Define the basic elements of managerial economics aspects of firm.
- CO2: Forecast demand for a product.
- CO3: Know what to produce, where to, when to, how to, for whom to.
- CO4: Frame policy for production to minimize the cost and maximum the profit.
- CO5: Construct the cost function.

### Unit-I

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

### Unit-II

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

### Unit-III

Product differentiation; price-output decision in multi-plant and multi-product firms; general pricing strategies; special pricing techniques – limit pricing, peak load pricing and transfer pricing; dumping analysis; pricing of public utilities.

### Unit-IV

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

### Suggested Readings:

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**ORGANISATIONAL BEHAVIOUR**  
**Course Code: 16IMG21C3**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Asses organization and classify the contributing disciplines, approaches to OB.
- CO2: Understand challenges and opportunities for OB.
- CO3: Acquire knowledge in applying motivational theories to resolve problems of employee absenteeism, turnover, stress, job satisfaction, job performance and organizational commitment.
- CO4: Have a better comprehend of how organizations function, how individuals behave within organizations and how to manage interactions in the workplace.
- CO5: Obtain knowledge on organizational factors affecting teams, recognize organizational cultures in which groups function).

**Unit -I**

Foundation and background of OB, contemporary challenges -workforce diversity, cross-cultural dynamics, changing nature of managerial work, ethical issues at work, emotional intelligence in contemporary business

**Unit -II**

Individual behaviour and processes: individual differences – values and attitudes; Perception- concept, process and applications; Personality- concept, determinants and theories applications; Learning and Reinforcement, Stress – symptoms, causes, consequences and management

**Unit -III**

Interpersonal and team processes: group behaviour, group development, group dynamics, social loafing; developing teams – self-directed work teams, virtual teams; team building; Empowerment - concept, significance, process, prerequisites, Conflict – concept, sources, types, management of conflict, Power – concept, sources, approaches; organizational politics

**Unit -IV**

Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

**Suggested Readings:**

1. Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning
2. Pareek, Udai, Understanding Organisational Behaviour, Oxford University Press, New Delhi
3. Robbins, S.P., Organisational Behaviour , Prentice Hall of India, New Delhi
4. Hellgiegel, D & J.W. Slocum, Organisational Behaviour, Thomson Learning
5. McSchane, Organisation Behaviour, TMH, New Delhi
6. Luthans, Fred, Organisational Behaviour, McGraw Hill, New York
7. New Storm and Keith Davis, Organisation Behaviour , TMH, New Delhi

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**QUANTITATIVE ANALYSIS**  
**Course Code: 16IMG21C4**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Facilitate objective solutions in business decision making under subjective conditions.
- CO2: Enhance knowledge in probability theory
- CO3: Describe normality and its distribution concepts.
- CO4: Determine the relationship between dependent and independent variables.
- CO5: Measure the trend setting factors for projection of sales and demand curves.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**ACCOUNTING FOR MANAGERS**  
**Course Code: 16IMG21C5**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Assess the basic financial concepts.
- CO2: Analyze various costing concepts like marginal costing etc.
- CO3: Demonstrate professional financial management aspects relevant to industry.
- CO4: Evaluate the various cost concepts.
- CO5: Design the financial and operating methods.

**Unit -I**

Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methods), preparation of final accounts with adjustments.

**Unit -II**

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis; fund flow analysis; cash flow analysis (AS-3)

**Unit -III**

Cost accounting-meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing

**Unit -IV**

Management accounting- concept, need, importance and scope; Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making.

**Suggested Readings:**

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers and Distributors, New Delhi
2. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
3. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Anthony R.N. and Reece J.S., Management Accounting Principles, Homewood, Illinois, Richard D. Irwin, 1995.
5. Hansen & Mowen, Cost Management, Thomson Learning
6. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, New Delhi.
7. Jain, S.P and Narang, K.L., Advanced Cost Accounting , Kalyani Publishers, Ludhiana.
8. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**COMPUTER APPLICATIONS IN MANAGEMENT**  
**Course Code: 16IMG21C6**

L-T-P  
3-0-1

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Describe the fundamentals of Information Technology and how it helps Management to take better decision making.
- CO2: Categorizing the information need to solve the problems, recovering information and assist management operations.
- CO3: Competent to categorize the components of personal computer system, including both hardware and software.
- CO4: Identify the memory management and storage and retrieval process
- CO5: Indicate the types of software including the purpose of application software

**Unit-I**

Introduction to Computers: Characteristics, capabilities, limitations and applications of computers; types of computers; computer hardware, software; block diagram of computer and overview of working; types of computer language; generation of computer languages; functions and types of operating system

**Unit-II**

Basics of MS-Office: MS-Word – working with text, tables, checking spelling and grammar, printing a document, mail merge; MS-Excel – working with worksheet, formulas and functions, inserting charts; MS-PowerPoint – working with different views and designing presentation

**Unit-III**

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

**Unit-IV**

Introduction to database: Concept, Characteristics, Objectives, Advantages and limitations, entity, attribute, schema, subschema.

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

## **BUSINESS ENVIRONMENT**

**Course Code: 16IMG21C7**

L-T-P

3-1-0

External Marks: 80

Sessional Marks: 20

Time Allowed: 3 Hours

### **Course Outcomes**

After completing the course students would be able to:

CO1: Familiarize with the nature of business environment and its components.

CO2: Demonstrate and develop conceptual framework of business environment and generate interest in international business.

CO3: Understand the importance of business ethics and role of ethical behavior in the business world today.

### **Unit -I**

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

### **Unit -II**

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

### **Unit -III**

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

### **Unit -IV**

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

### **Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**BUSINESS COMMUNICATION SKILLS**  
**Course Code: 16IMG21D1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Describe the basics of communication and its process, elements and importance.
- CO2: Familiar with the various barriers in the communication.
- CO3: Outline the listening skills and the characteristics of good and poor listeners
- CO4: Identify the various types of listening, its approaches, and barriers.
- CO5: Explain the effectiveness of oral communication and its application in-group presentation.

**Unit-I**

Purpose and process of communication; myths and realities of communication; paths of communication; oral communication: noise, barriers to communication; listening – listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication

**Unit-II**

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews

**Unit-III**

Nonverbal communication: gestures, handshakes, gazes, smiles, hand movements, style of working, voice modulations, body sport for interviews; business etiquettes: business dining, business manners of people of different cultures, managing customer care

**Unit-IV**

Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters, telex manages, facsimiles, electronic mail; diary writing; developing resume

**Suggested Reading:**

1. Kaul, Asha, Business Communication, PHI, New Delhi
2. Kaul, Asha, Effective Business Communication, PHI, New Delhi
3. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication , Pearson Education
4. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**EVENT MANAGEMENT**  
**Course Code: 16IMG21D2**

L-T-P  
3-1-0

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

**Course Outcomes**

- CO1: Students will get familiarity with event management industry.
- CO2: Students would be able to organize events successfully.
- CO3: Students will be able to position themselves and their services in event management industry.

**Unit-I**

Events – Nature, definition and scope, C's of events, designing, interaction and importance; Event marketing tools – various needs addressed by events, focusing and implementing events, advantages and disadvantages of events

**Unit-II**

Elements of Events – Event, infrastructure, target audience, organizers, venue, media activities to be carried out; concept of market in events, segmentation and targeting of the market events

**Unit-III**

Positioning in events and the concept of event property; events as a product, methods of pricing events, events and promotion, various functions of management in events

**Unit-IV**

Strategic alternatives arising from environment, competition and defined objectives; pricing objectives; evaluation of event performance – measuring performance and correcting deviations

**Suggested Readings:**

1. Shone, Anton and Bryn Parry, Successful Event Management, Cengage Learning India Pvt. Ltd, New Delhi
2. Gaur, S.S. and Saggere, S.V., Event Marketing Management
3. Panwar, J.S., Marketing in the New Era, Sage Publications, 1998
4. Kotler, P., Marketing Management, Analysis, Planning, Implementation and Control, Prentice Hall, 1997
5. Avrich, Barry, Event and Entertainment, Delhi, Vision Books, 1994

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**FINANCIAL MANAGEMENT**  
**Course Code: 16IMG22C1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Describe about various financial management concepts
- CO2: Apply the concept of time value of money.
- CO3: Categorize and analyze different capital budgeting techniques
- CO4: Appraise different project proposals for decision-making.
- CO5: Estimate cost of capital for long term source of finance

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**MARKETING MANAGEMENT**  
**Course Code: 16IMG22C2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Relate the corporate function of marketing.
- CO2: Outline the macro and microenvironment in moulding the company marketing function.
- CO3: Differentiate the consumer and institutional buyer behaviour.
- CO4: Compare and contrast goods and services.
- CO5: Define the target segments for the products.

**Unit -I**

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

**Unit -II**

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

**Unit -III**

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

**Unit -IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

## HUMAN RESOURCE MANAGEMENT

Course Code: 16IMG22C3

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students would be able to:

CO1: Discuss the History and evolution of HRM.

CO2: Explain the importance of HRM in the organizations through their Roles and responsibilities, challenges etc.

CO3: Assess the major HRM functions and processes of HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal

CO4: Identify strategic HR planning and the HRM process to the organization's strategic management and decision making process.

CO5: Explain how training helps to improve the employee performance.

### Unit-I:

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

### Unit-II

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

### Unit-III

Appraising performance: developing and instituting performance appraisal system, assessment and development

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

### Unit-IV

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

### Suggested Readings:

1. Ivancevich, John M., Human Resource Management , Tata McGraw Hill, New Delhi
2. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, Managing Human Resources, Pearson Education
3. Dessler, Gary, Human Resource Management, Pearson Education
4. Mathis, Robert, and John Jackson, Human Resource Management, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, Human Resource Management , Thomson Learning Inc.
6. Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi
7. Jyothi P., and D.N.Venkatesh, Human Resource Management, Oxford University Press, New Delhi

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.



## BUSINESS RESEARCH METHODS

Course Code: 16IMG22C4

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students would be able to:

- CO1: Acquire knowledge on various kinds of research questions and research design Appreciate qualitative, quantitative and mixed methods research, as well as
- CO2: Relate ethical and philosophical consideration
- CO3: Design a good quantitative purpose statement and good quantitative research
- CO4: Familiar with good practices in conducting a qualitative interview and observation.

### Unit-I

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

### Unit-II

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

### Unit-III

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

### Unit-IV

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

### Suggested Readings:

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**COMPUTER NETWORKS AND INTERNET**  
**Course Code: 16IMG22C5**

L-T-P  
3-0-1

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Review the current topics in Web & Internet technologies
- CO2: Describe the basic concepts for network implementation.
- CO3: Learn the basic working scheme of the Internet and World Wide Web.
- CO4: Understand fundamental tools and technologies for web design.
- CO5: Specify design rules in constructing web pages and sites.

**Unit-I**

Introduction to Internet: Definition of networks, concepts of web page, website and web searching (browsing). Concepts of data transmission, half-duplex transmission, modems, client server computing, Introduction to OSI, TCP/IP reference models, cryptography.

**Unit-II**

Networked economy; Impact of computer networks on business, elements of networked economy, using IS functions to deal with business risks. Infrastructure of networked economy; Hardware, Software, sharing information and resources through networks, LAN WAN, and wireless networks,

**Unit-III**

Privacy and ethical issues in networked economy; treats to privacy, protecting privacy, ethical issues in networked economy, social and economic issues in networked economy, health issues in networked economy, future of the networked economy.

**Unit-IV**

HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, home page. Applications of networks in information sharing and dissemination: applications in banking, e-governance, ticket reservation etc.

**Lab:** Web Designing in HTML, Internet Surfing.

**Suggested Readings:**

1. McKeown, Information Technology and the Networked Economy, Thomson Learning
2. Forouzan , Data Communication & Networking , TMH, Delhi.
3. Miller, Data and Network Communication , Vikas Publishing House, New Delhi.
4. Tannenbaum, Computer Networks, PHI, Delhi.
5. Hagg, Baltzan & Philips, Business Driven Technology, TMH, N. Delhi.
6. Molly, Using HTML 4, PHI, Delhi.
7. Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi.

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**OPERATIONS RESEARCH**  
**Course Code: 16IMG22C6**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Apply research techniques in quantitative and qualitative aspects.
- CO2: Schedule the projects and find the early ways of finishing it.
- CO3: Develop simulation models.
- CO4: Minimize the resource allocation for project.
- CO5: Maximize the productivity with help of least cost techniques.

**Unit-I**

Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

**Unit-II**

Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

**Unit-III**

PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

**Unit-IV**

Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

**Suggested Readings:**

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**OPERATIONS AND SUPPLY CHAIN MANAGEMENT**  
**Course Code: 16IMG22D1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Acquire knowledge on Supply chain based on the participants.
- CO2: Implement the Supply chain based on the drivers.
- CO3: Acquire knowledge on the various methods of sourcing.
- CO4: Evaluate the selection of vendor for supply chain management.
- CO5: Illustrate the facility location methods.

**Unit -I**

Introduction to operations Management; Factors affecting operation management, Decision making in operation Management; Operation strategies; Demand Forecasting, Qualitative & Quantitative Forecasting methods; Designing of processes and types of Process.

**Unit-II**

Facility Capacity ; Capacity Strategies; evaluation of capacity alternatives; analyzing capacity planning decisions; facility location; Factors, types and location planning methods, facility layout; Operation facility layout; types and layout decision models, Material Handling and packaging and Managing Quality, JIT and Lean production in operations management.

**Unit-III**

Introduction to supply chain management; global optimization; future trends in supply chain management; increasing supply chain responsiveness, Logistics; logistical operation in supply chain management, Supply chain synchronization, model and data validation, Logistic renaissance and logistics strategy & Decision Models, Logistic design and operational planning, network integration, managing operation across the supply chain.

**Unit-IV**

Procurement Process and sourcing decision; procurement process perspective, strategies & trends in procurement, The sourcing decision and strategies, E- Procurement, risk and benefits of outsourcing. Inventory, role and importance of inventory in supply chain Management. Customer value and supply chain Management, performance measure measurement along supply chain, Social issues & Relationship development in S.C.M.

**Suggested Readings:**

1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; New Delhi
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi
4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi
5. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**INTERNATIONAL BUSINESS**  
**Course Code: 16IMG22D2**

L-T-P  
3-1-0

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

**Course Outcomes**

- CO1: Students will be able to explain how international factors affect domestic concerns.
- CO2: Students will be able to explain regional economic integration and economic and political integration;
- CO3: Students are expected to enhance their cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**STRATEGIC MANAGEMENT**  
**Course Code: 17IMG23C1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Analyse the main structural features of an industry and develop strategies that position the firm most favourably in relation to competition.
- CO2: Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
- CO3: Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage.
- CO4: Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.
- CO5: Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.

**Unit -I**

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

**Unit -II**

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

**Unit -III**

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

**Unit -IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

## MANAGEMENT INFORMATION SYSTEMS

Course Code: 17IMG23C2

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students would be able to:

- CO1: Student will able to applicable MIS Tool in their prospective Job.
- CO2: Get knowledge of technologies related to ERP such as Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM).
- CO3: Understand of Management Control system and subsystems.
- CO4: Understand of concept of responsibility Centre.
- CO5: Understand of Transfer Pricing.

### Unit-I

Data and Information. MIS- need and concepts, factors influencing MIS and characteristics of MIS. Technology of MIS. Structure of MIS. Decision Making and role of MIS. Data communication. Basic H/W required, Channel features and concept of Distributed Data bases  
Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, group decision support system

### Unit-II

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

### Unit-III

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

### Unit-IV

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

### Suggested Readings:

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**ENTREPRENEURSHIP**  
**Course Code: 17IMG23C3**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Develop entrepreneurship as a field of study and as a profession.
- CO2: Understand the creative process of opportunity identification and screening.
- CO3: Understand the importance of innovation in the creation of sustainable competitive advantage.
- CO4: Understand techniques to test a business model to ensure its viability.

**Unit -I**

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

**Unit -II**

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

**Unit -III**

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

**Unit -IV**

Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trademarks, copyrights, trade secrets, licensing; franchising

**Suggested Readings:**

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises ,
5. Pearson Education, New Delhi
6. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**E-COMMERCE**  
**Code: 17IMG24C1**

L-T-P  
3-0-1

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Outline the foundations and importance of E-Business.
- CO2: Demonstrate an understanding of retailing in E- Business
- CO3: Analyse the impact of E-business on business models and strategy
- CO4: Describe the infrastructure needed for E-business.
- CO5: Explain the key features of internet, intranets and extranets and how they are related to each other.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Lab:** Internet Surfing of E-Commerce Sites.

**Suggested Readings:**

1. Schneider P. Gary, Perry T.James, E-Commerce, Thomson Learning, Bombay.
2. Hanson & Kalyanam, Internet Marketing & e-commerce, Thomson Learning, Bombay.
3. Bharat Bhasker, Electronic Commerce, TMH, N Delhi.
4. Kosiur, Understanding E-Commerce, Prentice Hall of India, Delhi.
5. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.
6. Shurety, E-business with Net Commerce (with CD), Addison Wesley.
7. Napier, Creating a winning E-business, Vikas Publishing House, New Delhi
8. Didar Singh, E Commerce for Manager, Vikas Publishing House, New Delhi
9. Whitely David, Electronic Commerce, TMH, Delhi.
10. Efraim Turban, Jay Lee, David King & H.Michael Chang, Electronic Commerce: A Managerial Perspective, Pearson Education, Delhi.

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**PERFORMANCE MANAGEMENT**  
**Course Code: 17IMG23GH1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Design an organizations performance management process that is compliant with law and supports organizational mission and strategy.
- CO2: Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- CO3: Employ job related performance standards and performance indicators that reflect the employees range of responsibilities.
- CO4: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
- CO5: Clarify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**ORGANISATIONAL CHANGE AND DEVELOPMENT**  
**Course Code: 17IMG23GH2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Gain knowledge on organizational changes and development, Organizational life cycle.
- CO2: Clearly appreciate the basic components and strategies involved in OD.
- CO3: Recognize about the concepts of team building, career planning and transactional analysis.
- CO4: Explore the significance of meeting and feedback system in management
- CO5: Converse with MBO, QWL, Socio Technical Systems, Physical setting, conditions for OD, Re engineering and Internal Resource Persons (IRP).

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Reading:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks. All questions will carry equal marks.

## INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS

Course Code: 17IMG24GH1

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students would be able to:

- CO1: Explore contemporary knowledge and gain a conceptual understanding of industrial relations and to learn Industrial relations concepts, approaches and conflict.
- CO2: Examine the functions of trade union and their role in the context of technological changes, management values and globalization as in order to understand the present it is necessary to understand the past.
- CO3: Receive the awareness of government machinery to settlements of industrial dispute
- CO4: Discover the grievances causes and procedure which will helps to handle the situation easily by the budding managers.
- CO5: Converse with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes.

### Unit -I

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

### Unit -II

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

### Unit III

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

### Unit - IV

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

### Suggested Readings

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**Course Code: 17IMG24GH2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Identify the key HRM functions and operations;
- CO2: Explain, illustrate and reason with the key human resource management concepts;
- CO3: Compare the linkages between HRM functions and operations and organizational strategies, structures and culture;
- CO4: Exhibit behavior and performance that demonstrates enhanced competence in decision making, group leadership, oral and written communication, critical thinking, problem solving, planning, and team work.
- CO5: Apply the concept of HR Audit.

**Unit-I**

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

**Unit-II**

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

**Unit -III**

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

**Unit-IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS**  
**Course Code: 17IMG23GF1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Prepare the concepts of financial services.
- CO2: Apply different procedures as to merchant banking activities.
- CO3: Utilize the guidelines provided by various legal and regulatory framework.
- CO4: Analyze the different elements as to leasing and hire purchasing concepts.
- CO5: Assess the different trends of the leasing industry..

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Reading:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE**  
**Course Code: 17IMG23GF2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Understand the business case for a project, the scope and constraints involved in a specific opportunity.
- CO2: Describe the function in a project management environment successfully.
- CO3: Apply the skills immediately to the efficiency of the business operation.
- CO4: Describe a project life cycle and skill fully map each stage in the cycle
- CO5: Identify the resources needed for each stage, including involved stakeholders, tools and supplementary materials

**Unit -I**

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

**Unit -II**

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

**Unit -III**

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

**Unit -IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**MANAGEMENT OF BANKING AND INSURANCE**  
**Course Code: 17IMG24GF1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Outline the concepts of financial services.
- CO2: Apply different procedures as to merchant banking activities.
- CO3: Utilize the guidelines provided by various legal and regulatory frameworks.
- CO4: Analyze the different elements as to leasing and hire-purchasing concepts.
- CO5: Assess the different trends of the leasing industry.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

Organizational forms, structure and administration of life and non-life insurance companies; life and nonlife insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life (health and motor vehicle) insurance underwriting; financial management of life insurance companies

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**Course Code: 17IMG24GF2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Identify the concepts of various portfolios.
- CO2: Design the investment management and planning.
- CO3: Assess wide knowledge on equity valuation.
- CO4: Differentiate elements standard deviation and beta concepts as to securities.
- CO5: Calculate the Capital Assets pricing models and its applicability.

**Unit -I**

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

**Unit -II**

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

**Unit -III**

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

**Unit -IV**

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Essentials of Healthcare System**  
**Course Code: 17IMG23GC1**

**Course Objective:** To apprise the students of the important the dimensions of health care systems prevailing in India and abroad.

**Course Outcome:** After undergoing this course the learners will be able to make a comparison in health service system right from the grass root level to the global level. They will also be able to enrich their knowledge regarding center and state government initiatives.

**Unit-I Health and Disease**

Concept, Definitions & Dimensions of health, Wellbeing, Determinants of health, Evolution of medicine, Public Health, Health indicators, Health service philosophies, Disease & causation, Natural history of disease, Disease control & prevention, Changing patterns of disease, Disease classification and International Health (WHO, WB, UN); Medical sociology –Introduction, Sociological perspective of health, illness and healing; Institutional perspective and Organizational perspective.

**Unit II Public and Private Health Care Services in India**

Evolution of public health systems in India (ancient, colonial & post independence), Health Planning in India (Committees, Planning commission, Five year plans, National Health Policies), Public health systems in India (Center, State, District & Village level), Rural development, Corporate philosophy, Evolution and organization of private health systems in India and Current trends in private health care in India.

**Unit III Global Health Service Systems**

Introduction to the global health scenario, Health System Models: Full State provision and funding model, NHS Model, Social health insurance model, Minimal State intervention mode.

**Unit IV Population Health**

Introduction to population studies, Issues of Indian society & culture, Reproductive health, Population and Development (policies, programs & evaluation), diseases (CHD, Cancer, Diabetes & Obesity). Introduction to epidemiology (concept, terms, aims & uses), epidemiological methods, Epidemiology of communicable diseases (chicken pox, measles, diphtheria, TB, polio & HIV/AIDS) and Epidemiology of Non communicable

**Suggested Readings:**

1. K Park, Preventive and Social Medicine, Bansari Das Bhanot Publishing House.
2. Maxcy-Rosenau-Last, Public Health & Preventive Medicine, 14th Edition Ed Robert Wallace
3. Brijesh C Purohit. Health Care System in India: Towards Measuring Efficiency in Delivery of Services
4. Eugenia L. Siegler, Saeid Mira Fzali, Janice Foust, An Introduction to Hospitals and Inpatient Care
5. Leon Gordis - Textbook of epidemiology
6. Oxford text book of public health -Oxford Medical Publication
7. David Armstrong - An outline of sociology as applied to medicine
8. Morris - Uses of epidemiology
9. Barker - Practical epidemiology

**Instructions for External Examiner:**

The question paper shall be divided in two sections. Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P  
3-1-0

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

**Health Economics**  
**Course Code: 17IMG23GC2**

**Course Objective:** To acquaint the students of the important concepts and elements of micro economics applicable to health sector.

**Course Outcome:** After completion of this course the learners will be able to apply the micro economic concepts in health economics and to evaluate the medical care markets, which is the most challenging job in the present era.

**Unit I: Nature and scope of Economics**

Basic Economic Concepts - Using Economics to study Health Issues, Understanding of macroeconomic environment for making decision in our organization that provide health care ,Nature and relevance of Economics to Health and Medical care, Concept of Health- Health Determinants, Valuation & Measurement of Health Demand analysis.

**Unit II: Utility Analysis**

Laws of Demand and Supply, The Demand for Health Capital, The Demand for Medical Care, Concept of Elasticity, Cost functions, Policies to Contain Costs Supply and cost analysis

**Unit III: Demand and Supply**

Market forms- Demand and Supply of Medical and Healthcare Services, Price determination under various configurations, Indian Healthcare system - Expenditure and Allocations under Five-Year Plans, Economics of Health Policy & Planning.

**Unit IV: Analyzing Medical care Markets**

Medical Care Market Place, The competitive market Model, Market Failure in Medical Markets, Government Intervention in Medical Markets. Market for Medical Professionals and medical services, Alternative Models of Hospital Behavior- Utility Maximizing Model, Physician Control Models, Trends towards Multi Hospital Systems.  
Role of Private Sector and PPP

**Suggested Readings:**

1. Ceri J Phillips. Health Economics- An introduction for health professionals, Blackwell Publishing.
2. Venkat Raman, A., & Bjorkman, J. W. (2009). Public Private Partnership in Health Care in India. London: Routledge.
3. Clewer Ann and D Perkins. Economics for healthcare management, Prentice Hall.
4. Folland S, A.C. Goodman, and M. Stano, The economics of health & Healthcare, Prentice Hall
5. Principles of Health Economics for developing countries, The World Bank.
6. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad
7. Hirschey , Mark, Managerial Economics, Thomson Learning, Bangalore
8. Monroe, Kent B., Pricing-Making Profitable Decisions, Mac Graw-Hill, New York
9. Keat, Paul B., and Philip K.Y. Young, Managerial Economics - Economic Tools for Today's Decision Makers, Pearson Education, Delhi

**Instructions for External Examiner:** The question paper shall be divided in two sections. Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Medical and Health Laws**  
**Course Code: 17IMG24GC1**

**Course Objective:** To impart learning of the relevant provisions of important laws relating to medical and health sector enacted in India from time to time.

**Course Outcome:** After completion of this course the learners will be able to know health care rights of individuals and obligations on the part of health care service providers.

**Unit 1**

Law and establishment of hospitals- Private and Public, legal requirements under Medical Council Acts, Medical ethics, basic issues, importance- code of conduct

**Unit 2**

Transplantation of Human Organs Act, 1994  
Pre-conception and Pre-natal diagnostic techniques Act, 1994  
The Medical Termination of Pregnancy Act, 1971

**Unit 3**

Basics of Drugs and Cosmetics Act, 1940  
Consumer Protection Act, 1986  
Human Experimentation, Clinical Trials, Doctor Patient Rights under the Indian Contract Act, 1872- legal remedies available to patients

**Unit 4**

Legal Liability of Hospitals-Criminal, Civil and Tortuous, liability for negligence, absolute liability and vicarious liability,  
Confidentiality and professional secrecy,

**Suggested Readings :**

- Bare Act -Transplantation of Human Organs Act, 1994
- Bare Act -Pre-conception and Pre-natal diagnostic techniques Act, 1994
- Bare Act -The Medical Termination of Pregnancy Act, 1971
- Bare Act -Basics of Drugs and Cosmetics Act, 1940
- Bare Act -Consumer Protection Act, 1986
- Sharma R. C., Medico-legal Aspects of Patient Care, 3rd Edition, Peepee Publishers & Distributers- 2008

**Instructions for External Examiner:** The question paper shall be divided in two sections. Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

L-T-P  
3-1-0

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

**Hospital Planning**  
**Course Code: 17IMG24GC2**

**Course Objective:** To enrich the students regarding the planning and operation of hospitals in a detailed manner and the technicalities of medical record/maintenance system.

**Course Outcomes:** After completion of this course the learners will be able to know the planning of a hospital, maintenance of emergency services, day care services, surgical units and maintenance of laboratories in the hospital.

**Unit I: Introduction to Hospital Planning**

Conception of idea, formation of hospital planning team, market survey, feasibility study, selection of location, Financial planning of hospitals, Macro level planning.

Conception to commissioning- site development, architects brief working drawings and specifications, engineering drawing, equipment planning, bed distribution, space allocation, interior designing and construction of building - commissioning, shake down period.

**Unit II**

Planning for the out-patient services and emergency services, day care services planning for patient care units –Inpatient services and intensive care units Planning for surgical suites.

Planning for labor and delivery suites-LDRP suites

**Unit III**

Planning for laboratory service, blood banking and blood transfusion services, Radiological services, Mortuary services. Planning for supportive services- medical gases, HVAC, House-keeping, CSSD, Food and beverages, Safety issue in hospital building – fire safety, lighting, disaster management issues.

**Unit IV**

Medical Records: Definition, characteristics of good medical record, Medical record forms and their content, Incomplete record control, utility and functions of Medical Records, Basic knowledge of legal aspects of Medical records.

**Suggested Readings:**

1. Kunders G.D., Hospitals: Facilities Planning and Management, Tata McGraw Hill
2. Gupta Shakti Kumar, Sunil Kant, R Chandra Shekhar, Sidharth Satpathy, Modern Trends in Planning & Designing of Hospitals: Principles and Practice, Jaypee –2007
3. Charles Butler, Addison Erdman, Hospital Planning
4. Dr. Malhotra's series: Step by Step – Hospital designing & Planning, Jaypee 2007
5. Rockwell Schulz, Alton C. Johnson, Management of Hospitals & Health services: Strategic issues and performance,
6. Goel S.L., R. Kumar, Hospital Managerial Services, Volume -4
7. Kumar R & S. L. Goel, Hospital Core Services: Hospital administration in 21st century Vol 1  
Malhotra A.K, Hospital Management, , Global India Publications Pvt. Ltd, New Delhi
8. Howard S. Roland, Beatrice L Rowland, Hospital Management : A Guide to Departments.
9. Shakharkar B.M., Principles of Hospital Administration and Planning

**Instructions for External Examiner:** The question paper shall be divided in two sections. Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Data Analytics**  
**Course Code: 17IMG23GD1**

**Course outcomes**

After completing the course, students would be able to:

- *make use of business statistics for solving quantitative and qualitative business decisions*
- *understand process of problem recognition and hypothesis testing for data driven decisions*
- *use the software for conducting robust and rigorous interpretation of data*
- *examine the relationship between variables using tools of correlation, patterns, variations.*

**Unit I**

**Importing and Understanding data:** Importing, plotting, understanding and cleaning the data. Understand Univariate and multivariate, categorical and quantitative data, visual presentations of data, descriptive statistics, data tables, interpretation from graphical charts-bar plots, box plots, scatter diagrams. Hands on case study using software.

**Unit II**

**Dealing with outliers and missing data and correlation:** Identification and handling of missing values and outliers, cap and floor outliers, correct data formats, data standardization, data normalization, bin creation, adding indicator variables. Scatter graph, Pearson correlation, Spearman's correlation, Kendall's Tau (non-parametric), biserial and point biserial correlation, partial correlation, semi-partial (part) correlation, multiple correlation, warning about interpretation (causality). Hands on case study using software.

**Unit III**

**Importance of distributions,** normal distribution, central limit theorem, test for normality, basics of sampling distribution. Type 1 and Type 2 errors, Hypothesis testing- Z test and t test. Confidence interval, one tail and two tail tests. Chi square test: test of independence and test of goodness of fit. Hands on case study using software.

**Unit IV**

**Non-parametric tests and ANOVA-**Comparing two independent samples-Wilcoxon rank sum test and Mann-Whitney test, comparing two related conditions-Wilcoxon signed rank test, difference between several independent groups- Kruskal-Wallis test, difference between several related groups-Friedman's ANOVA, analysis of variance, application of one way ANOVA. Hands on case study using software.

**Suggested Readings:**

1. Levin & Rubin, Statistics for Business, Prentice Hall of India, N.Delhi.
2. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
3. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
4. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
5. Andy Field, Discovering Statistics Using SPSS, Pearson Press.
6. Damodar Gujrati, Basic Econometrics, McGraw Hill Education, 5th Edition
7. Joseph F. Hair Jr, William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, Pearson Press.

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit.

**Predictive Analytics**  
**Course Code: 17IMG23GD2**

**Course outcomes**

After completing the course, students would be able to:

- draw inferences from data and computer output and its application for business decision.
- understand the use of statistics from modelling perspective
- use regression and model fit for better decision making
- understand the use of variables and their roles in regression models

**Unit I**

**Regression:** Introduction to regression, simple regression, method of least square, goodness of fit:  $R^2$ , interpretation of regression coefficients, testing the significance of coefficients. Hands on case study using software.

**Unit II**

**Multiple regression model,** sample size in regression, estimating partial regression coefficients, testing of the model fit, interpretation of ANOVA results of regression, testing of regression coefficients, method of regression-hierarchical (block wise entry), forced entry, stepwise regression, forward pass, backward pass, Interpretation of beta values. Interpretation of computer output and report writing

**Unit III**

Assumptions of multiple regression-linearity, normality, autocorrelation, multi-co linearity-VIF and tolerance, condition index, homogeneity of variance (heteroscedasticity), regression plots, accuracy of regression modal-checking outliers, leverage and influence (case wise diagnosis). Interpretation of computer output and report writing

**Unit IV**

Curvilinear regression-method of fitting the model, checking the assumptions and interpretation of computer output. Concept of Dummy variable in regression, use of dummy variables in seasonal analysis, piecewise linear regression, interaction effect of predictive variables and interpretation of results. Interpretation of computer output and report writing

**Suggested Readings:**

1. Levin & Rubin, Statistics for Business, Prentice Hall of India, New Delhi.
2. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
3. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
4. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
5. Andy Field, Discovering Statistics Using SPSS, Pearson Press.
6. Damodar Gujrati, Basic Econometrics, McGraw Hill Education, 5th Edition
7. Joseph F. Hair Jr, William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, Pearson Press.

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**Applied Data Analytics**  
**Course Code: 17IMG24GD1**

**Course outcomes**

After completing the course, students would be able to:

- *draw inferences from data and computer output and its application for business decision.*
- *understand how data can be used for solving business decisions*
- *understand the role of General Linear Models in business decisions*
- *understand the use of variables and their roles in General Linear Models*

**Unit I**

Comparing several means: ANOVA (General linear model), Inflated error, assumption of ANOVA, running one way ANOVA, multi comparison tests-post hoc tests, Factorial ANOVA-building model graphical interpretation, assumption, post hoc tests, interaction effect, Computing ANCOVA through statistical software. Interpretation of computer output and report writing

**Unit II**

MANOVA: Concept of MANOVA –Principle of the MANOVA , assumptions of MANOVA, interpretation of MANOVA results. Interpretation of computer output and report writing

**Unit III**

Repeated measure test: Assumptions of sphericity, model building, post hoc tests, effect size, graphical interactions. Interpretation of computer output and report writing

**Unit IV**

Exploratory factor analysis: Community, factor analysis vs. principle component analysis, theory of principle component analysis, factor extraction, eigen values and scree plot, factor rotation-orthogonal and oblique rotation, sample size, saving the factor scores, reliability analysis- measures of reliability. Interpretation of computer output and report writing

**Suggested Readings:**

8. Levin & Rubin, Statistics for Business, Prentice Hall of India, New Delhi.
9. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
10. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
11. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
12. Andy Field, Discovering Statistics Using SPSS, Pearson Press.
13. Damodar Gujrati, Basic Econometrics, McGraw Hill Education, 5th Edition
14. Joseph F. Hair Jr, William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, Pearson Press.

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

**Applied Predictive Analytics**  
**Course Code: 17IMG24GD2**

**Course outcomes**

After completing the course, students would be able to:

- *understand the different algorithms to make predictions and classifications*
- *understand strength & weakness of particular supervised & unsupervised learning methods*
- *understand how data is accessed from various sources and issues involved in data acquisition*

**Unit I**

Use of Data Analytics in different industries. Understanding growth of data and methods of data access. Issues of data and privacy, regulations regarding data privacy. Introduction to big data, 4vs model, unstructured and structured data, Hadoop. Understanding Supervised and Unsupervised methods.

**Unit II**

Regression and Classification: Application of supervised learning methods for classification and regression, k-nearest neighbors, linear regression, logistic regression, discriminant analysis, support vector machines, decision trees and their applications and the use of cross-validation for model evaluation. Pros and cons of each method, model performance evaluation, effect of key parameters on the accuracy of different classification and regression models. Case study and interpretation of results.

**Unit III**

Classification Clustering: Application of unsupervised learning methods, understanding hierarchical clustering, K-means clustering, random forest: ensemble modeling, random forest algorithm, building and measuring random forest model. Neural Networks: Neural Networks & its Application, Single & Multi-Layer Neural network. Case study and interpretation of results.

**Unit IV**

**Model Evaluation and Selection:** Training, test and validation datasets, framework for model selection and evaluation, measure and understand model accuracy, accuracy for imbalanced data, binary prediction outcomes, ROC plot, confusion matrix and basic evaluation parameters, precision-recall tradeoff, over fitting and generalization, handling unbalanced data, SMOTE, bias variance trade-off, boosting, model validation, cross validation. Hands on case study using software

**Suggested Readings:**

1. Levin & Rubin, Statistics for Business, Prentice Hall of India, New Delhi.
2. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
3. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
4. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
5. Andy Field, Discovering Statistics Using SPSS, Pearson Press.
6. Damodar Gujrati, Basic Econometrics, McGraw Hill Education, 5th Edition
7. Joseph F. Hair Jr, William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, Pearson Press.

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit.



**INTERNATIONAL FINANCIAL MANAGEMENT**  
**Course Code: 17IMG24GI1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Clarify international capital and foreign exchange market
- CO2: Examine risk relating to exchange rate fluctuations and develop strategies to deal with them
- CO3: Outline the accounting components of BOP
- CO4: Categories the factors affecting International Trade flows
- CO5: Organizes the documents required for completing export and import transactions

**Unit -I**

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

**Unit -II**

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

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

**Unit -IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**INTERNATIONAL LOGISTICS**  
**Course Code: 17IMG24GI2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Develop basic understanding of the ins and outs of exports and imports, types of shipping, international laws related to logistics and transportation of goods, financial processing, and distribution channels.
- CO2: Learn discussion of terms of trade, insurance, proper packaging procedures and outcomes.
- CO3: Discuss current practices, issues, and concerns in the field of international logistic operations.
- CO4: Understanding the reason of existence of International Trade.
- CO5: Apply logistics principles in international business decisions.

**Unit -I**

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

**Unit -II**

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

**Unit -III**

Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.

**Unit -IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**BRAND MANAGEMENT**  
**Course Code: 17IMG23GM1**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Understand the importance of building brands and create a platform to systematically do branding for a product or service;
- CO2: Have a clearer understanding of new product planning and competitor analysis;
- CO3: Understand of basic concepts of brand management;
- CO4: Understand of brand extensions and strategies.

**Unit-I**

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

**Unit-II**

Choosing brand elements to build brand equity; designing marketing programs to build brand equity: integrating marketing communication to build brand equity: information processing model of communication, marketing

communication options, leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events

**Unit-III**

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

**Unit-IV**

Designing and implementing branding strategies: brand-product matrix, brand hierarchy, introducing and meaning new products and brand extensions; managing brands over time: managing brands over geographic boundaries and market segments

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**CONSUMER BEHAVIOUR**  
**Course Code: 17IMG23GM2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Development in interpersonal skills pertaining to consumers  
Analyse the personal, social, psychological information of consumer
- CO2: Plan more accurately in customer centric problems

**Unit-I**

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

**Unit-II**

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

**Unit-III**

Importance of consumer knowledge; types of consumer knowledge; sources of consumer knowledge; benefits of understanding consumer knowledge; consumer beliefs; consumer feelings; consumer attitudes; consumer intentions; culture and its effect on consumer behaviour; changing values and its effect on consumer behaviour; changing values and its effect on marketing; determinants of social class; social class and consumer behaviour; importance of families and households on consumer behaviour; role behaviour and its influence on the decision process; family life cycles; changing roles of women; children and household consumer behaviour

**Unit-IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

## INTEGRATED MARKETING COMMUNICATION

Course Code: 17IMG24GM1

L-T-P  
3-1-0

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

### Course Outcomes

After completing the course students will have:

- CO1: Ability to understand various marketing cues
- CO2: Aptitude to create an communication campaign for marketing purpose
- CO3: Familiarity with various kind of media to be utilized in marketing communication
- CO4: Research aptitude to find out solution of communication needs

### Unit-I

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

### Unit-II

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

### Unit-III

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

### Unit-IV

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

### Suggested Readings:

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**SERVICE MARKETING**  
**Course Code: 17IMG24GM2**

L-T-P  
3-1-0

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

**Course Outcomes**

After completing the course students would be able to:

- CO1: Understand the concept of services, its characteristics and challenges;
- CO2: Understand the consumer behavior and consumer expectations in services;
- CO3: Have knowledge of customer perception and service recovery;
- CO4: Understand service development and design;
- CO5: Understand role of employees and customers in service delivery.

**Unit-I**

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

**Unit-II**

Customer Focus – Understanding customer needs and expectations, process of market segmentation, selecting customer portfolio, creating valued relations with customer, customer loyalty, service encounters, measuring customer satisfaction, SERVQUAL and GAP Model, handling complaints, service failure and recovery

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

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

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks question from each unit. All questions will carry equal marks.

