MBA 5-YEAR INTEGRATED PRACTICE-ORIENTED PROGRAMME (IPOP)
(Applicable w.e.f. Academic Session 2010-11 in Phase manner)

SCHEME OF EXAMINATION (REVISION: FIRST)

**SEMESTER-I**  (TOTAL MARKS: 600)

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-101</td>
<td>Conceptual Foundations of Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-102</td>
<td>Business Mathematics</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-103</td>
<td>Fundamentals of Accounting</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-104</td>
<td>Fundamentals of Sociology</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-105</td>
<td>Computer Fundamentals</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-106</td>
<td>Proficiency in English</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>

**SEMESTER-II**  (TOTAL MARKS: 600)

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-201</td>
<td>Understanding Human Behaviour</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-202</td>
<td>Business Statistics- I</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-203</td>
<td>Financial Accounting &amp; Auditing</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-204</td>
<td>Vyavharik Hindi</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-205</td>
<td>Business Laws</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-206</td>
<td>Corporate Profile Presentation</td>
<td>100</td>
</tr>
</tbody>
</table>

**SEMESTER-III**  (TOTAL MARKS: 600)

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-301</td>
<td>Environment Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-302</td>
<td>Business Statistics- II</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-303</td>
<td>Business Economics -I</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-304</td>
<td>Corporate Laws</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-305</td>
<td>Cost Accounting</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-306</td>
<td>Business Communication</td>
<td>100 (70+30)</td>
</tr>
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</table>

**SEMESTER-IV**  (TOTAL MARKS: 600)

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-401</td>
<td>Financial Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-402</td>
<td>Human Resource Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-403</td>
<td>Business Economics -II</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-404</td>
<td>Marketing Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-405</td>
<td>Business Research Methods</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-406</td>
<td>Data Base Management System</td>
<td>100 (70+30)</td>
</tr>
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**SEMESTER-V**  (TOTAL MARKS: 600)

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-501</td>
<td>Consumer Behaviour</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-502</td>
<td>Production and Operation Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-503</td>
<td>Management Accounting and Financial Analysis</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-504</td>
<td>Business Environment</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-505</td>
<td>Management Information System</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-506</td>
<td>Term Paper Presentation (Based on Corporate Training)</td>
<td>100</td>
</tr>
</tbody>
</table>
**SEMESTER-VI** (TOTAL MARKS: 600)

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-601</td>
<td>Taxation Laws</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-602</td>
<td>Entrepreneurial Development</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-603</td>
<td>Principles of Banking &amp; Insurance</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-604</td>
<td>Sales Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-605</td>
<td>International Business</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-606</td>
<td>Comprehensive Viva-Voce</td>
<td>100</td>
</tr>
</tbody>
</table>

Grand Total Marks (from I to VI Semesters): 3600

**SEMESTER-VII** (TOTAL MARKS: 700)

Compulsory Papers:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-701</td>
<td>Indian Ethos and Business Ethics</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-702</td>
<td>Organizational Behavior</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-703</td>
<td>Term Paper Presentation (Based on Corporate Training)*</td>
<td>100</td>
</tr>
</tbody>
</table>

Optional Papers:
The students are required to opt for 4 theory papers in all from specialization areas viz., Marketing, Finance and Human Resource Management by selecting two papers each from any two specialization areas. The specializations once opted will remain the same for further Semesters also and will not be changed in any case.

Marketing:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-704</td>
<td>Rural Marketing</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-705</td>
<td>Advertising Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-706</td>
<td>Logistics Management</td>
<td>100 (70+30)</td>
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</table>

Finance:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-707</td>
<td>Financial Institutions &amp; Markets</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-708</td>
<td>Multinational Financial Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-709</td>
<td>Security Analysis and Investment Management</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>

Human Resource Management:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-710</td>
<td>Human Resource Development</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-711</td>
<td>Managing Interpersonal Group Processes</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-712</td>
<td>Industrial Relations</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>

**SEMESTER-VIII** (TOTAL MARKS: 600)

Compulsory Papers:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-801</td>
<td>Business Policy and Strategic Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-802</td>
<td>Management Science</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>
Optional Papers:

The students are required to opt for 4 theory papers in all by selecting two papers each from their specialization areas.

### Marketing:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-803:</td>
<td>Services Marketing</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-804:</td>
<td>International Marketing</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-805:</td>
<td>Business Marketing</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>

### Finance:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-806:</td>
<td>Working Capital Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-807:</td>
<td>Foreign Exchange Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-808:</td>
<td>Portfolio Management</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>

### Human Resource Management:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-809:</td>
<td>Global Human Resource Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-810:</td>
<td>Labour Legislation in India</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-811:</td>
<td>Manpower Development for Technical Change</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>

**SEMESTER – IX (TOTAL MARKS: 700)**

### Compulsory Papers:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-901:</td>
<td>E-Commerce</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-902:</td>
<td>Export &amp; Import Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-903:</td>
<td>Term Paper Presentation (Based on Corporate Training) *</td>
<td>100</td>
</tr>
</tbody>
</table>

### Optional Papers:

The students are required to opt for 4 theory papers in all by selecting two papers each from their specialization areas.

### Marketing:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-904:</td>
<td>Integrated Marketing Communication</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-905:</td>
<td>Retail Marketing</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-906:</td>
<td>Marketing of Non-Profit Organization</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>

### Finance:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-907:</td>
<td>Strategic Financial Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-908:</td>
<td>Insurance Procedures and Documentation</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-909:</td>
<td>Financial Derivatives</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>
Human Resource Management:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-910</td>
<td>Counseling Skills for Managers</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-911</td>
<td>Organizational Change and Stress Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-912</td>
<td>Performance Management</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>

SEMESTER-X (TOTAL MARKS: 700)

Compulsory Papers:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-1001</td>
<td>Project Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-1002</td>
<td>Research Project</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-1003</td>
<td>Comprehensive Viva-Voce</td>
<td>100</td>
</tr>
</tbody>
</table>

Optional Papers:

The students are required to opt for 4 theory papers in all by taking two papers each from their specialization areas.

Marketing:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-1004</td>
<td>Strategic Marketing Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-1005</td>
<td>Product and Brand Management</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>

Finance:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-1006</td>
<td>Management of Financial Services</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-1007</td>
<td>Bank Management</td>
<td>100 (70+30)</td>
</tr>
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</table>

Human Resource Management:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of the Subject /Paper</th>
<th>Max. Marks (Ext.+Int.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS-1008</td>
<td>Cross Cultural Management</td>
<td>100 (70+30)</td>
</tr>
<tr>
<td>IMS-1009</td>
<td>Compensation Management</td>
<td>100 (70+30)</td>
</tr>
</tbody>
</table>

Total Marks (from I to VI Semesters): 3600
Total Marks (from VII to X Semesters): 2700
Grand Total Marks (from I to X Semesters): 6300

*Special Note about Corporate Training:

Every student shall be required to undergo 6-8 weeks corporate training after the end of 4th, 6th and 8th Semester/s in an Industrial/Commercial/Co-operative Institution in Private/Public/Co-operative/Joint Sector as approved by the Director/Head of the Institute. After completion of the training every student shall be required to prepare and submit a report within 15 days of commencement of the 5th, 7th and 9th Semester/s respectively. The students are to make presentation for the same before a Panel of Experts on the date/s as notified by the Institute. The report should comprise of 40-60 typed/printed pages, in Times New Roman, Font 12, One and Half space and in spiral binding form. The students are required to submit the training report as per the above specifications/stipulations.

Note: - The duration of Each Theory Paper will be Three Hours.
DETAILED SYLLABUS

SEMESTER – I

IMS-101: Conceptual Foundations of Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To facilitate an understanding of concepts, principles and functions of management.

Unit-I : Nature, Scope and Significance of Management; Process of Management; Management as an Art, Science and Profession; Management and Administration; Role of Managers; Principles of Management; Levels of Management.

Unit-II : Evolution of Management Thought : Classical, Neoclassical and Contingency; Contemporary Management Thinkers : Peter F. Drucker, Michael Porter and C. K. Prahlad.


Suggested Readings:

6. Prasad L.M.: Principles of Management,
IMS-102 : Business Mathematics

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To familiarize the students with a broad based knowledge of mathematics with focus on business applications.

Unit-I Theory of Sets: Meaning, Elements, Types, Presentation and Equality of Sets; Union, Intersection, Compliment and Difference of Sets; Venn Diagrams; Cartesian Product of Two Sets; Application of Set Theory.

Unit-II Matrices : Types, Properties, Addition, Multiplication, Transpose and Inverse of Matrix. Properties of Determinants; Solution of Simultaneous Linear Equations; Business Application of Matrices.

Unit-III Indices and Logarithms; Arithmetic, Geometric and Harmonic Progressions and their Business Applications; Sum of Squares and Cubes of First Natural Numbers.

Unit-IV Permutations and Combinations; Binomial Theorem

Unit-V Functions: Concept, and Types. Differential and Integral Calculus - An Introduction; Applications of derivatives

Suggested Readings:

IMS-103 : Fundamentals of Accounting

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To develop conceptual understanding of the fundamentals of financial accounting system.

Unit-I : Accounting: Nature, Scope, Functions and Limitations, Types of Accounting and Accounting System, Accounting Concepts and Conventions, Accounting Equation

Unit-II : Accounting Process: Journal and Ledger, Trial Balance including Rectification of Errors, Subsidiary Books.

Unit-III : Capital and Revenue, Classification of Income, Expenditure and Receipts. Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments)

Unit-IV : Depreciation: Concept, Causes, Features, Objectives and Methods. Valuation of Stock, Bank Reconciliation Statement.

Unit-V : Computer and Accounting: Role of Computer in Accounting; Flow Chart, Software Packages for Accounting, Accounting for Non- Profit Organizations.

Suggested Readings:

IMS-104 : Fundamentals of Sociology

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To familiarise the students with basic concepts and theories of sociology.

Unit-I : Introduction: Nature and Scope of Sociology; Methods of Sociology; Fundamental Concepts of Sociology; the Relationship between Man and Society.

Unit-II : Social Structure: Meaning, Elements and Types; Social Institutions and Their Functions; Social Process: Co-operation, Conflict, Competition and Assimilation.

Unit-III : Socialization and Social Action: Meaning of Socialization; Socialization as a Process of Learning; Stages and Agencies of Socialization. Social Action: Elements, Rationality of Means; Economic, Political and Religious Integration of Ends.


Unit-V : An Overview of Different Branches of Sociology. Basic Concepts of Industrial Sociology: Attitude Formation and Change. Morale Audit; Values and Norms; Power and Politics; Bureaucracy.

Suggested Readings:

1. Bhusan, Vidya: Sociology, Kitab Mahal, New Delhi, 2005
2. Sachadeva, V.B.: Introduction to Sociology
4. Mike O’Donnell: Introduction to Sociology
IMS-105 : Computer Fundamentals

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of the course is to make the students understand the basics of computer and its applications.

Unit-I : Fundamentals of Computers: Introduction to Computer, Types (Analog, Digital and Hybrid); Characteristics of Computers; Evolution of Computers (History, Generation), Basic Components of a Computer, Their Functions and Inter-relation; RAM, ROM; Computer Hardware and Software; Computer Languages; Types of Computer Systems: Personal-Micro, Mini, Mainframe and Super Computer.

Unit-II : Data Representation : Number Systems (Binary, Octal and Hexadecimal) and Their Inter-Conversions; Binary Arithmetic; Internal Data Representation; Organization of Memories; Representation of Number (Fixed-point and Floating-Point); Representation of Alphanumeric Character Codes.

Unit-III : Data Storage: Primary Storage; Secondary Storage; Input and Output Devices. Concept of Data Communication and Network Topology


Unit V : Windows: Basic Functionality; MS Office: MS Word, MS Excel, MS PowerPoint, Internet: Usage and Applications.

Suggested Readings :

IMS-106 : Proficiency in English

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit.

Course Objective: The objective of the course is make the students aware about the basics of English language and make them proficient in reading, writing, comprehension and speaking skills.

Unit I: Basic Grammar: Spotting the errors pertaining to Articles, Nouns, Pronouns, Adjectives, Adverbs, Subject Verb Concord, Active & Passive voice, Reporting Speech.

Unit II: Reading and writing skills – Paragraph Writing, Outline Development, Slogan Writing, Dialogue Writing, Comprehension Passage.

Unit III: Vocabulary, Antonyms, Synonyms, Idioms and Phrases, Words often Confused, One Word Substitution, Homonyms and Formation of words (Suffixes, Prefixes and Derivatives)

Unit IV: Introduction to Principal Components of Spoken English- Transcription, Word Accent and Intonations

Unit V: Techniques of developing proficiency in English language: Newspaper, Magazine Reading, reviewing and rewriting, Audio Visual Aids for language skill enhancement, Book Review Writing, Writing for Media and Advertising, Group Discussion, Problem Solving Exercise & Visual Interpretation

Suggested Readings:

1. Wren and Martin: High School Grammar & Composition: Sultan Chand & Sons, New Delhi

2. S.D.Sharma, Communication Skill in English:, Natraj Publishing House


SEMESTER: II

IMS-201 : Understanding Human Behaviour

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of questions to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To facilitate an understanding of human behaviour and its varied determinants.

Unit-I : Definition of Behaviour; Psychology in Historical Perspective - Behaviourism, Gestalt Psychology, Psychoanalysis; An overview of different branches of Psychology - Clinical, Industrial, Social, Experimental and Para Psychology.

Unit-II : Perception - Meaning and Significance of Perception; Perceptual Organization - Laws of Organization; Perceptual Abnormalities - Illusions & Hallucinations.


Unit-IV : Motivation - Meaning and Significance; Theories of Motivation, Emotion - Meaning; Theories; Management of Emotion; Emotional Intelligence - Meaning, Significance and Assessment; Attitude and Value: Meaning, Components, Theories of Attitudes.

Unit-V : Personality - Definition; Types, Determinants and Assessment of Personality. Theories of Personality. Self-concept, Self-Esteem, Self – Efficacy.

Suggested Readings:

3. Baren and Greenberg : Behaviour in Organisations, Pearson Education
IMS-202: Business Statistics- I

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To acquaint the students with the basics of statistical techniques and their applications to business problems.

Unit-I  Statistics: Meaning, Scope, Significance, Functions, and Limitations; Collection of Data: Types of Data, Methods of Collecting Primary Data; Sources of Secondary Data; Classification and Tabulation of Data; Organizing Numerical Data: Ordered Array, and Frequency Distribution; Cumulative and, Percentage Frequency Distributions; Bi-variate Frequency Distributions; Diagrammatic and Graphic Presentation of Data.

Unit-II  Measures of Central Tendency: Mean Median, Mode, Geometric Mean, and Harmonic Mean; Partition Values - Quartiles, Deciles, and Percentiles. Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variance, Coefficient of Variation; Measures of Skewness; and Kurtosis.

Unit-III  Correlation Analysis: Concept, Types and Significance; Karl Pearson's and Spearman's Coefficients of Correlation. Regression Analysis: Concept, and Significance, Two Lines of Regression.

Unit-IV  Multiple Correlation and Regression Analysis: Estimation of Multiple Regression Equation; Calculation of Multiple Correlation Coefficient; Time Series Analysis: Meaning, Components and Trend Analysis; Seasonal Variations.

Unit-V  Index Numbers: Meaning, Types, and Uses; Methods of constructing Index Numbers; Tests of Adequacy. Chain Index Numbers. Special Problems: Base Shifting, Splicing, and Deflation of Index Numbers. Problems in the Construction of Index Numbers; Important Index Numbers.

Suggested Readings:
1. Gupta, B. N. : Statistics (Theory & Practice); Sahitya Bhawan Publishers and Distributors (P) Ltd., Agra.
5. Gupta, S. P. : Statistical Methods; Sultan Chand and Sons, New Delhi.
IMS-203 : Financial Accounting & Auditing

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of the course is to provide advanced knowledge of accounting along with auditing procedures of corporate.

Unit- I: Concept of Partnership Firm; Partnership Deed, Accounting for partnership; Admission of new partner; Valuation of Goodwill, Sacrifice ratio, Retirement and death of a partner, Dissolution of firm.

Unit-II: Meaning, formation and types of companies; Company Accounts- Accounting for issue, forfeiture and reissue of shares. Debenture-Meaning and types of debentures, Issue of debentures, purpose of issue, Accounting for issue and redemption of debentures.

Unit-III: Final Accounts of a company- Profit and Loss Account, Balance Sheet, Managerial Remuneration, Valuation of shares.

Unit-IV: Amalgamation, Absorption and Reconstruction- Nature of purchase, purchase consideration, Accounting in the books of transferor and Transferee Company. Inter company holdings.

Unit-V: Auditing- concept, functions of an Auditor, procedure of auditing, internal control and audit, qualifications of company auditor, Auditor’s report.

Suggested Readings:

5. Prof. S. Jayapandian, ‘Accounting for Managers - effective techniques for decision making.
प्रत्येक खण्ड से सामान्यतया दो प्रश्न पूछे जायेंगे, जिन्हें से किसी एक प्रश्न का उत्तर देना होगा। प्रत्येक खण्ड के लिए 14 अंक निर्धारित हैं।

खण्ड -क
राजमारा अधिनियम, राजमारा के अध्यादेश तथा केन्द्रीय सरकार की हिंदी शिक्षा-योजना।

खण्ड -ख
पत्राचार के विविध रूप (मूल पत्र, पत्रिका, पत्रकार), अनुसंधान, अर्थसरकारी, बैंक, परियोजना, प्रयोजन, पृष्ठभूमि, अन्तर्भाषात्मक टिप्पणी, निविदा सूचना, विज्ञापन, प्रेस विज्ञापन, प्रेस नोट, प्रतिवेदन)

(क) अनुवाद : स्वरूप, प्रकृति, प्रक्रिया, वर्गीकरण, व्यावहारिक अनुवाद (प्रदत्त अंग्रेजी/हिंदी अनुक्रेण का अनुवाद), अनुवादक (आस्था अनुवाद)

(ख) पत्रन्वाण : पत्रमार्ग, प्रक्रिया और गुण

(ग) संकेतन : पत्रमार्ग, विधि और गुण

खण्ड -घ
पारिषदिक शब्दावली (मंत्रालयों, उपकरणों, निगमों, बैंकों, रेलवे-क्षेत्रों, रेडियों, तथा दूरदर्शन में प्रयुक्त पारिषदिक शब्दों और वाक्यांशों का अध्ययन)

नोट इस खण्ड के अंतर्गत विकल्प -हित 14 पारिषदिक शब्द अथवा 07 पारिषदिक वाक्यांश दिए जाएंगे, जिनमें से सभी का स्वीकृत पारिषदिक अर्थ सिखानी होगी।
खण्ड - ड.
निष्क-लेखन (निम्नलिखित विषयों में से चार-पाँच विषय दिए जायेंगे, जिनमें से लगभग 300 शब्दों पर आधारित एक निबंध किया जाएगा होगा)

1. वाणिज्य अध्ययन में हिंदी की उपयोगिता
2. उपमोक्त, बाजार और वाणिज्य
3. बैंक और वाणिज्य
4. कुल विज्ञान और वाणिज्य
5. विज्ञान और वाणिज्य
6. वाणिज्य विकास में कम्प्यूटर की भूमिका
7. श्रमिक असंतोष के उदाहरण ज़रूरी पर भ्रमण
8. जनसहकारी संसाधन का सावधानी पर भ्रमण
9. अंतरराष्ट्रीय व्यापार और अंतर्राष्ट्रीय जुड़वां-कोष
10. निजी करण को भारतीय अर्थव्यवस्था पर प्रभाव
11. वैश्विकीय और भारतीय उदाहरण
12. साहित्य
13. काठां धन
14. कर्म संकट
15. लघु उद्योगों का भविष्य

आन्तरिक गूढ़करण

संदर्भ प्राप्त
1. प्रायोजनमूलक हिंदी : राजनाथ भट्ट, हरियाणा साहित्य अकादमी, पंचकुला--2004.
2. अनुवाद विज्ञान : राजमणि शर्मा, हरियाणा साहित्य अकादमी, पंचकुला--2004.
3. प्रायोजनमूलक आलेहन और टिप्पणी : शिवाजी, राजपत्त मृदा संपा, दिल्ली --2005.
4. प्रायोजनमूलक हिंदी के छ: अध्याय, दर्शन कुमार जैन, सिप प्रकाशन, अम्बाला छवनी--1996.
IMS-205 : Business Laws

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To give an exposure to the students of some of the major commercial laws affecting business.


Unit-IV: The Negotiable Instruments Act 1881: Meaning, Characteristics and Types of Negotiable Instruments; Holder and Holder-in-due-course; Negotiation by Endorsements; Crossing of a Cheque and Dishonour of Cheque. Indian Partnership Act 1932.


Suggested Readings:

IMS-206 : Corporate Profile Presentation

Maximum Marks: 100

The students would be given an Industry/Sector/Company/Business House/Business Concept/Non-Profit Organization/Business Idea or any other Entity at the end of theory examinations of 2nd semester. During the summer vacation students would be working on the same & prepare a detailed profile in the form of a report to be submitted in hard copy along with PDF file in soft version within the first week of commencement of 3rd semester. The Report would carry 100 marks including 50 marks for class room presentation. There would be a Panel of Two Experts for evaluation of Report and Class Room Presentation to be appointed by the Director/Head of the Institute.
SEMESTER: III

IMS-301 : Environment Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To familiarise the students with some environmental issues.


Unit-II: Man and Ecosystem and Environmental Systems, Conservation and Management, Global Warming and Control Measures.

Unit-III: Eco-Friendly Business – Corporate Social Responsibility, Green Marketing, Environment Ethics, Sustainable Development.

Unit-IV: Approaches for Environmental Management – Management Based on Standards, Management Based on Best Practicable Means, Other Measures for Environment.

Unit-V: Major Provisions of the Environment (Protection) Act, 1986; Environment Audit; Role of NGO’s and other Institutions in Environment Protection.

Suggested Readings:

IMS-302 : Business Statistics- II

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with inferential statistical techniques and their applications to business problems.

Unit-I Probability Theory: Basic Concepts and Approaches; Addition and Multiplication Rules; Bayes’ Theorem. Probability Distribution: Meaning and Types; Characteristics and Applications of Binomial, Poisson and Normal Distributions.

Unit- II Sampling: Need, Significance and Methods of Sampling; Sampling and Non-sampling Errors; Law of Large Numbers; Central Limit Theorem; Large and Small Sampling Distributions.


Unit-V Role of Statistics in Quality Management: Significance and Introduction; Statistical Quality Control : Quality Control Charts for Variables, for Attributes; Acceptance Sampling.

Suggested Readings:
IMS-303 : Business economics –I

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To introduce basic concepts, analytical tools and theories of business economics.

Unit-I : Economics: Meaning, Nature and Scope; Micro & Macro Economics; Central Problems of an Economy, Economic Systems – Types and Features

Unit-II : Introduction to Business Economics: Nature and Scope of Business Economics; Decision Process; Fundamental Concepts in Business Decisions, Basic Tools in Economic Analysis, Functional Relationship Between Economic Variables, the Function; Objectives of a Firm, Baumol’s Theory and Behavioral Model, Profit Maximisation as the Goal of Corporate Firms. Limitations of Economic Theories.

Unit-III : Theory of Demand: Meaning, Law of Demand; Types of Demand; Factors Affecting Demand; Marginal Utility Analysis and Analysis of Consumer Behaviour: Cardinal and Ordinal Utility Approach; Elasticity of Demand; Measurement of Elasticity of Demand and its Implications in Decision Making Process; Introduction to Demand Forecasting - its Role, Types and Methods.

Unit-IV: Production and Cost Analysis; Meaning of Production; Production Function, Least Cost Combination of Inputs; Factor Productivity and Returns to Scale; Cost Concepts. Traditional and Modern Theory of Cost in Short and Long Run; Economies of scale

Unit-V : Market Structures and firm’s equilibrium, Concepts of Revenue, Break-Even Analysis, CVP analysis

Suggested Readings:
1. Dean, Jod: Managerial Economics, New Delhi, Prentice Hall.
IMS-304 : Corporate Laws

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this paper is to acquaint the students with major provisions of the Company Law, 1956.

Unit-I: Nature and Administration of the Companies Act, 1956; Company: Meaning, Salient Features, Types of Companies; Difference between a Company and Partnership Firm.


Unit-V: Winding of a Company; Company Secretary: Definition, Qualifications and Statutory Liabilities, Corporate Governance.

Suggested Readings:

2. Ashok K. Bagrai: Company Law, Vikas Publications New Delhi, 2005
4. Avtar Singh: Company Law
5. S.C. Kucchal: Company Law
Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of the course is to provide knowledge of basic concepts to the students in cost accounting.


Unit-II: Materials Control : Meaning, Need, Purchasing and Function of Purchase Department. Purchase Procedure. Stores Control: Maximum Level, Minimum Level, Safety Level, EOQ, Material Records, Stores Ledger, Perpetual Inventory System, Continuous Stock-taking.


Suggested Readings:

IMS-306 : Business Communication

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To develop Written and Oral Communication Skills.

Unit-I : Communication : Meaning, Objectives and Importance; Communication Process, Barriers in Communication ;Essentials of Effective Communication; Verbal and Non-Verbal Communication; Effective Listening; formal & Informal Communication; Ethical Issues in Communication.

Unit-II : Business Messages: Memo Writing, Proposal Writing, Office Orders, Office Circulars; Report Writing: Types and Formats; Persuasive Message Writing.


Unit-IV : Communication Outside the Organization: Agenda, Quotations, Tenders, Business Letters, Complaints and Follow-up Letters; Business & Group Meetings: Purpose, Types and Responsibility in Business Meetings.


Suggested Readings :

SEMESTER: IV

IMS-401 : Financial Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To familiarize the students with basics and important aspects of financial management.


Suggested Readings:
Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to familiarise the students with the basic functions and processes of Human Resource Management.

Unit-I: HRM: Historical Development, Definition, Objectives, Scope, Significance and Functions of HRM; Human Resource Planning.

Unit-II: Recruitment: Process, Sources, Methods and Techniques; Selection: Process, Tests, Interview; Placement and Induction.


Unit-IV: Compensation Management: Wages, Salaries, Incentives, Fringe Benefits, Bonus; Job Evaluation; Performance Appraisal; Potential Appraisal; Performance Management.

Unit-V: Career Planning and Development; Industrial Relations: Concept, Trade Unionism; Industrial Disputes; Grievance Handling; Workers Participation in Management. Present and future trends in HRM. Competitive challenges influencing HRM.

Suggested Readings:
1. R.S. Dwivedi: Personal Management in Indian Enterprises.
IMS-403 : Business economics – II

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To introduce basic concepts, analytical tools and theories of business economics.

UNIT-I : Product Pricing and Market Structures: Market Structures and firm’s equilibrium; Pricing under Different Types of Market Structures i.e. Perfect, Monopoly, Monopolistic and Oligopoly;

Unit-II : Pricing Strategies - Cost-Plus, Life Cycle, Transfer Pricing, Peak-Load Pricing; Administered Pricing System; Dual Pricing System; Differential Pricing System; Popular Pricing Strategies; Linear Programming and Economic Analysis

Unit-III : Factors of Production; Supply and wage determination; Recardian and Modern Theory of Rent; Theory of Interest-classical and Loanable Funds Theory, keynes’ Liquidity Preference Theory


Unit-V : Inflation; Deflation; Stagflation; Monetary & Fiscal policy : Balance of Payments; Global Economic Trends

Suggested Readings :

1. Dean, Joel: Managerial Economics, New Delhi, Prentice Hall.
IMS-404 : Marketing Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to familiarise the students with the basic concepts, functions and processes of Marketing.


Unit-III: Promotion Mix- An Introduction to Advertising, Sales Promotion, Personal Selling, Direct Marketing & Public Relations. Pricing- Objectives, Methods & Policies


Unit-V: Selected Applications: Marketing Research & Information System, Internet Marketing, Green Marketing, Network Marketing.

Suggested Readings:

IMS-405 : Business Research Methods

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

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


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

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

Unit-V Advance Techniques of Data Analysis: Factor analysis, Conjoint Analysis, Cluster Analysis & Multidimensional Scaling. Use of SPSS & Other Software’s in Research. Use of Statistical Tools such as Correlation, Regression, and Tests of Hypothesis in Research.

Suggested Readings:

IMS-406 : Data Base Management System

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To inculcate the knowledge of Data Base & their effective usage in managerial Decision making.

Unit-I Database: Concept, Objectives, Advantages, & Limitations ; Architecture of Database System; Schema, Subschema, Components of Database System.

Unit-II Logical & Physical Data Independence, Database Administration, Entity, Attributes, E-R Diagram, Entity-Relationship (One-To-One, One-To-Many, Many-To-One).

Unit-III Hierarchical, Network & Relational Data Models, Functional Dependency, Transitive Dependency, Normalization.

Unit-IV Structured Query Language(SQL), Components of SQL, Data types in SQL, Operators in SQL, DDL, DML, & DCL Commands.

Unit-V Database Security, Concurrency.

Suggested Readings:

SEMMESTER: V

IMS-501 : Consumer Behaviour

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to impart the knowledge to students regarding consumer’s behaviour and its implications for marketers.


Unit-II: Psychological Factors Affecting Consumer Behaviour: A Study of Concepts of Motivation, Personality, Perception and their Marketing Implications.

Unit-III: Psychological Factors Affecting Consumer Behavior: Learning, Self- Concept and Attitude Formation and Change and their Marketing Implications.

Cultural Influences on Consumer Behavior: Cultural Influences; a Study of Culture, Subculture and Social Class; Social and Economic Influences on Consumer Behavior.

Unit-IV: Social Influences: A Detailed Study of Reference Groups and Family Influences, Consumer Influence & The Diffusion of Innovation: Meaning of Innovation and Factors Affecting its Diffusion. Adopter Categories; Concept of Opinion Leadership


Suggested Readings:

4. Engel, James, Kollat, DT & Miniard, PW: Consumer Behaviour, Silligrade Dryden Press,
IMS-502 : Production and Operation Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The basic objective of this course is to familiarise the students one of the important functional areas of Management i.e. production.

Unit-I: Production - Definition, Nature, Scope and Importance, Production as a Functional Area of Management, production Systems - Job, Batch and Flow Production, Continuous and Intermittent Production.

Unit-II: Facility Location, and Layout: Need, Meaning, and Types of Plant Layout, Plant Layout and Material Handling, Inventory Management: Techniques of Inventory Control.

Unit-III: Production Forecasting - Concept, Importance and Methods. Production Planning and Control, Master Production Scheduling, Materials Requirement Planning.


Unit-V: Managing for Quality: Meaning of Quality, Principles, TQM, Six Sigma and Statistical Quality Control.

Suggested Readings:

1. Starr, Martin K. : Production and Operations Management, Biztantra, New Delhi, 2005
IMS-503 : Management Accounting and Financial Analysis

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this paper is to make the students capable in understanding and analyzing the financial statements so as to facilitate in managerial decision-making.


Unit-IV: Financial Analysis: Nature and tools; Ratio Analysis: Meaning and Significance, Types- Profitability ratios, Efficiency ratios, Liquidity ratios, Solvency ratios and Risk ratios; Common Size Statements and Comparative statements.

Unit-V: Cash flow statements; Management reporting: Meaning and significance, Types of reports, Principles of reporting.

References:
IMS-504 : Business Environment

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The main objective of this course is to apprise the students of Economic Policies of Government of India and to help them understand the parameters of Indian Macro Economic Environment.


Unit-III: Business Environment: Various Components; New Economic Policy & Economic Reforms; Recent Industrial Policy, Monetary Policy

Unit-IV: Union Budget and Fiscal Policy; Role of Public Sector Enterprises in Indian Economy, Concepts of Liberalization, Privatization, Globalization Disinvestment, CSR and MNC’s.


Suggested Readings:

1. Cherunilam, Francis: Business Environment, Himalaya Publishing House,
IMS-505 : Management Information System

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with Information Systems in Management.


Unit-II: System Development Life Cycle, Role of System Analyst, System Analysis And Design. IT infrastructure and platforms.

Unit-III: Telecommunications, Networks and the Internet. Role and Importance of Wireless Communication in Organizations, New trends in wireless communication.


Unit-V: Selected Topics in MIS—Managing Global Systems, E-commerce, M-commerce Ethical and Social Issues in Information Systems, Security Issues in MIS.

Suggested Readings:

IMS-506 : Term Paper Presentation
(Based on Corporate Training undergone after the 4th Semester)

Maximum Marks: 100 (Report: 50 Marks, Presentation: 50 Marks)

NOTE: The students are required to submit the Training Report within 15 days of commencement of the 5th Semester and make presentation before the Panel of Two Experts on the date/s as notified by the Institute. The reports will not be accepted after the stipulated date except under special circumstances and with the permission of Director/Head of the Institute along with a fine of Rs.500. The format of the title page and the contents of the report should be as laid down by the Institute.
SEMESTER: VI

IMS-601 : Taxation Laws

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: This paper is aimed at making the students to learn direct tax laws which in turn would help them in assessing tax liability of different entities.


Unit II: Heads Classification & Computation of Income Tax: Salaries, Income from House Property.

Unit III: Heads Classification & Computation of Income Tax: Income from Business or Profession, Capital Gains & Income from Other Sources, Aggregation of Income, Set Off & Carry Forward of Losses.

Unit IV: Deductions from Gross Total Income & Tax Liability. Rebates from Income Tax, Assessment of Individual Income Tax, Assessment of Company’s Income Tax, TDS.

Unit V: An Overview of Income Tax Authorities of India, Tax Planning and Tax Management, Money Laundering, An Introduction to Service Tax, CENVAT, VAT & GST.

Suggested Readings:
IMS-602 : Entrepreneurial Development

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts of entrepreneurship, focus areas in the development of entrepreneur.


Unit-II Influence on Entrepreneurial Development: Socio Cultural, Political, Economical and Psychological Influence on E.D., Problems Associated with Entrepreneurship in India, Role of Innovation and Creativity in Entrepreneurship.


Unit-V Small Scale Industry: Definition, Role and Problems of SSI; New Industrial Policy for SSI; Industrial Sickness: Causes, Consequences and Remedial Measures; financing of SSI.

Suggested Readings:

IMS-603 : Principles of Banking & Insurance

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this subject is to acquaint students with the contemporary issues in the banking and insurance sectors. It also imbibes knowledge of managerial issues related to life insurance and general insurance.


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

Unit-III General Insurance – Concept, Types; Public & Pvt. Sector companies in India – their products, schemes & plans.


Suggested Readings:

IMS-604: Sales Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective The main objective of this course is to acquaint students with the nature of Sales Force Management and its application in corporate sector.

Unit- I Sales Management: Concept, Objectives and Functions; Personal Selling: Concept & Importance, Classification of Sales Jobs; Buyer-Seller Dyads; Personal Selling process; Theories of selling. Sales Force Management challenges.

Unit - II Sales Planning: Importance, Approaches and Process of Sales Planning; Sales Forecasting; Sales Budgeting, Sales Organization: Purpose, Principles and Process of setting up a Sales Organization; Sales Organization Structures; Organizing for Global Sales, Determining Size of Sales Force.

Unit- III Managing the Sales Force: Recruitment, Selection, Training, Compensation, Motivating and Leading the Sales-Force; Sales Meetings and Contests.

Unit- IV Territory and Quota Management: Need, Procedure for setting up Sales Territories; Time Management; Sales Quotas: Purpose, Types of Quotas, Administration of Sales Quota.

Unit -V Control process: Analysis of Sales Volume, Cost and Profitability; Management of Sales Expenses, Evaluating Sale-Force Performance; Ethical Issues in Sales Management. Role of IT in Sales Management.

Suggested Readings:

IMS-605 : International Business

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts of international business, focus areas in the international trade and globalisation trends.


Unit-II Technology transfers-importance and types; Foreign investment: Nature, types and theories, Foreign investment flows and barriers, BOP status in India, Capital and current account convertibility, Kelkar committee recommendations.

Unit-III Environmental impact of factors in International business: Cultural, political, legal and economic. Rationale for Government intervention and control , Trade Barriers, Facilities provided by Govt. to business enterprises operating internationally.

Unit-IV Modes of entry in International business, Meaning and Types of MNE’s, Impact of MNE’s, International business strategies- Geographical, Collaborative & Control Strategy.

Unit-V International economic and business integrations- role in promoting international business, India’s relationship with WTO, NAFTA, SAFTA, EU, BRIC, BIMSTEC, IBSA.

Suggested Reading :
1. Apte, International Financial Management, TMH.
IMS-606 : Comprehensive Viva-Voce

Maximum Marks: 100

NOTE: The Viva – Voce will be based on the subjects/papers studied by the students in all the three years (from 1st to 6th Semester). It will be conducted jointly by External and Internal Examiners.
IM-S701 : Indian Ethos and Business Ethics

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of questions to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Unit- I: Business Ethics: Meaning, Nature, Scope & Purpose of Ethics; Corporate social Responsibility; Ethics and Decision Making; Ethics of Advertising and Investment Decisions.

Unit- II: Human Values: Morals, Values & Ethics; Work Ethics: Features, types & Relevance of Values; Variety of Moral Issues; Moral Dilemmas; Models of Professional Roles- Theories about Action, Custom & Religion.

Unit-III: Ethical Vision of Management- Vedantic approach, relevance of Teachings of the Gita to modern Management Methods; the Law of Karma; Conflicts resolution-lessons from Bhagwat Gita.

Unit- IV: Professional Ethics: Ethics & Religion; HRM & Ethics; Creating Work-committed cultures in Organizations; Quality of Work Life.

Unit- V: Miscellaneous Aspects of Ethics in Management: Management of Mind; Commonsense Management; Respect for Authority; Occupational Crime; Ethics & Environment; Cultivating Talents & Virtues for Excellence.

Suggested Readings:
IMS-702 : Organizational Behavior

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To familiarize the students with the basic concepts, theories and techniques in the fields of organisational design and group dynamics.


Unit-IV: Conflict: Nature and Types, Approaches to Management of Organisational Conflict; Empowerment & Participation.

Unit-V: Organisational Change and Development: Definition and Goals, Approaches to Organisational Change. Prerequisites to Organisational Development, Steps in Organisational Development, Organisational Development Works in India.

Suggested Readings:
5. Dwivedi, R.S.: Corporate Excellence: An External Search, McMillan India.
IMS-703 : Term Paper Presentation
(Based on Corporate Training undergone after the 6th Semester)

Maximum Marks: 100 (Report: 50 Marks, Presentation: 50 Marks)

NOTE: The students are required to submit the Training Report within 15 days of commencement of the 7th Semester and make presentation before the Panel of Two Experts on the date/s as notified by the Institute. The reports will not be accepted after the stipulated date except under special circumstances and with the permission of Director/Head of the Institute along with a fine of Rs.500. The format of the title page and the contents of the report should be as laid down by the Institute.
IMS-704 : Rural Marketing

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: Course objective is to acquaint students with the complexities of Marketing in Rural Areas and making them aware about Marketing of Agricultural Products.


Unit-IV Communication Mix and Rural Marketing – Media Alternatives, Profiling Customer for Promotional Campaign, Designing Communication Campaign.


Suggested Readings:
IMS-705 : Advertising Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with the role of advertising in the overall marketing effort. It also aims at helping the students to learn the concepts and skills involved in developing and testing effective advertising programmes.

Course Outline:

Unit-I: Advertising - Definition, Objectives, Functions and Classification of Advertising, Advertising in Comparison to other tools of Marketing Communication, Advertising as a Career, AIDA Concept, Consumer Behaviour & Advertising

Unit-II: Social, Economical, Ethical and Legal Aspects of Advertising; Advertising Organization: Advertising Agency- Types & Function of Advertising Agency; Functions of Advertising Department and Advertising Manager

Unit-III: Creative Strategy: Creative Process, Copy Strategy: Print Advertising- Elements & Layout, TVC (Television Commercial) Planning and Production; Source Factors; Message Factors; Advertising Appeals & Execution Styles

Unit-IV: Media planning and Strategy: Media Alternatives, Media Planning & Buying, Developing Media Strategies, Advertising Budget - Approaches and Procedure, DAGMAR Approach


Suggested Readings:

IMS-706 : Logistics Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of the course is to provide knowledge of basic concepts to the students in cost accounting.

Unit-I: Logistics Management: Concept, Importance, Sources of Competitive Advantages in Logistics,
SCM: Concept, Objectives, difference between SCM and Logistics Management,

Unit-II: Inventory Management – Concept, Inventory Planning, Inventory Management Policy,
Barriers in Internal Integration; LIS (Logistics Information System) –Concept, LIS designing,

Unit-III: Transportation: Concept, Modes, Strategy, Vehicle Scheduling , Transportation Costs in e-retailing
Warehousing: Concept, Functions, Type, and Strategies;
Storehouse: Objectives, Location, Layout & Control

Unit-IV: Organizing for Logistics. Demand forecasting, IT in SCM, Supply Chain Integration,
Barriers in Integration of Supply Chain, Supply Chain Restructuring, Selection and Motivation of Distribution Channels

Unit-V: Logistics Performance Management; Outsourcing Decision- Concept and Considerations. New trends in Distribution Management: Retail Selling, Services Distribution

Suggested Readings:

IMS-707 : Financial Institutions & Markets

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course to make the students aware about the financial system prevalent in India and the role of Institution in the financial system.

Unit-I Financial System: Nature, structure, role and functions of a financial system, Key elements of a well functioning financial system; Status and objectives, reforms and recent developments in Indian Financial System.

Unit-II RBI- functions and working, functions of NABARD, structure of Indian banking system, objectives, functions, performance of commercial banks, Regional Rural Banks and Cooperative Banks.

Unit-III Operational policies and performance of Finance Companies, Development finance institutions: ICICI, IDBI, IFCI, IIBI, SFCs, SIDBI; Non-banking finance companies, Housing finance companies.

Unit-IV Indian Securities Market: Stock Exchanges, New Issue Market, Role of SEBI Recent Developments in Indian financial security market; Mutual Fund; Depository System.

Unit-V An overview of insurance institutions in India. Money Market: meaning, significance, types; Call money market, Treasury bills market, Commercial bills market, Commercial Papers

Suggested Readings:

IMS-708 : Multinational Financial Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of questions to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The basic aim of this paper is to acquaint the students with the basic knowledge of financial management in multinational business.

Course Outline:


Unit IV International Financing: short term financing and long term financing. International Equity Investment, Euro issues, Long Term Borrowings in International Financial Markets,

Unit V International Tax management: Types of taxes, tax heavens, modes of double taxation relief, strategy. International Accounting: consolidation of financial statements. An Overview of Internal Accounting Standards

Suggested Readings:

IMS-709 : Security Analysis and Investment Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The main objective of this course is to provide an understanding of basic knowledge about the theory and practice of security analysis and investment decision-making.

Course Outlines


Unit-II: Stock Market Indices: Nifty and Sensex and their Computation. Margin requirements, security risk and return determination.

Unit-III: Fundamental analysis: economic analysis, industry analysis and company analysis. Valuation of Variable Income Securities.

Unit-IV: Bond Analysis: Features of a bond security, bond valuation, bond returns and prices, yield to maturity, term structure of interest rates, duration, risk immunization, bond trading strategies.

Unit-V: Technical Analysis: Meaning, basic assumptions & tools; Dow theory; Charts, technical trading rules; Efficient Market theory: forms and tests.

Suggested Readings:

1. V. Gangadhar, G. Babu, Investment Management, Anmol Publications
2. Dhanesh Kumar Khatri, Investment Management and Security Analysis, MacMillan
IMS-710 : Human Resource Development

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with aspect of HRD as applicable in Business enterprise.

Unit-I Introduction to HRD: Definition, Aims, Objectives and Activities of HRD. HRD Competencies, HRD Mechanisms, HRD Practices in Indian Organisations, Contribution of HRD in India


Unit-IV Career Management and Counselling : Definition and Aims of Career Management the Process of Career Management. Indian Perspective on Career Development. The Meaning and Role of Counselling. Forms of Counselling. Indian Perspective on Counselling.

Unit-V Organization Development (OD) and Empowerment: Definition and Objectives of OD. Pre-requisites to OD, Steps in OD, Meaning and Significance of Empowerment. Pre-requisites to Empowerment. Process of Empowerment. Empowerment Programs in India.

Suggested Readings:

IMS-711 : Managing Interpersonal Group Processes

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The purpose of this course is to make the students understand the intricacies of interpersonal and group processes and help the Students to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.


Unit-II: Group Performance Factors: Composition, Size, Norms, Cohesiveness; Social Loafing; Interpersonal Influence Processes: Social Facilitation, Imitation, Conformity, Obedience.

Unit-III: Interpersonal Communication in Organizations: Communication Networks in Organizations, Barriers to Effective Communication; Group Decision-making: Techniques, Errors in Group Decision-Making.


Unit-V: Competition in Organization: Consequences of Intergroup Competition, Reducing Negative Consequences of Intergroup Competition; Conflict: Nature, Level and Effects of Conflict; Managing Interpersonal and Intergroup Conflict; Negotiation in Organization, Introduction of Super Ordinate Goals.

Suggested Readings:
IMS-712 : Industrial Relations

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To help in understanding basic IR concepts and techniques for managing it effectively.

Unit-I: Nature of Industrial Relations (IR)- Old and New Versions, Dunlop Model and its Relevance for India. Key Issues and Emerging Trends in IR. Patterns of IR in India. The Role of State in IR.

Unit-II: Employers Organization: origin and growth, structure, its role in IR, Background and Role of Council of Indian Employers (CIE) in IR, Technological Change-Impact, Implications and Management.

Unit-III: Trade Unionism- History, Characteristics and Role, Measures to Strengthen Trade Unions and their Recognition issue. Role and Relevance of Trade Unions during Post- Liberalization Period in India. Emerging Trends and Leadership in Trade Unionism.

Unit-IV: Industrial Unrest-Forms, Causes and Management, Machinery for Prevention and Settlement of Dispute, Ethical Approach to IR- Code of Discipline and Gandhian Trusteeship System.


Suggested Readings:
SEMESTER: VIII

IMS-801 : Business Policy and Strategic Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The main objective of the course is to acquaint the students with various issues pertaining to strategic thinking and management.

Unit-I: Strategic Management- Meaning, Historical Development, Nature, Scope and Significance; Business Definition; Strategic Decision Making; Enterprise Strategists; Strategic Management Model; Strategic Intent- Vision, Mission and Objectives.

Unit-II: External Environmental Appraisal: Meaning, Significance and Forces. Environmental Scanning: Process and Techniques; Corporate Appraisal-Meaning; Process; Significance & Techniques; Porter’s Generic Strategies


Suggested Readings:
Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts and models of management science as applicable in Business Management.

Unit-I Management Science: basic concepts and its role in decision-making; Methodology of Management Science; models and modelling in Management Science. Linear Programming Problems: Basic Concepts and Assumptions, Problem Formulation and Solution by Graphical and Simplex Methods.

Unit-II Transportation and Assignment Problems: Formulation and Solution. Transshipment Problems. Introduction to Integer Programming Problems and Goal Programming Problems. Difference between LP and GP.

Unit-III Decision Theory: decision-making environments and decision-making under risk, and uncertainty; Decision Tree Analysis. Game Theory: two-person zero-sum games, pure strategies, mixed strategies, rule of dominance.

Unit-IV Queuing Theory: general structure, operating characteristics and performance measures of a Queuing System; Queuing Models (Single Server models only). Network Analysis in Project Management: PERT/CPM- determination of Critical Path and Floats.


Suggested Readings:
IMS-803 : Services Marketing

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts of services marketing, focus areas in the services marketing.


Unit-II Services Consumer Behaviour, Designing Service Marketing Strategy, STP (Segmenting, Targeting and Positioning)-Approach in Service Sector, New Service Design and Development,

Unit-III Service Demand Management, Role of Customers in Services, Role of Employees in Services, Service Quality, Gap Analysis, SERVQUAL, Customer Satisfaction and Relationship Marketing in Services

Unit-IV Services Pricing-Objectives & Approaches, Managing Physical Evidence, Integrated Marketing Communication in Services. Relationship Marketing in Services

Unit-V Delivery & Distribution of Services, Global Strategies in Services Management, Service Failure and Recovery, Role of Technology in Services, Recent Trends in Services

Suggested Readings:
4. K.Rama Mohana Rao : Services Marketing , Pearson India, 2005
IMS-804 : International Marketing

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to orient the students to the problems of international business dealing from the modern marketing point of view. Efforts will be made to deal with those aspects of marketing, which are unique to international business situations.


Unit-II: International Marketing Environment: Cultural Environment, Political Legal Environment Economic Environment for International Marketing, Consumer Behaviour in International Marketing Context


Unit-V: International promotional Strategies: Advertising, Personal Selling, Publicity & Sales Promotion Strategies, International Distribution Management: International Distribution Policy, Selecting Distribution Channels, Physical Distribution,

Suggested Readings:
IMS-805 : Business Marketing

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The main objective of this course is to acquaint students of the nature and issues of business marketing in India.

Course Outlines


Unit-II: Marketing Planning & Strategy: Opportunity Assessment & Analysis, Market Segmentation, Strategy Development, Organizational Learning; Purchase Function: Importance, Trends in Purchasing, Purchasing in Government Sector, Ethics in Purchasing,


Unit- IV Sales Management: Organizing, Directing and Evaluating the Sales Force in business markets, Channel Management: Definition, Types, Channel Design; Business Market Pricing Decisions and Pricing Policies.

Unit- V Evaluating & Controlling Business Marketing Effort; Direct Marketing- Concept, Role & importance; Use of Internet in B2B Marketing; Customer Retention and Maximization in Business Markets; Global Business Marketing

Suggested Reading:

IMS-806 : Working Capital Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with the problems of working capital management.


Unit-IV: Management of Inventories; Meaning, Types, Classification, Techniques and Tools, Costs associated with Inventory.


Suggested Readings:
IMS-807 : Foreign Exchange Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

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


Unit-II: Exchange rate: meaning, determination theories, factors affecting, flexible vs. fixed exchange rates, Exchange rate regime, Liberalized Exchange Rate Management System (LERMS), Currency Forwards.


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

Unit-V: International Monetary Systems: Historical background and structure. Foreign Exchange Control in India, RBI guidelines, Important provisions of FEMA

Suggested Readings:

IMS-808 : Portfolio Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course objective: The objective of this course is to impart the knowledge to student regarding the theory and practice of Portfolio Management.

Course Contents
Unit-I: Introduction to Portfolio and Portfolio Management, Objectives to make Portfolio, Portfolio Construction Process: Traditional and Modern approaches.


Unit-V: Portfolio Performance Evaluation: Meaning and Measures. Portfolio management Strategies, Portfolio Management Services in India

Suggested Readings:
4. Francis, JC. Investment Analysis and Management
Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective
To make students understand the different orientation needed to manage human resources internationally

Unit-I: International Human Resource Management; Objectives, Scope and Significance; Key Trends in International HRM: Equal Employment Opportunities, Affirmative Action; Challenges to IHRM.


Unit-IV: Comparative Industrial Relation System; Role of International Labor Organization and Trade Unionism. Productivity and Quality of Work Life Improvement Programme Worldwide.

Unit-V: Cross Cultural Differences and Management Implications; Culture and Organization Life; Hofstede’s Study; Cross Cultural Imperatives and Work Goals. Global Leadership and Multicultural Teams.

Suggested Readings:
IMS-810 : Labour Legislation in India

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective
The course aims at providing students good understanding of such labour laws as have major bearing on the Industrial Relations in India. The laws are to be studied with reference to its Objectives, Major Provisions and Working.

Unit-I Labour Legislation: Meaning, Need, Importance, Fundamental Principles Labour Policy in India; Growth of Labour Legislation in India

Unit-II The Industrial Disputes Act, 1947.


Unit-IV The Factories Act, 1948.

Unit-V The Workmen’s Compensation Act, 1923 and The Employee’s State Insurance Act, 1948.

Suggested Readings:

IMS-811 : Manpower Development for Technical Change

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: Recent years have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes.

Unit-I Introduction to Technology and Development; Manpower Development in the 21st Century: Environmental Context of Human Resource Development. The Emerging Profile of Human Resources.

Unit-II Changing Technology; Concept and Process of Technological Innovation; Organizational Implications of Technological Change; Human Resource Implications of Technological Change.

Unit-III Technological Implications of HRD in Organisations, HRD in Consulting Organisations, HRD in ITES, HRD in Software Companies, HRD in Government Organisations.

Unit-IV Contemporary Issues in Manpower Development: HR Audit, HR Accounting, Human Capital Development, Competency Mapping, HR Matrices, Work Life Balance

Unit-V New Issues and Trends in Manpower Training, Career Development, Executive Development, Competency Management, Performance Management, HRIS.

Suggested Readings:

4. Rastogi, P. N. : Management of Technology and Innovation, Sage, New Delhi, 1995
SEMESTER: IX

IMS-901 : E-Commerce

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of the course is to acquaint the students with the use of E-Commerce in competing markets.


Unit-III Electronic Commerce and online publishing: Online publishing Strategies – Approaches – advertising and online publishing – Digital copyrights and Electronic publishing; Intranets and Supply Chain Management: Supply Chain Management- Managing retail supply chains – supply chain application software- Internet and customer asset Management – customer asset management basics.


Unit- V E-Commerce Scenario in Indian Corporates – Usage, Infrastructural and Other Problems, Growth Prospects, Customers Attitude, Legal Aspects Pertaining to E-Commerce in India.

Suggested Readings:

IMS-902 : Export and Import Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with the conceptual and practical aspects related to export and import, such as documentation, procedures, promotional schemes, organizations and present status.

Unit-I Evolution and Concept of Export and Import. Procedure of Export and Import in India- various stages and formalities. Regulation of export and Import in India. Export and Import Management- Meaning, Features, Scope and Functions.

Unit-II Export and Import documentation- Meaning, types of documents used in Exim (Export and Import), Performa and use of key documents, like-Commercial Invoice, GR form, Letter of Credit, Bill of Exchange, Shipping Bill, Bill of Lading etc.

Unit-III Export and Import order, contract, pricing, Payment terms and methods of payment. Parties involved in exim and their functions. Quality Control and Pre-shipment Inspection.

Unit-IV Export Finance- Pre-shipment and Post Shipment Finance. Role of EXIM Bank, EPZs, EOU's, SEZs and EPCs, ECGC in Export Financing. Import financing.

Unit-V Export incentives, Risks in Export business, Export Promotion- Meaning and Significance, Institutional Infrastructure for Export Promotion in India, Legal Environment for Export Business, India’s Exim Trade and Current Trends, Problems Faced by Indian Importers and Exporters and their solutions.

Suggested Readings:
1. Aseem Kumar, Export and Import Management, Excel Books.
2. P.K. Khurana, Export Management ,
3. Varshney & Bhattacharya, International Marketing
5. T.A.S. Balagopal, Export Management, Himalaya Publishing House
IMS-903 : Term Paper Presentation
(Based on Corporate Training undergone after the 8th Semester)

Maximum Marks: 100 (Report: 50 Marks, Presentation: 50 Marks)

NOTE: The students are required to submit the Training Report within 15 days of commencement of the 9th Semester and make presentation before the Panel of Two Experts on the date/s as notified by the Institute. The reports will not be accepted after the stipulated date except under special circumstances and with the permission of Director/Head of the Institute along with a fine of Rs.500. The format of the title page and the contents of the report should be as laid down by the Institute.
IMS-904 : Integrated Marketing Communication

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with marketing communication aspects


Unit-II Advertising as a Tool of Marketing Communication, Definition, Objectives and Functions of Advertising, Social, Ethical, Economic and Legal Aspects of Advertising, Advertising Agency vs. Advertising Department, A study of 5 M’s of advertising – Mission, Money, Message, Media & Measuring Advertising Effectiveness,

Unit-III Sales Promotion: Concept, Types, Tools of sales promotion, Growth of Sales Promotion, Strategic Issues in Designing Sales Promotion Campaign.

Unit-IV Personal Selling as Tools of Integrated Marketing Communication, Qualities of good Sales People, Strategic Issues in Designing Personal Selling Program

Unit-V Direct marketing and Public Relations as Tools of Marketing Communication, Modern Tools of Direct Marketing, Developing Integrated Direct Marketing Program, Public Relations Department, Planning and Managing Public Relations.

Suggested Readings:

IMS-905  :  Retail Marketing

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course objective: The course aims at acquainting students with the concepts and marketing practices in the retailing sector and the future ahead in this sector.

Unit-I Retailing: Concept, functions, Scope & Trends in Retailing, Issues & Challenges in Organized Retailing, Retail Evolution & Growth in Indian Context, Understanding Retail Consumers.

Unit-II Retailing strategy: Process & Development, Types of Retailing Formats. Retail Location Strategy, Retail Promotion Strategy, CRM in Retailing,

Unit-III Retail Merchandising: Concept, Merchandising Planning Process, Methods of Merchandising Procurement, Retail Pricing & Evaluating Merchandising Performance.

Unit-IV Retail Marketing and Branding, Retailing & MIS, Servicing the Retail Customer, Store Management

Unit-V Store Layout, Design & Visual Merchandising, Private Labels, Retail Franchising, Category Management in Retailing, Multi-channel Retailing, Role of Technology in Retailing

Suggested Readings:-

1. Pradhan Swapna : Retailing Management - Text & Cases, 3\textsuperscript{rd} edition, 2009
3. David Gilbert: Retail Marketing Management, Pearson Education India 2\textsuperscript{nd} Edition.
5. Chetan Bajaj, Rajnish Tuli, Nidhi Srivastava : Retail Management ,Oxford Publication,1\textsuperscript{st} edition, 2005
6. Roger Cox & Paul Brittain: Retailing- an Introduction, Pearson Education India, 5\textsuperscript{th} edition, 2006
IMS-906 Marketing Of Non-Profit Organization

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To acquaint the students with the issues related to management of Non-Profit Organization, Recent Trends and Challenges with reference to Indian Conditions.

Unit-I Non Profit Sector Marketing – Concept, Importance; Developing a societal and Customer-Centric Orientation, Strategic Marketing Planning, Analyzing Beneficiary Behaviour, Analyzing Internal and External Environment affecting Non-Profit organizations,

Unit-II Market Research & MIS in Non-Profit Sector, Market Segmentation, Targeting & Positioning for Non-Profit Organization, Organizing for Implementation of Marketing Strategy, Branding in Non Profit organizations- Concept, Rationale, Strategies,

Unit-III Human Resource Management in Non-Profit Organizations, Volunteer Support & Management, Management of Offerings by Non-Profit Sector, Developing and Launching New Offerings; Pricing Decisions,

Unit-IV Distribution and Delivery Strategy, Promotional Strategy Decisions in Non-Profit organisations: Advertising, Personal Selling, Publicity & PR;

Unit- V Social Marketing; Fund Raising; Social Entrepreneurship; Education, Healthcare, Artwork Marketing; Cause-Related Marketing; Measurement, Review and Control of Marketing Programs in Non-Profit sector organisations

Suggested Readings:

1. “Strategic Marketing for Non-Profit Organizations” (Authors: Philip Kotler and Anderson Alan R.) Publisher: Prentice Hall
5. Successful Marketing Strategies for Nonprofit Organizations (Wiley Nonprofit Law, Finance and Management Series),Barry J. McLeish
IMS-907 : Strategic Financial Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The course aims at discussing the issues related to venture capitals, corporate control, corporate restructuring etc.

Unit-I Corporate level Strategy meanings and types, Shareholder value-, Measurement and Relationship between shareholder value and financial policies. Economic value Addition and market, Value addition: Concept, Significance and Calculation.

Unit-II Corporate Restructuring: Meaning and objectives, Mergers-reasons for merger, legal procedure for merger and benefits & cost of merger; Determination of swap ratios, Evaluation of merger proposal; Corporate and distress restructuring, Legal, accounting, and tax issues in merger & acquisitions; Recent developments in mergers & acquisitions process in India, Take Over Codes.

Unit-III Corporate Control: Mechanism, Buy Back of Shares, Transfer of shares voting rights of Shares, Corporate Ethics.

Unit-IV Corporate debt capacity: determination and Management, Capital expenditure decision under conditions of risk and uncertainty, dividend valuation model.

Unit-V Application of Linear Programming, Goal programming and Regression Analysis and Simulation Techniques in Financial Decision Making.

Suggested Readings:
1. Dhamodaran A. “Corporate finance ,theory and practice.” Published by; Jhon Wiley and Sons ltd, U.K
2. Hawawini G., “Finance For Non- Finance Managers”, Published by : Cenagage learning India Private limited, New Delhi
**Note:** There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

**Course Objective:**

The objective of this subject is to acquaint students with the contemporary issues, procedure and documentation in the insurance sector. It also imbibes knowledge of managerial issues related to life insurance and general insurance, claims settlement and other regulations.

**Unit-I**

Insurance and its evolution, Principles of Insurance, Classification of Insurance, Insurance vs. Assurance, Rights and Responsibilities of Insurer and Insured, Appraisal and Growth of Insurance in India

**Unit-II**

Essentials of an insurance contracts, Insurance contract vs. Wagering contract, Insurance vs. risk, Determinants of risks in Insurance, Sources of Information about the risk to be Insured, Social security vs. Insurance

**Unit-III**

Distribution channel in Insurance-Introduction, Individual Agents-Appointment, functions, code of conduct and remuneration; Eligibility, functions, code of conduct and remuneration of corporate agents and brokers, Weaknesses in Distribution channels in India and suggestions for improvements, Prerequisites for obtaining a license, conditions for license and cancellation of license.

**Unit-IV**

Life Insurance, Documentation in Life insurance contract, Claims settlement in Life Insurance, Actuarial process in India-Eligibility, functions and Duties of Actuaries, Role of Actuaries in Investment process

**Unit-V**

General Insurance, Documentation in General insurance contract, Theory of rating, role of Tariff Advisory Committee(TAC), Claims settlement in General Insurance. Insurance jurisdiction of Insurance related complaints.

**Suggested Readings:**

IMS-909 : Financial Derivatives

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The course aims at acquaint the students with concepts of the financial derivatives, issues and prospective.


Unit-III Futures Contract – Meaning, Features, Mechanism & Settlement; Margin – Types, Futures Exchange & Clearing House – Mechanism, Marking to Market, Futures in India; Swaps – Meaning, Features, Types, Mechanism; Trading Strategies relating Swaps

Unit- IV Options Contract – Meaning, Features, Types, Mechanism & Settlement; Options Pricing Models – Black Scholes Model, Binomial Model, Index Options, Barrier Option, Compound Option

Unit-V Indian vs. International Derivatives Market; SEBI Guidelines regarding derivatives, Present Status of derivatives in India. Conditions necessary to improve the Derivative Market in India.

Suggested Readings:
2. S.L. Gupta: Financial Derivatives, PHI
3. V.K. Bhalla: Investment Management (Sultan Chand & Sons)
4. Aggarwal: Financial Derivatives, PHI
5. John C. Hull: Options, Further & other Derivatives Sewrites, PHI
6. Sharpe, W.F., Investments, PHI
IMS-910 : Counseling Skills for Managers

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of questions to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

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

Unit-I Emergence & Growth of Counseling Services, Counseling Process and Application of Counseling to organizational and personal situations with a focus on performance Counseling

Unit-II Counselor – Client Relationship, Understanding Clients Behaviour developing and Terminating a Counseling Relationship & Follow Up, Assessing Clients Problems.

Unit-III Counselor’s Attitudes & Skill of Counseling, Counseling Strategies or Therapies i.e. Insight Oriented Therapies, Behaviour Therapies and Group Therapies.

Unit-IV Communications and Persuasion, Communication Strategies and References, Group and their role in Understanding Clients problem

Unit-V Motivation and Incentives requirement of Productivity, Role of Counseling in Understanding of low productivity of Indian workers, Need of Counseling Cell in the organization. Special Problems in Counseling

Suggested Readings:

5. Munre, C. A. etc.: Counselling: A Skills Approach, Methuen, 1980
IMS-911 : Organizational Change and Stress Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: This is an era of change, the business world is experiencing a lot of a change followed by stress. The course is designed to discuss how to equip organization and people for management of change and stress.

Unit-I Stress – Concept, Definition, Characteristics, Current models of stress, Emotions and interventions, Positive and negative stress

Unit-II Understanding Stress – Potential sources of stress, Consequences of stress, Managing stress, Becoming stress-fit

Unit-III Concept of Managing change- Process of organizational change, Key roles in organizational change, Culture and change, Managing resistance change, Effective implementation of change.

Unit-IV Diagnosis and intervention - Issues and concept of organizational diagnosis, Diagnostic methodology and methods (qualitative and quantitative), Intervention in organizational change, Models of organizational change.

Unit-V Organizational change and process consultation - Work redesign model, Managers as agent of change, Internal change and external change agent styles.

Suggested Readings:
1. Abad, Ahmad, et.al,: Developing Effective Organization, Sri Ram Center for Industrial Relations, New Delhi, 1980
IMS-912 : Performance Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To Acquaint the students with the concept of Performance Management.

Unit-I: Performance Management: concept, philosophy, purposes and objectives; Performance Management Vs Performance Appraisal; Strategic importance of Performance Management; Designing Performance Management System; Pillars of Performance Management.

Unit-II: Planning Performance: setting objectives, organizational and individual performance plans, role description; performance standards; special developmental assignments, setting mutual expectations and performance criteria.

Unit-III: Encouraging Performance: supervision and monitoring; communication review discussions; encouraging and mentoring development; coaching and counselling.

Unit-IV: Reviewing and Stocktaking Performance and Potential: HR inventory; stocktaking discussions; skills for Performance Management.

Unit-V: Appraising for recognition and rewards; implementing the appraisal systems, methods of appraisal; error in appraisals; conducive context for appraising, Performance Management in India.

Suggested Readings:

IMS-1001 Project Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The objective of this course is to acquaint the students with concepts of project management in managerial perspective.

Unit – I: Project Management: Concepts, Categories of project; Project Life Cycle; Tools and Techniques for a Project Management; Government Incentives to a Project. Project Ideas, Cost- Benefit Analysis of Ideas, Sources of New Project Ideas.

Unit – II Project feasibility study: Pre-Feasibility and Feasibility Study Associated with a Project Preparation; Project Analysis: A Detail Study of Market Analysis, Technical Analysis, Financial Analysis, Economic Analysis & Ecological Analysis.

Unit – III Project Planning: Meaning & Process; Project Scheduling: Meaning & Process; Techniques of Project Scheduling: Bar Charts, Network Based Scheduling –PERT & CPM, Line of Balance technique.

Unit – IV Project risk Analysis: Firm Risk & Market Risk; Project Financing in India; Assessment of Tax Burden; Project Cost Control.

Unit – V Project Controlling System: Design of Project System; Work Breakdown Structure; Project Execution Plan; Project Control System & it’s Techniques.

Suggested Readings:
IMS-1002   Research Project

Maximum Marks: 100

On the onset of IX semester the institute will assign research project topics to each student. The
students are required to finalize their research methodology during the IX semester and they are
to submit the final project report upto 15th April of the respective session/year. A student may be
permitted to submit the project report after the above mentioned date but on or before 30th April
by the director of the institute special case. The format of the title page and other contents of the
report would be standardized by the institute.

IMS-1003   Comprehensive Viva-Voce

Maximum Marks: 100

The Viva – Voce will be based on the Subjects/Papers studied by the students in their
specialization areas (from VII to X Semester). It will be conducted jointly by External and
Internal Examiners.
IMS-1004  Strategic Marketing Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The Objective of this course is to make the students aware of the major aspects of the planning and controlling of marketing operations, to execute marketing planning & control within a strategic context and to give recognition to the problem of implementation and how these problems can be overcome.


Business Strategy- Concept, Use and Recent Trends, corporate strategic decisions & their marketing implications; BCG matrix, GE Business Portfolio mix, Strategic Marketing Planning Process,

Unit-II: Environment Analysis: Understanding Market Opportunities, Sources of Sustainable Competitive Advantage; Competitive Analysis & Competitive Position; Consumer Behavior Analysis; Competing Through Superior Service & Customer Relationships


Unit-IV: Marketing Mix Strategies: Product & New Product Strategies, Distribution Strategies and Channel Management; Marketing Communication Strategies; Pricing Policies and Strategies

Unit-V: Strategic Evaluation & Control – Strategic Choice, Criteria of Choice, Implementation & Control of Marketing Strategy:

Suggested Readings:

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To acquaint the students with issues and perspective related to Branding.

Unit-I Branding: Meaning Nature & Scope, Value Creation from branding-to customer, firm & product. Challenges and Opportunities in Branding, Strategic Brand Management Process

Unit-II Creating a Brand: Various Approaches to Brand Name Creation, Brand Extensions: Concept, Types, Advantages and Disadvantages of Brand Extensions, Evaluating Brand Extension opportunities

Unit-III Brand Building Concepts: Brand Identity, Brand Image, Brand Personality, BRAND Prism, Brand Portfolio, Brand Hierarchy Levels, Brand Positioning, Branding Reinforcement and Revitalization

Unit-IV Brand Equity- Meaning, Measurement & Management: Measuring and Interpreting Brand Performance, Brand Tracking Studies, Measuring Sources of Brand Equity & Outcomes of Brand Equity: Qualitative and Quantitative Techniques,


Suggested Readings:-

3. “Marketing Management, 12th Edition” (Authors: Philip Kotler and Kevin Lane Keller) Publisher: PHI
6. “Managing Brand Equity” (Authors: Aaker, David) Publisher: Free Press.
IMS-1006  Management of Financial Services

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The course aims at discussing the detail about financial services, merchant banking operations and other related services in Indian context.

Unit-I  Financial Services: Nature, features and types; Risks in financial services; Regulatory framework of financial services; financial services available in India. Depository and custodial services.

Unit-II  Leasing Services, Hire Purchase Services. Factoring and Forfeiting Services, Credit rating services.

Unit-III  Credit Rating, Venture Capital and Mutual Funds Services, Housing Finance, Book Building Process, Plastic Money.

Unit-IV  Merchant Banking: Nature, organization. Regulation and registration of merchant banks, SEBI guidelines for merchant banks, difference between merchant banks and commercial banks. Merchant Banking Service: Management of equity issue, debenture issue,

Unit-V  Underwriting Arrangements, pricing issues, bankers to an issue, Corporate Restructuring and project financing, marketing of financial services: Marketing mix, marketing strategies and consumer behaviour in bank market.

Suggested Readings:

7. Srivasta, R.M.: Management of Indian Financial Institutions, Himalaya Publishing House, Bombay,
IMS-1007  Bank Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: This paper aims at enhancing the knowledge of the students regarding the operations of the banks.

Unit- I: Banking System in India: functions and services of banks; reserve requirements: CRR, SLR, Forex Reserves, bank fee based services; innovative products in banking; bancassurance.

Unit- II: Sources of Bank Funds: Classification of deposits, opening of accounts of various types of customers, facility of nominations, payment and collection of cheques.

Unit- III: Uses of Funds: features of bank credit, types of credit: Commercial credit & retail credits, principles of lending; secured advances: Lien, Pledge, Hypothecation, mortgage, general principles of secured advances. The credit analysis process, measurement of creditworthiness of borrowers: liquidity, profitability and solvency. Documentation in availing and sanctioning credit.

Unit- IV: Banking technology: computerization, internet, mobile and ATMs, security issues, priority sector lending; performance analysis of banks: CAMELS—an integrated scorecard for banks.

Unit- V: Risk measurement and management in banks: credit risk, interest rate risk, liquidity risk; Asset- Liability Management in banks, Basel guidelines.

Suggested Readings:

1. Varshney, P. N.: Banking Law and Practice, Sultan Chand and Sons.
3. Indian Institute of Banking and Finance, Principles of Banking, Macmillan.
4. Paul Justin, Padmalatha Suresh: Management of Banking and Financial Services, Pearson Education.
IMS-1008  Cross Cultural Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: The course aims at acquainting the students with the Basics of Multi-Cultural Management in International Business Context.

Unit- I: Culture – Definition, Nature and Importance in International Business Context; Human and Cultural Variable in Cross Culture; Cultural Diversity; Cultural Values; Hofstede’s Cultural Dimensions, Trompenaar’s Cultural Dimensions.

Unit- II: Cross Cultural Differences & Similarities in International Business Context; Cultural Shock; Organizational Culture & Diversity; Managing Multi-Culturalism and Diversity; International strategy formulation and implementation; Global Alliances

Unit- III: Cross Cultural Communication and Negotiation; Problems in International Communication; Conflict Management Techniques in International Business Context and Implications for Managers; Managing the Problems in International Communication; International negotiations: Process and Tactics.

Unit- IV: Management Decision Making and Control: Decision Making in Global Context, Control: Concept; Process and Type of Control, Control Techniques. Cross Cultural Motivation: Approaches and Significance in International Context

Unit- V: Human Resource Selection and Development across Cultures; Leadership across Cultures, Leadership Approaches in International Context.

Suggested readings

IMS-1009  Compensation Management

Maximum Marks: 100, Internal: 30, External (Theory): 70, Time: 3 Hours

Note: There will be five units in all. The number of question to be set by the examiner will be ten, in a manner that there are two questions from each unit. The students will be required to attempt five questions in all, selecting one question from each unit. There may be a case study carrying 28 marks in addition to ten questions and the students may attempt the case study in lieu of two questions.

Course Objective: To promote understanding of issues related to the Compensation of human resources & to impart skills in designing, analyzing & restructuring reward management system, policies & strategies.


Unit: II  Tools in Designing and Implementing Compensation Packages, Compensation Practices of Multinational Corporations.


Unit: IV  Job Analysis and Its Process, Job Evaluation: Definition, Importance and Methods, Skill and Competency based Evaluation


Reference Books: