

**MBA 5-YEAR INTEGRATED PRACTICE-ORIENTED PROGRAMME (IPOP)**

**Scheme of Examination (w.e.f. the Session 2016-17)**

**SEMESTER-VII (Total Marks: 750; Total Credits: 30)**

**Compulsory Papers:**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-701 : Indian Ethos and Business Ethics	100	4
IMS-702 : Organizational Behavior	100	4
IMS-703 : Summer Training Report	100	4

**Optional Papers:**

The students have the option to choose the major and minor areas of specialization from the three areas viz. Marketing, Finance and Human Resources. These areas once opted would remain same both in the fourth and fifth years of the course duration. Further, for the major area of specialization all the four papers are compulsory; whereas the students would be required to opt the first paper (IMS-704, or IMS-708, or IMS-712) of the respective area of minor specialization.

**Marketing**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-704 : Rural and Agriculture Marketing	100	4
IMS-705 : Advertising Management	100	4
IMS-706 : Logistics Management	100	4
IMS-707 : Event Management	50	2

**Finance**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-708 : Financial Institutions and Markets	100	4
IMS-709 : Multinational Financial Management	100	4
IMS-710 : Securities Market Operations	100	4
IMS- 711 : Treasury Management	50	2

**Human Resources**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-712 : Managing Interpersonal Group Processes	100	4
IMS-713 : Human Resource Development	100	4
IMS-714 : Industrial Relations	100	4
IMS-715 : Intellectual Property Rights	50	2

**SEMESTER-VIII (Total Marks: 700; Total Credits: 28)****Compulsory Papers:**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-801 : Business Policy and Strategic Management	100	4
IMS-802 : Management Science	100	4

**Elective Paper\***

50	2
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\*The students would be required to opt for any one of the elective papers offered by the Departments/Institutes within the faculty of Commerce and Management. The list of these elective papers would be provided by the Director.

**Optional Papers:**

The students would be required to opt for the same major and minor areas of specialization as was opted in the 7<sup>th</sup> Semester. Further, for the major area of specialization all the four papers are compulsory; whereas the students would be required to opt the first paper (IMS-803, or IMS-807, or IMS-811) of the respective area of minor specialization.

**Marketing**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-803 : Services Marketing	100	4
IMS-804 : International Marketing	100	4
IMS-805 : Business Marketing	100	4
IMS-806 : Direct and Interactive Marketing	50	2

**Finance**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-807 : Working Capital Management	100	4
IMS-808 : Foreign Exchange Management	100	4
IMS-809 : Strategic Financial Management	100	4
IMS-810 : Corporate Governance	50	2

**Human Resources**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-811 : Labour Legislation in India	100	4
IMS-812 : Global Human Resource Management	100	4
IMS-813 : Training & Manpower Development	100	4
IMS-814 : Building Learning Organizations	50	2

**Note:** Every student shall be required to undergo 6-8 weeks' summer training after the end of 8<sup>th</sup> Semester in an Industrial/Commercial/Service Organization in Private/Public/Co-operative/Joint Sector as approved by the Director. After the completion of the training every student shall be required to prepare and submit a report within 15 days of commencement of the 9<sup>th</sup> Semester. The students are required to make presentation of the report before a panel of experts on the date/s as notified by the Director.

**SEMESTER-IX (Total Marks: 750; Total Credits: 30)****Compulsory Papers:**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-901 : E-Commerce	100	4
IMS-902 : Export and Import Management	100	4
IMS-903 : Summer Training Report	100	4

**Optional Papers:**

The students would be required to opt for the same major and minor areas of specialization as was opted in the 7<sup>th</sup> Semester. Further, for the major area of specialization all the four papers are compulsory; whereas the students would be required to opt the first paper (IMS-904, or IMS-908, or IMS-912) of the respective area of minor specialization.

**Marketing**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-904 : Integrated Marketing Communication	100	4
IMS-905 : Retail Marketing	100	4
IMS-906 : Social Media Marketing	100	4
IMS-907 : Customer Relationship Management	50	2

**Finance**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-908 : Security Analysis Portfolio Management	100	4
IMS-909 : Insurance Procedures and Documentation	100	4
IMS-910 : Financial Derivatives	100	4
IMS-911 : Business Analytics in Finance	50	2

**Human Resources**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-912 : Organizational Change and Stress Management	100	4
IMS-913 : Counseling Skills for Managers	100	4
IMS-914 : Performance Management	100	4
IMS-915 : Contemporary Human Resource Practices	50	2

**Note:** \*On the onset of 9<sup>th</sup> Semester the institute will assign research project topics to each student. The students would be required to finalize the synopsis of their research project during the 9<sup>th</sup> Semester by the date finalized by the Director. The research project will be evaluated in the 10<sup>th</sup> Semester. The students are required to submit the final project report upto 15<sup>th</sup> April of the respective session/year of 10<sup>th</sup> Semester. A student may be permitted to submit the project report after the above mentioned date but on or before 30<sup>th</sup> April by the Director in special case.

**SEMESTER-X (Total Marks: 600; Total Credits: 24)****Compulsory Papers:**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-1001 : Project Management	100	4
IMS-1002 : Research Project*	100	4
IMS-1003 : Comprehensive Viva-Voce	100	4

**Optional Papers:**

The students would be required to opt for the same major and minor areas of specialization as was opted in the 7<sup>th</sup> Semester. Further, for the major area of specialization both the two papers are compulsory; whereas the students would be required to opt the first paper (IMS-1004, or IMS-1006, or IMS-1008 of the respective area of minor specialization.

**Marketing**

IMS-1004 : Product and Brand Management	100	4
IMS-1005 : Strategic Marketing Management	100	4

**Finance**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-1006 : Management of Financial Services	100	4
IMS-1007 : Bank Management	100	4

**Human Resources**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-1008 : Compensation Management	100	4
IMS-1009 : Cross Cultural Management	100	4

**(From I to X Semesters, Total Marks: 6300; Total Credits: 252)**

<b>Elective Papers Offered in the Institute</b>	<b>Maximum Marks</b>	<b>Total Credits</b>
<b>EPIMS-1: Leadership and Effective Management</b>	<b>100</b>	<b>2</b>
<b>EPIMS-2 : Export Import Procedures and Finance</b>	<b>100</b>	<b>2</b>

## **IMS-601 : Taxation Laws**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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.

### **Course Content:**

- Unit I : Income Tax Act 1961 -Basic Concepts: Assessment Year, Previous Year, Person, Assesse, Income under Income Tax Act 1961,Agricultural Income, Capital Expenditure & Revenue, Residential Status, Incidence of Tax, Income Exempted from Tax.
- 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, Salient features of Goods & Services Tax (GST)

### **Suggested Readings:**

1. Lal, B. B.& Vashisht Nitin: Income Tax & Central Sales Tax- Law & Practice, Pearson Education.
2. Singhanian, Vinod K. & Singhanian Monica: Students Guide to Income tax, Taxman.
3. Mehrotra: Indian Taxation Laws, Sahitya Bahvan.
4. Ahuja, G. K.& Ravi Gupta: Systematic Approach to Income Tax
5. Lokhotia, R.N.: Corporate Tax Planning, Latest Edition, (Vision Publications, Delhi)
6. Singhanian, V.K.: Direct Tax Planning & Management, (Taxman Publication, Delhi).
7. K.C. Jain & V.K. Gaur: Taxation – Law & Practice (Kalyani Publications).

## **IMS-701 : Indian Ethos and Business Ethics**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

- 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:**

1. Anubhavananda, S. & Kumar, A.: Ethics in Management: Insights from Ancient Indian Wisdom, Anne Books India, 1<sup>st</sup> ed., 2007.
2. Suresh, J. & Raghavan, B. S.: Human Values & Professional Ethics: Values & Ethics of Profession, S. Chand Company Ltd., 3<sup>rd</sup> revised ed., 2009.
3. Ghosh, B.: Indian Ethos in Management, Vikas Publishing House Pvt. Ltd., 2<sup>nd</sup> ed. Reprint, 2009.
4. Balchandran, S. Raja K. C. R. and Nain B. K.: Ethics, Indian Ethos & Management, Shroff Publishers & Distributors Ltd., New Delhi.
5. Bowie, N. E.: Business Ethics-A Kankan Prespective, Malden, Mars, Blackwell, 1999.
6. Ruth, J. K.: International Encyclopedia of Ethics, S. Chand & Company Ltd., New Delhi, 2000.

## **IMS-702 : Organizational Behavior**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

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

Unit-I: Organisational Behaviour: Meaning, Nature, Scope and Historical Background. The Hawthorne Studies, Ahmadabad Experiment.

Unit-II: Work Motivation: Meaning and Theories of Work Motivation. Perception: Nature and importance of perception; Process of perception; Laws of perception; Perceptual Abnormalities; Perceptual distortion. Impression Management. Personality: Types and theories of personality.

Unit-III: Foundations of Group Behaviour: Definition and Types of Groups, Teams in Work Places. Leadership: Nature & Leadership Styles in Organization.

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:**

1. Davis, K.: Human Behaviour at Work: Organisational Behaviour, Tata McGraw-Hill Publishing Co. New Delhi.
2. Luthans, F. : Organisational Behaviour, McGraw-Hill Publishing Co.,New Delhi.
3. Robbins, S.P. : Organisational Behaviour, Prentice Hall of India, New Delhi.
4. Dwivedi, R.S. : Human Relations and Organisational Behaviour, Oxford & IBH Publishing Co. New Delhi.
5. Dwivedi, R.S. : Corporate Excellence: An External Search, McMillan India.
6. Schermerhorn : Managing Organisational Behaviour, et at. John Wiley & Sons, New Delhi.
7. Kreitner and Kinier : Organizational Behaviour, McGraw Hill Publishing Co.



**IMS-703 : Summer Training Report**  
**(Based on Corporate Training undergone after the 6<sup>th</sup> 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 7<sup>th</sup> 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 and Agriculture Marketing**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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-I Rural Marketing - Meaning, Nature & Characteristics; Rural vs. Urban Marketing, Rural Markets – Prospects & Potential. Rural Marketing Environment, Consumer Behaviour, Determinants of Consumer Behaviour – Rural Perspective, MR Issues in Rural Markets.
- Unit-II Segmenting, Targeting & Positioning in Rural Markets. Product Strategy for Rural Markets – Product Mix Decisions, Product Levels, Rural Product Categories, New Product Development, Packaging Mix.
- Unit-III Pricing Strategy for Rural Markets – Concept, Significance, Pricing Objectives, Pricing Strategies.
- Unit-IV Communication Mix and Rural Marketing – Media Alternatives, Profiling Customer for Promotional Campaign, Designing Communication Campaign.
- Unit-V Distribution Issues in Rural Markets – Conventional & Modern Approaches to Distribution. New Trends in Distribution,  
Role of Co-operative Institutions in Rural Marketing. Role of Financial Institutions in Rural Marketing.

**Suggested Readings:**

1. Rural Marketing, Environment, Problems & Strategies – 2<sup>nd</sup> Ed., T.P. Gopaldaswami, 2005, Vikas Publishing House, New Delhi.
2. Rural Marketing – Text & Cases – C.S.G. Krishnamacharyulu, Lalita Rama Krishnan, 2006, Pearson India Ltd., New Delhi.
3. The Rural Marketing Book, Pradeep Kashyap, Siddharatha Raut. 2007, Biztantra Publishers.
4. Rural Marketing Management, Sukhpal Singh, 2001, Vikas Publishing House, New Delhi.
5. Rural Marketing in India, K.S. Habeeb-Ur-Rahman, 2003, Himalaya Publishing House, New Delhi.
6. Rural Marketing, Awadhesh Kumar Singh, Satya Prakash Pandey, 2005, New Age Publishers, New Delhi.

## **IMS-705 : Advertising Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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
- Unit-V: Advertising Effectiveness: The Rationale of Testing; Types of Advertising Evaluation: Pretesting, Post Testing and Progress Testing, Benefits and Limitations of Advertising Evaluation. Retail Advertising, International Advertising; Trends in Advertising

### **Suggested Readings:**

1. Advertising & IMC, Tom Duncan, 2<sup>nd</sup> Edition, 2007, Tata McGraw-Hill Publishing Company
2. Advertising Principles and Practices, 6<sup>th</sup> Edition, 2003, Wells & Burnett, Pearson Education India
3. Foundations of Advertising Theory & Practice, 7<sup>th</sup> edition, 2008, Chunawalla, S.A. Sethia, K.C., HPH
4. Advertising and Promotion, 6<sup>th</sup> edition, 2006, Belch & Belch, Tata McGraw-Hill Publishing Company
5. Advertising and Promotions – An IMC Perspective, 1<sup>st</sup> Edition, 2009, Tata McGraw-Hill Publishing

## **IMS-706 : Logistics Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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:**

1. Satish C. Ailawadi, Rakesh Singh: Logistics Management, Prentice Hall of India, 1<sup>st</sup> Edition, 2005
2. Janat Shah: Supply Chain Management-Text and Cases, Pearson Education India. 2009 1<sup>st</sup> edition.
3. Tapan K. Panda, Sunil Sahadev: Sales and Distribution Management, Oxford University Press, 2008.
4. S.A.Chunawala: Sales and Distribution Management, Himalaya Publishing House, 2<sup>nd</sup> Edition, 2008.
5. Dr. S.L.Gupta: Sales and Distribution Management, Excel Books, 1<sup>st</sup> Edition, 2005.
6. Lou Pelton, David Strutton, James Lumpkin: [Marketing Channels: A Relationship Management Approach](#), 2<sup>nd</sup> Edition

**IMS-707 : Event Management**

Total Credits: 2; Maximum Marks: 50 (Internal: 15, External: 35); Time: 2 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of two marks each (one part from each unit of the syllabus). Further, two questions of five marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

Course objective: Objective of the course is to impart the managerial skills related to event management and make the students aware about the latest practices and trends in the field of event management.

Unit I Event management- Concept, Scope & Importance. Overview of the event Industry, Major stakeholders & players, Major Event categories & types, Event Characteristics, Careers in event management. Event skill sets.

Unit II Event planning & Organizing: Main issues in Event Planning, Event Planning Process, Pre-planning, Concurrent planning & Post-planning activities, Pre-planning & research for events, Event Feasibility Study.

Unit III Event planning: Venue Management, Event Decoration, Staffing, Outsourcing in Events: Catering, Decoration, Light & Sound, Audio-Visual aids, Master of Ceremony.

Unit IV Event protocols: safety, security & disaster management in context of events, Legal Compliance & Issues, Co-ordination with Regulatory Bodies.

Unit V Promotion of Events, Brief overview of Advertising & other tools of promotion for events. Budgeting for events & financial aspect.  
New trends in event management.

References:

1. Event Management, Sita Ram Singh, APH Publishing Corporation,
2. Event planning and management, Dewakar sharma, Deep & Deep Publications (2009)
3. Event Management, Lynn Van Der Wagen (Author), Brenda R. Carlos, Pearson Publications
4. A Text Book of Event Management, Logan Gaspar, Random Publications.

**IMS-708 : Financial Institutions & Markets**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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:**

1. Meera Sharma, 'Management of Financial Institutions' Prentice Hall of India, 2008.
2. L. M. Bhole, 'Financial institutions and Markets' Tata McGraw Hills,2008.
3. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education, 2008.
4. John C. Hull, 'Risk Management and Financial Institutions', Tata McGraw Hills, 2009.
5. Dr. S. Gurusamy, 'Financial Markets and Institutions' 3<sup>rd</sup> edition, Tata McGraw Hills.

## **IMS-709 : Multinational Financial Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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 I Introduction: Financial Management and Multinational Business, Multinational financial management, domestic financial management vs. multinational financial management. International investments: FDI, FII and others, Balance of Payment Status in India.
- Unit II MNC: Nature, Reasons for Growth, Problems. International Working Capital Management: cash, inventory and receivables.
- Unit III Capital Budgeting in MNC: Process and Methods. Political Risk: Types, Measurement and Management.
- 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:**

1. Shapiro Alan C.: Foundations of Multinational Financial Management, PHI, New Delhi.
2. L.H. Rade Baugh & J.S. Arpan: International Accounting and Multinational Enterprises.
3. Henning, Pigott and Scout : International Financial Management
4. Eiteman, D./K. A.I. Stonshill and Moffett, M.H.: Multinational Business Finance.
5. Keith Pilbeam: International Finance.
6. D.J. Connor and A.T. Bues: International Dimensions of Financial Management
7. Apte P.G.: International Financial Management
8. Levi, M.D.: International Finance
9. Bhalla, V.K.: International Financial Management Text and Cases,

## **IMS-710 : Securities Market Operations**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**Objective:** This course aims at giving a comprehensive understanding of stock market operations and security analysis in terms of structure, trading and settlement procedures, instruments, fundamental and technical analysis and related aspects in the area.

### **Unit-I**

**Indian Securities Market:** Market Segments, Key Indicators of Securities Market, Products and Participants, Marketing of Securities, New issue market, Book Building, Listing of securities and Recent reforms in Indian Securities Market. **Trading Membership:** Stock Brokers, NSE Membership, Surrender of Trading Membership, Authorised Persons, Sub-Brokers, Broker-Clients Relations, Investor Service Cell and Arbitration

### **Unit-II**

**Trading Mechanism:** Introduction, NEAT System, BOLT System, Market Types, Trading System Users Hierarchy, Local Database, Logging On, Log Off/Exit from the Application, NEAT Screen, Order Management, Trade Management, Auction, Limited Physical Market, Internet Broking, Wireless Application Protocol (WAP).

**Clearing, Settlement and Risk Management:** Introduction, Key Terminologies used in Clearing and Settlement Process, Transaction Cycle, Settlement Agencies, Clearing and Settlement Process, Securities and Funds Settlement, Risks in Settlement, Risk Management. Data and Report Downloads.

### **Unit-III**

**Stock Market Indices:** Meaning, Purpose and Types of Stock Market Indices. Consideration in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stock Market indices in India – BSE Sensex - Scrip selection criteria – Construction – NSE indices – S&P CNX Nifty – Scrip selection criteria

### **Unit-IV**

**Legal Framework:** SEBI (Intermediaries) Regulations, 2008. Insider trading and SEBI, SEBI (Prohibition of Fraudulent and Unfair Trade Practices Relating to Securities Market), The Depositories Act, 1996

### **Unit-V**

**Investment Avenues:** Meaning, Kinds of Investment Avenues, Objectives of investment, Process of investing through stock exchange.

### **Suggested Readings:**

1. William F. Sharpe, Gordon J.Alexander and Jeffery V.Bailey: Investments, Prentice Hall, 2002.
2. Donald E. Fischer and Ronald J.Jordan: Security Analysis and Portfolio Management, Pearson Education, 2004.



3. Charles P. Jones, Investments Analysis and Management, eighth Edition, John Wiley & Sons, 2001.
4. Prasanna Chandra, Investment Analysis and Portfolio Management, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
5. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 5/e, John Wiley & Sons, 2001.
6. Ranganatham : Investment Analysis and Portfolio Management Pearson Education.
  7. V. Gangadhar, G. Babu, Investment Management, Anmol Publications
  8. Dhanesh Kumar Khatri, Investment Management and Security Analysis, MacMillan
  9. Donald E. Fischer & Ronald J Jordon, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
  10. Sharpe William, Investments, Prentice Hall of India, New Delhi.
  11. Haugen Robert, Modern Investment Theory, Pearson Education, Indian, New Delhi.
  12. Preeti Singh, Investment Management, HPH, New Delhi.
  13. V.K. Bhalla, Investments Management, Sultan Chand & Co., New Delhi.

## **IMS: 711 Treasury Management**

Total Credits: 2; Maximum Marks: 50 (Internal: 15, External: 35); Time: 2 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of two marks each (one part from each unit of the syllabus). Further, two questions of five marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**Course Objective:** To acquire expert knowledge of practical aspects of the management and techniques of financial and treasury in India.

### **Unit-I**

Meaning, Objectives and Role of Treasury Management, Benefits and Significance of Treasury Management Function, Functions and Scope of Treasury Management, Relationship between Treasury Management and Financial Management Objectives of Treasury ii) Structure and Organization iii)

### **Unit-II**

Functions and Responsibilities of a Treasurer, Role and Responsibilities of Chief Finance Officer: Tools of Treasury Management; Internal Treasury, Controls

### **Unit-III**

Environment for Treasury Management, Role of Information Technology in treasury management

### **Unit-IV**

Cost Centre / Profit Centre, Integrated Treasury, Planning & Control, Risk Analysis, Liquidity Management - CRR / CCIL/ RTGS D), Implications of Treasury on International Banking

### **Unit-V**

Regulation, Supervision and Control of Treasury Operations, Present Status of Treasury Management in India

### **Suggested Readings:**

- Avadhani, V. A. Treasury Management in India, Himalaya Publishing House, 3<sup>rd</sup> edition,2014
- Steven M. Bragg,Treasury Management: The Practitioner's Guide
- Bagchi, S.K., Treasury Risk Management

## **IMS-712 : Managing Interpersonal Group Processes**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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-I:** Group: Nature and Meaning, Informal and Formal Groups, Stages of Group Development, Pro-social Behavior.

**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-IV:** Interpersonal Awareness and Feedback Processes: Person Perceptions, Factors Affecting Person Perception; Attributions: Kelley's Model of Attribution, Weiner's Model of Attribution; Impression Management; Feedback Process; Functions of Feedback, Sources and Process of Feedback, 360<sup>0</sup> Feedback.

**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:**

1. Bennis, W.G.: Essay in Interpersonal Dynamics. USA Dorsey Press,1979.
2. Ivancevich, John M, Konopaske, Robert and Matteson, Michael T: Organisational Behaviour and Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008.
3. Luthans, Fred: Organisational Behaviour, McGraw Hill International Edition, 2005
4. Robbins, Stephen P; Judge, Timothy A and Sanghi, Seema: Organisational Behaviour, Pearsons Education, Delhi, 2009.
5. Kolb, D; etc.: Organisational Behaviour, An Experimental Approach, Prentice Hall of India Private Limited, New Delhi, 1991.
6. Rao, VSP: Organisational Behaviour, Excel Books, 2009

## **IMS-713 : Human Resource Development**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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-II Training and Development: Definition and Significance of Training and Development. Training Needs and Objectives, Nature of Management Development. Methods and Techniques of Management Development. Evaluation of Training and Development.
- Unit-III Performance Management: the Nature and Significance of Performance Management. The Process of Performance Management. 360 Degree Feedback. 720 Degree Feedback. Monitoring and Evaluating Performance Management. Performance Appraisal/Management 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:**

1. Rao, T.V and P.F. Pereira: Recent Experiences in Human Resource Development in India.
2. Rao, T.V.:HRD in the New Economic Environment.
3. Kandula, S.R.:Strategic Human Resource Development.
4. Armstrong, M.: A Handbook of Human Resource Management Practice.
5. Dwivedi, R.S. :Human Resource Development in Indian Enterprises.

## **IMS-714 : Industrial Relations**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus..

**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.
- Unit-V: Collective Bargaining: Concept and Process, Causes for failure of Collective Bargaining, Collective Bargaining in India. Worker's Participation in Management: Meaning, Objective, Pre-requisites and forms, The Indian Schemes of Workers Participation. Participation through Quality Circles

### **Suggested Readings:**

1. Armstrong, M.A.: Handbook of Personnel Management Practice, Kogan Page Ltd, London.
2. Sharma, G.S.: Trade Union Freedoms in India, Deep &Deep Publication, Delhi.
3. Mamoria, C.B. and Mamoria,,: Dynamics of Industrial Relation, Himalaya Publishing Satish House, New Delhi.
4. Mishra, S.N.: Labour and Industrial Laws, Central Law Publications, 1997, Delhi.
5. Monappa, A.: Industrial Relations, Tata McGraw Hill Pub., New Delhi.
6. Dwivedi, R.S.:Managing Human Resources-Industrial Relations in Indian Enterprises, Galgotia Pub. Co., New Delhi.

## **IMS-715 Intellectual Property Rights**

Max Marks: 50, Total Credit: 2 External: 35 Marks Internal: 15 Marks Time: 2 Hrs

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five part of two marks each (one part from each unit of the syllabus). Further, two questions of five marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions- one compulsory question and one question from each unit of the syllabus.

**Objective:** The course is designed to introduce fundamental aspects of Intellectual Property Rights to students who are going to play a major role in development and management of innovative projects in industries.

### **Unit-I**

Intellectual Property Rights (IPRs) : An introduction and overview, Types of IPRs, need to have IPRs. IPRs in India: Genesis and Development, Legislation and Regulation of IPR in India, IPRs globally, IPRs in WTO, Some important examples of IPRs

### **Unit-II**

**Patents:** Meaning, Definition, Features of Patents, Need/Importance of getting patents, Types of Patents, Procedure to register for patent in India, conditions for expiry of Patents, Different layers (Options) of patents- National, Regional and International, Rights of patent holders, Macro economic impact of the patent system.

### **Unit-III**

**Copyrights:** Meaning, Definition, Features of Copyrights, Need/Importance of getting Copyrights, Types of Copyrights, Procedure to get copyrights in India, Conditions for expiry of copyrights, Rights and benefits to Copyrights holders. Other related rights

### **Unit-IV**

**Trademarks:** Meaning, Definition, Features of Trademarks, Need/Importance of getting Trademarks, Types of Trademarks, Procedure to protect/register for trademarks in India, Conditions for expiry of Trademarks, Rights and benefits to Trademarks holder. Well-known trademarks at present, Domain name and its relation to trademarks.

### **Unit-V**

**Industrial Designs:** Meaning, Definition, Features of Industrial Designs, Need/Importance of getting Industrial Designs, Types of Industrial Designs, Procedure to protect/register for Industrial Designs in India, Conditions for expiry of Industrial Designs, Rights and benefits to Industrial Designs holding institutions.

### **Suggested Readings:**

- P. Narayana, Patent Law, Wadhwa Publication.
- Feroz Ali Khader, The Law of Patents – with a special Focus on Pharmaceuticals in India, LexisNexis Butterworths Wadhwa, Nagpur.
- Gopalakrishnan, N.S. & T.G. Agitha, Principles of Intellectual Property (2009), Eastern Book Company, Lucknow
- P. Narayanan; Law of Copyright and Industrial Designs; Eastern law House, Delhi , 2010

**IMS-801 : Business Policy and Strategic Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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

**Unit-III:** Strategy Alternatives, Variation and Choices: Stability, Growth, Retrenchment and Combination Strategies, Strategic Alliances, Mergers, Acquisitions, Diversification, Integration, Liquidation; Corporate Portfolio Analysis; Strategic Choices Models- BCG Matrix, GE- Model, C.Hofer's Product-Market Evolution Portfolio Matrix, Shell's Directional Policy Matrix.

**Unit-IV:** Strategic Implementation: Strategy Implementation Process, Issues in Strategy Implementation: Behavioral, Functional, Operational and Functional Implementation

**Unit-V:** Strategy, Evaluation and Control - Process and Methods. Strategic Management in internet era

**Suggested Readings:**

1. Ansoff ,H. Igor: Corporate Strategy, McGraw Hill, New York.
2. Glueck ,William, et al: Strategic, Formulation and Management Action, Frank Bros & co. 7th ed.
3. Kazmi Azhar: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
1. Srivastava, R.M.: Management Policy and Strategic Management, Tata McGraw Hill, New Delhi.
5. Gerry Johnson and Kevan : Exploring Corporate Strategy Text and Cases, Scholes Prentice Hall of India, New Delhi.
6. McCarthy Daniel J.: Business Policy and Strategy, A.I.T.B.S., New Delhi.
7. Ghosh PK: Business Policy, Sultan Chand & Sons, New Delhi.

**IMS-802 : Management Science**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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.

Unit-V Markov Chains: introduction, applications and characteristics. Simulation: introduction types and steps in simulation process. Introduction to Dynamic Programming and Non-linear Programming.

**Suggested Readings:**

1. Gould, F.J. *etc*: Introduction to Management Science, Englewood Cliffs, New Jersey.
2. William J. Stevenson: Introduction to Management Science, IRWIN, Sydney, Australia.
3. J. K. Sharma: Operations Research, MacMillan India Limited, New Delhi.
4. N.D.Vohra: Quantitative Techniques in Management, Tata McGraw Hill Publishing Company Limited, New Delhi.
5. Harvey M Wagner: Principles of Operation Research with Applications to Managerial Decisions, Prentice Hall of India Private Limited, New Delhi.
6. K. Mathur and D. Solow: Management Science, Englewood Cliffs, New Jersey.



**IMS-803 : Services Marketing**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

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

- Unit-I Services – Meaning, Characteristics & Nature. Growth in Service Sector, Growth in Services Sector, Marketing of Services-Conceptual Framework, Marketing Mix in Services, Services Marketing Environment, Services Triangle
- 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:**

1. Valarie A Zeithaml, Mary Jo Bitner, Ajay Pundit: Services Marketing, Tata McGraw-hill, 4<sup>th</sup> edition , 2008
2. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee :Service Marketing, 5<sup>th</sup> Edition, 2006
3. James A.Fitzimmons : Services Management , Tata McGraw-Hill, 5<sup>th</sup> edition, 2006
4. K.Rama Mohana Rao : Services Marketing , Pearson India, 2005
4. Nimit Chowdhary, Monika Chowdhary : Marketing of Services , Macmillan India, 2005.
5. C Bhattacharjee : Services Marketing , Excel Books, 2006
6. Rajendra Nargundkar : Services Marketing , Tata McGraw-hill, 2<sup>th</sup> edition , 2006
7. Govind Apte : Services Marketing , Oxford Publication, 2004.
8. M.K. RamPal, S.L. Gupta : Service Marketing, Galgotia Publication,

## **IMS-804 : International Marketing**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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-I:** International Marketing: Meaning, Nature and Scope of International Marketing, Reasons and Motivations underlying International Business & Trade, Basic Modes of Entry, Process of Internationalization, Domestic Marketing versus International Marketing, Benefits of International Marketing.

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

**Unit-III:** International Market Segmentation: Factors Influencing International Market Segmentation, Foreign Market Entry Strategies, Assessment of Global Opportunities, International Product Policy and Strategy; Theory of International Product Life Cycle; Branding & Packaging Decisions

**Unit-IV:** International Pricing Policy & Strategy: The Process of Price Setting, Pricing Decisions, Price Strategy Alternatives, International Negotiations

**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:

1. Vern Terpestra & Ravi Sarathy : International Marketing, South Western Publishing.
2. R.L. Varshney and B. Bhattacharyya : International Marketing: An Indian Perspective, Sultan Chand & Sons, New Delhi.
3. Sak Onkvisit and John Shaw : International Marketing: Analysis and Strategy, Pearson Education, New Delhi.
4. Warren, J. Keegan : Global Marketing Management, Pearson Education, New Delhi.
5. Philip R. Cateora & John L. Graham : International Marketing, Tata McGraw-Hill Publishing Ltd., New Delhi.
6. Kirpalani V.H : International Marketing, Pearson Education, New Delhi.
7. P.K. Vasudeva : International Marketing Marketing, Excel Books, New Delhi.

## **IMS-805 : Business Marketing**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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-I: Business Marketing: Concept, Nature, Importance, Business Marketing vs. Consumer Marketing; Business Markets: Types, Nature of Demand, Organizational Buyer Behaviour
- 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-III Business Product Management: Product Life Cycle, Product Portfolios, New Product development, Innovation, Harvesting a Product, Marketing Communication in Business Marketing
- 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:**

1. Business Marketing: F Robert Dwyer, John F Tanner, Tata McGraw-Hill publishing, 3<sup>rd</sup> edition, 2006
2. Business Marketing- Text and Cases, Krishna K Havaldar, Tata McGraw-Hill publishing, 3<sup>rd</sup> edition, 2010
3. Industrial Marketing : Hory Sankar Mukherjee, Excel Books, 1<sup>st</sup> Edition, 2009
4. Business Marketing : Gross, Banting, Meredith & Ford, AITBS Publishers, 2000
5. Industrial Marketing : Robert R.Reeder, Edward G. Brierty, Betty H. Reeder, 2n edition, Prentice Hall of India.2<sup>nd</sup> edition,
6. Industrial Marketing Management : M Govindarajan, 1<sup>st</sup> edition, 2005
7. Business Marketing: [Frank Bingham](#), [Roger Gomes](#), [Patricia Knowles](#), 3<sup>rd</sup> Edition,2005,Tata McGraw-Hill publishing.

## **IMS-806 : Direct & Interactive Marketing (DIM)**

Total Credits: 2; Maximum Marks: 50 (Internal: 15, External: 35); Time: 2 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of two marks each (one part from each unit of the syllabus). Further, two questions of five marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**Course objective:** Objective of this course is to make the students knowledgeable about marketing decisions in context of direct marketing. The aim is to make the students equipped with the knowledge of direct marketing tools kit.

### Unit I

Direct & Interactive Marketing(DIM)- Concept, Nature & Scope. History and Growth of DIM. Process of DIM, Users and applications of DIM.

### Unit II

DIM and customer data base, database development, maintenance, security and enhancement. Application of database. Customer Relationship Management- Concept of Customer Value, lifetime customer value(LCV)

### Unit III

DIM and List Development, Issues in developing list and market segmentation. Value proposition and planning the marketing offer in DIM.

### Unit IV

DIM and Message strategies: copywriting and graphic execution of messages, Planning compelling messages for DIM, messages for specific Media,

### Unit V

DIM and different Print & Electronic mediums: Direct Mail, Magazine, Newspaper, Television, Telephone (including mobile) & Radio, Internet.

DIM & Customer fulfillment: Concept, Process, Options & Issues. Applications of direct marketing in B2B, Non-Profit, Political and Government Sectors.

### References:

1. Contemporary direct and interactive marketing, 2<sup>nd</sup> edition, Lisa Spiller & Martin Baier, Pearson India.
2. Direct Marketing: Strategy, Planning, Execution- Edward L. Nash
3. Successful direct marketing methods, Bob Stone
4. Ultimate guide to Direct Marketing, Al Lautenslager
5. Integrated direct marketing, Ernan Roman
6. Direct Marketing Made Easy, Malcolm Auld
7. Do-it-yourself direct marketing, Mark S. Bacon

**IMS-807 : Working Capital Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

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

Unit-I: Working Capital Management: Nature, Need, Types of Working Capital, Components of Working Capital Management, determination of Working Capital, Forecasting Working Capital Requirements.

Unit-II: Management of Cash and Marketable Securities: Motives for Holding Cash, Factors Determining Cash Needs, Issues in Management of Cash, Types of Marketable Securities, Cash Management Models.

Unit-III: Management of Receivables: Nature of Receivables, Cost of Maintaining Receivables, Factors Affecting Size of Receivables, Policies for Managing Accounts Receivables, Determination of Credit Policy and Credit Standards. Credit Evaluation of Customers.

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

Unit-V: Measurement and Determinants of Liquidity, Management of Current Liabilities. Sources of Working Capital, Pattern of Working Capital Management in India with special reference to Government Policies.

**Suggested Readings:**

1. Hampton J. John: Financial Decision Making Concepts, Problems and Cases.
2. Brigham, Eugene F.: Fundamentals of Financial Management, Harcourt Asia Pvt. Ltd., Singapore.
3. Wright: Financial Management.
4. Block and Hurt: Foundations of Financial Management.
5. K.M. Upadhyaya: Financial Management.
6. I.M. Panday: Financial Management, Vikas Publishing House, New Delhi.
7. Prassana Chandra: Financial Management, Tata McGraw-Hill, New Delhi.
8. Bhalla VK: Working Capital Management, Himalaya Publishing House, New Delhi.

## **IMS-808 : Foreign Exchange Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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-I:** Concept of Foreign Exchange and Foreign exchange management. Foreign Exchange Market: Nature, participants and structure. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.

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

**Unit-III:** Important features and functioning of Currency Futures, Currency Options and Currency Swaps. Currency Forwards vs. Currency Futures Contracts.

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

**Unit-V:** Foreign Exchange Control in India, RBI guidelines regarding Forex, FERA vs FEMA, Important provisions of FEMA

### **Suggested Readings:**

1. Balachandran, P.: Foreign Exchange –A Manual for Managers.
2. Bhardwaj, H.P.: Foreign Exchange Hand Book.
3. Bhorali, D. and Sikidar, S.: International Financial Institution and Monetary Management.
4. Chaudhary , B.K.: Financing of Foreign Trade and Foreign Exchange.
5. Shapiro, Alan C.: Multinational Financial Management, P.H.I., New Delhi.
6. Henning, Pigott & Scott: International Financial Management.
7. Keith Pilbeam : International Finance, MacMillan India Ltd., New Delhi.
8. Apte P.G.: International Financial Management, TMH, New Delhi.
9. Chatterjee, A.K.: Principle of Foreign Exchange.
10. Saran (V): International Financial Management, PHI, New Delhi.
11. Vij (Madhu): Multinational Financial IMS., Excel Books, New Delhi.

## **IMS-809 : Strategic Financial Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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
3. Allen D : An Introduction to Strategic Financial Management, CIMA/Kogan page. London.
4. Chandra, Prasanna : Financial Management Tata McGraw Hill, Delhi.
5. Copeland, T.C.and J.F. Weston: Financial theory and Corporate policy, Addison Wesley, New York.
6. Hampton, Jone : Financial Decision Making, phi, New Delhi.
7. Hull J.C. : Options, Futures and other Derivative Securities, Prentice-Hall of India, Delhi.
8. Mattoo, P.K. : Corporate Restructuring : An Indian perspective, Macmillan, New Delhi.
9. Pandey, I.M. : Financial Management, Vikas Publications, Delhi.
10. Sudarsanam P.s. : The Essence of Mergers and Acquisitions, Prentice Hall of India, Delhi.
11. Yan Home J.C. and J.M. Wachowicz Jr. Fundamentals of Financial Management, Prentice Hall, Delhi.

## **IMS- 810 : Corporate Governance**

Total Credits: 2; Maximum Marks: 50 (Internal: 15, External: 35); Time: 2 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of two marks each (one part from each unit of the syllabus). Further, two questions of five marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**Course Objective:** To attain theoretical and practical knowledge of important aspects related to corporate governance in India. In addition latest developments in this area are also covered in this course.

Meaning,

### **Unit-I**

**Corporate Governance:** Meaning, Definition, Features and Objectives. Benefits and Limitations of Corporate Governance. Landmarks in Emergence of Corporate Governance

### **Unit-II**

Governance of Financial Organizations & PSU's, Organizational patterns of PSU's, Powers of PSU Boards

### **Unit-III**

Corporate Misconduct & Mis-governance, Reasons for Corporate Misconduct, Whistle Blower's Protection, Factors Responsible for Obstructing Effective Corporate Governance Practices

### **Unit-IV**

Corporate Governance Rating • Standard & Poor's Corporate Governance Scores • Corporate Governance Rating Methodology (CRISIL)

### **Unit-V**

Governance issues in Entrepreneurial Firms, Unique issues among entrepreneurial forms, Choosing Board of Directors and Venture capitalists, Role of venture capitalists.

### **Suggested Readings:**

1. R.A.G. Monks and N. Minow, Corporate Governance (3rd edition) (Blackwell Publishing 2004)
2. K. Ferber, Corporation Law (Prentice-Hall 2002)
3. S. Watkins and M. Swartz, Power Failure: The Inside Story of the Collapse of Enron
4. Harvard Business School case #9-802-125 Note on the Tax and Accounting Treatment of Restricted Stock Awards, Nonqualified Stock Options, and Incentive Stock Options and the Securities Laws Applicable Thereto
5. HBS case #9-801-202 Richard Spellman (A) and (B)
6. HBS case #9-803-200 M & A Legal Context: Basic Framework for Corporate Governance
7. Bebchuk, L. A., and Z. Neeman. (2009), Investor Protection and Interest Group Politics. Review of Financial Studies
8. Faleye and Krishnan (2014), Risky Lending: Does Bank Corporate Governance Matter?
9. Behr et al. (2014), Financial Incentives and Loan Officer Behavior, Working Paper



**IMS-811 : Labour Legislation in India**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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-1 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-III Trade Union Act- 1923 and Industrial Employment (Standing Orders) Act, 1946; The Maternity Benefits Act, 1961.
- Unit-IV The Factories Act, 1948.
- Unit-V The Workmen's Compensation Act, 1923 and The Employee's State Insurance Act, 1948.

**Suggested Readings:**

1. Kapoor, N.D. : Industrial Laws, Sultan Chand & Sons, New Delhi.
2. Malik, P.K.: Industrial Law, Eastern Book Co, Lucknow.
3. Universals Labour Law Reference, Universal Law Publishing Co., Delhi.
4. Mishra S.N. & S.K. Mishra S.K. – An Introduction to Labour & Industrial Laws, Central Law Publications, Allahabad.
5. Pillai, K.M. – Labour & Industrial Laws, Allahabad Law Agency, Faridabad.

## **IMS-812 : Global Human Resource Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

### **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-II: International Human Resource Management Planning and Procurement: International Assignment and Selection Process. International Staffing Policies: Expatriate Assignments and Out Sourcing.
- Unit-III: Orientation, Training and Development Practices in IHRM. Career Planning and Career Development in HRM. Compensation Practices in MNC's.
- 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:**

1. Ashwathappa, International Human Resource Management, Tata McGraw Hill, New Delhi
2. Gupta, S. C. : International Human Resource Management, MacMillan
3. Dowling, P. J. : International Human Resource Management, Cengage, India
4. Edwards, International Human Resource Management, Pearson Education India

## **IMS-813 : Training & Manpower Development**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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 Training & Development: Concepts, Definition, Meaning, Need, Importance, Objectives, Special Issues. Concepts of Education, Training & Development: An Overview. Types of Training. Nature and Scope of Training, Training Methods.
- Unit-II Training Challenges, Forces influencing Working and Learning, Learning: Theories and Process. Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis: TNA and Training Process Design, Output of TNA, Training Design, Delivery & Evaluation.
- Unit-III Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting).
- Unit-IV Introduction to Technology and Development; Manpower Development in the 21<sup>st</sup> Century: Environmental Context of Human Resource Development. The Emerging Profile of Human Resources.  
Concept and Process of Technological Innovation; Organizational Implications of Technological Change; Human Resource Implications of Technological Change.
- Unit-V New Issues and Trends in Manpower Training, Career Development, Executive Development, Competency Management, Performance Management, HRIS.

### **Suggested Readings:**

1. Clark, Jon: Managing Innovation and Change, University of Southampton, 1995.
2. Clark, Jon: Human Resource Management and Technology Change, Sage Publications, London, 1993
3. Gambell, A and Warner, M.: New Technology, Skills and Management, Routledge, London, 1992
4. Warner, M.: New Technology and Manufacturing Management, Wiley, London, 1990.
5. Womack, J.P. etc.:The Machine That Changed the World, Maxwell Macmillan, New York, 1990.
6. Shittaker, D. H.: Managing Innovation, Cambridge University Press, Cambridge, 1990.
7. Lynton, R. Pareek, U. Training for Development. Sage Publications, New Delhi, 2012.
8. Sahu RK Management Training for Development, Excel Publication.2009.
9. Janakiram, B Training and Development, Biztantra. 2009
10. Noe, Raymond Employee Training and Development, TMH, New Delhi.2011.
11. Blanchard and Thacker Effective Training Systems, Strategies and Practices, Pearson 2005.
12. Buckley R & Caple, Jim The Theory & Practice of Training, London, Kogan Page. 1995.
13. Pepper, Allan D. Managing the Training and Development Function, Aldershot, Gower, 1984
14. Rae, L. How to Measure Training Effectiveness, Aldershot Gower, 1986.
15. Reid, M. A. Training Interventions: Managing Employee Development, 3rd ed. IPM, London, 1992.
16. Senge, P. The Fifth Discipline; The Art and Practice of the Learning organization, Century, London. 1992.

## IMS-814

## Building Learning Organisation

Total Credits: 2; Maximum Marks: 50 (Internal: 15, External: 35); Time: 2 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of two marks each (one part from each unit of the syllabus). Further, two questions of five marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**Objectives:** To develop a comprehensive framework to understand knowledge as a strategic edge in turbulent environment and To gain insight into the organisational learning processes, how they can be fostered and enhanced.

### Course Contents

**Unit-I:** Emerging Business Realities ; Why Organisations Need to Learn

**Unit-II:** Organisational Learning: A Capabilities-Based View

**Unit-III:** Learning Tools and Techniques z Systems Thinking z Benchmarking and Process Mapping

**Unit-IV:** Knowledge-based Competition; Knowledge-Creation and Acquisition Processes

**Unit-V:** Measuring Learning: The Intellectual Capital; Architecting a Learning Organisation I

### References:

- **Organizational Learning and the Learning Organization:** Developments in Theory and Practice, Mark Easterby-Smith, Luis Araujo, John Burgoyne, SAGE Publications, 1999
- Handbook of Organizational Learning and Knowledge, Meinolf Dierkes, Oxford University Press, 2001
- Measuring ROI in Learning & Development, Patti P. Phillips, Jack J. Phillips, ASTD Press, 2011
- Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management, Susan E. Jackson, Angelo DeNisi, Michael A. Hitt, Wiley Publications, 2003

the project report after the above mentioned date but on or before 30<sup>th</sup> April by the Director in special case.

**IMS-901 : E-Commerce**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

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

**Unit-I:** Introduction to E-Commerce: Definition-Forces Fueling E-Commerce- Industry framework – types – Internet Service Providers – Internet access providers – Internet Vs. Online Services; WWW: Concepts - Technology- Applications – Electronic Payment Systems: Electronic Payment Technology- Digital Cash – Electronic Check- On – line Credit Card.

**Unit-II** Electronic Commerce and Banking: Changing dynamics in the Banking Industry- Home banking Implementation approaches – Open Vs. Closed model- Management issues in online Banking. Electronic Commerce and Retailing – changing retail Industry dynamics – online retailing – Management challenges.

**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 –IV** Intranets and Corporate Finance: Financial Systems – Financial Intranets – Software modules in Financial Information System – Transaction Accounting Payment Management – Treasury and Cash Management – Human Resource Management Systems – size – structure of Financial Software Markets – The Corporate Digital Library – Intelligent Agents.

**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:**

1. Cady, D.H. and part Megregor: The Internet, BPB Pub., New Delhi.
2. Carpenter: Phil e Brands, HBS Press, Bosten, 2000.
3. Keen, Peter and Mark McDonald the E-Process Edge, Delhi, Tata McGraw-Hill, 2000.
4. Mann, Catherine, L.: Global Electronic Commerce Institute for International Economics, Washington, DC, 2000.

5. Oberi, Sundeep e. Security and you, Delhi Tata McGraw, Hill, 2001.
6. Rich, Jason r. "Starting E-Commerce Business" IDG Books, Delhi, 2000.
7. Samantha Surety: "E-business with Net Commerce Addison Wesley, Singapore, 2001.

**IMS-902 : Export and Import (EXIM) Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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.

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|----------|---|
| Unit-I   | Concept of Export and Import. Export Procedure in detail: Steps taken at Stages- Registration, Pre-shipment, Shipment and Post-shipment Stage. Various stages of Import Procedure in India. Export and Import Management- Meaning, Features, and Functions. |
| Unit-II  | Export and Import documentation- Meaning, types of documents used in Exim (Export and Import), Important Document used in EXIM: Different Certificates, Invoices and Bills.   |
| Unit-III | Methods of payment in Export. 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 Role of ECGC in Export Financing.   |
| Unit-V   | Export Promotion- Meaning and Significance, Institutional Infrastructure for Export Promotion in India, Legal Environment for Export Business, 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
4. Nelson: Import/Export, TMH,2008.
5. T.A.S. Balagopal, Export Management, Himalaya Publishing House
6. D. C. Kapoor, Export Management, Vikas Publishing House Pvt. Ltd.
7. Acharya Jain, Export Import – procedures & Documentation, Himalaya Publishing House

**IMS-903 : Summer Training Report**  
**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 9<sup>th</sup> 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**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

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

- Unit-I            Communication – Meaning, Process, Significance in Organization, Integrated Marketing Communication, Marketing Communication Mix, Nature of Different Marketing Communication tools, Consumer Behaviour Perspective.
- 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:**

1. Belch & Belch: Advertising & Promotion, Tata McGraw Hill Publishing.
2. Tom Duncan: Advertising and IMC, Tata McGraw Hill Publishing, 2<sup>nd</sup> edition, 2007.
3. Kotler Philip: Marketing Management, Prentice-Hall of India.
4. Blythe & Blythe: Marketing Communication, Pearson Education India, New Delhi.
4. John J. Burnett : Promotion Management, A.I.T.B.S. Publishers, 1<sup>st</sup> edition, 1999.
7. E. Roman :Integrated Direct Marketing.
8. Sirgy & Rahtz: Integrated marketing Communication- A Strategic Approach, Cenage Learning.



**IMS-905 : Retail Marketing**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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<sup>rd</sup> edition, 2009
2. Michael Levy & Barton A Weitz: Retailing Management, Tata McGraw-Hill Publication, 5<sup>th</sup> edition.
3. David Gilbert: Retail Marketing Management, Pearson Education India 2<sup>nd</sup> Edition.
4. Barry Berman and Joel R. Evans : Retail Management-A Strategic Approach, PHI 10<sup>th</sup> Edition.
5. Chetan Bajaj, Rajnish Tuli, Nidhi Srivastava : Retail Management ,Oxford Publication, 1<sup>st</sup> edition, 2005
6. Roger Cox & Paul Brittain: Retailing- an Introduction, Pearson Education India, 5<sup>th</sup> edition, 2006

## **IMS-906 Social Media Marketing**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**Course objective:** Objective of this course is to acquaint the students with the latest tools and practices of marketing applied in the social media. The aim is to keep the students abreast with the latest trends and practices in the field of marketing through social media.

### **Unit I**

Social Media Marketing- Concept, Nature, Role & Importance, Traditional Media vs. Social Media, Horizontal revolution. Participation as 5<sup>th</sup> 'P' of marketing, Careers in Social media.

### **Unit II**

Evolution of marketing communication with Social Orientation. Web 2.0 and its characteristics, Major zones of Social Media. Network and group influence in social media. Concept of communities and their characteristics.

### **Unit III**

Social communication & Word of Mouth Communication. Role and importance of opinion leaders. Social community, Characteristics, Social Networking sites, Branding and Social Networking. Application of marketing n the social community zone.

### **Unit IV**

Social Publishing—Concept, Channels, Content Marketing, SEO and SMO in Social Media.

### **Unit V**

Social entertainment & its marketing implications. Social commerce- concept & advantages, applications. Role & importance of social media in research. Social media measurement.

### **References:**

1. Social Media Marketing, Tracy L. Tuten, Michael R. Solomon, 2<sup>nd</sup> edition, Sage Publishing.
2. Art of social media: Power tips, Guy Kawasaki, Penguin business.
3. Art of the Start 2.0 Paperback – Guy Kawasaki, 2015 print, Penguin business.
4. Contagious: How to Build Word of Mouth in the Digital Age – 2014, Jonah Berger, Simon & Schuster UK Business.
5. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, 2016 print, Ian Dodson
6. Social Media Marketing in A Week: Create Your Successful Social Media Strategy in Just Seven Days –2013 print, Nick Smith, Hodder & Stoughton UK.

**IMS-907 : Customer Relationship Management**

Total Credits: 2; Maximum Marks: 50 (Internal: 15, External: 35); Time: 2 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of two marks each (one part from each unit of the syllabus). Further, two questions of five marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**Course objective:** Objective of this course is to impart the knowledge related to CRM impacting worldwide various corporates in terms of customer acquisition and retention.

- Unit I: CRM – Concept, Stakeholders in CRM, CRM life cycle, CRM as business strategy, CRM Process. 4 C’s of CRM process. Internal and external considerations in CRM, Significance of CRM.
- Unit II: CRM and consumer behavior, Customer insights for effective CRM, Customer Interaction Management and customer profiling. Brief overview of data warehousing & Mining. Effective Consumer grievance handling & resolution methods.
- Unit III: Customer Acquisition: Pre-requisites for effective acquisition, Consumer adoption and retention process. Retention and cross-sell analysis. Customer loyalty and loyalty programs, Enhancing relationship with channel, partners for effective CRM.
- Unit IV: CRM implementation: pre-requisites of CRM implementation & CRM implementation issues, CRM and technology: e-CRM, m-CRM, Customer Data base management in CRM.
- Unit V: CRM strategies, Latest trends in CRM, CRM practices and application in selected sectors: Banking, Financial Industry, Hospitality & Industry Retail sector.

**References:**

1. Customer Relationship Management, H Peeru Mohamed, A Sagedevan, Vikas Publishing House Private Ltd. 2002 edition.
2. Customer Relationship Management, Alok Kumar Rai, PHI Private Limited. 2008 edition.
3. Customer Relationship Management, Judith W. Kincaid, Pearson Education India. Imprint 2009.
4. Customer Relationship Management, Ed Peelen, Pearson Education India. 2009 edition.

**IMS-908 : Security Analysis and Portfolio Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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.

**Unit-I:**

**Security:** Meaning, types, security analysis, Margin requirements, security risk and return determination, Security Analysis: Macroeconomic and industry analysis and company analysis.

**Unit-II:**

**Fundamental analysis:** economic analysis, industry analysis and company analysis, Valuation of Variable Income Securities. **Technical Analysis:** Meaning, basic assumptions & tools; Dow theory; Charts, technical trading rules; Efficient Market theory: forms and tests

**Unit-III:**

**Bond Analysis:** Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management. **Equity Valuation Model:** Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, added.

**Unit-IV:**

**Portfolio Management:** Objectives to make Portfolio, Portfolio Construction Process. **Markowitz Portfolio Theory:** Statement, Assumptions, Explanation and Limitations. **Sharpe Single Index Model:** statement, assumptions, explanation and limitations.

**Unit-V:**

**Capital Asset Pricing Model (CAPM):** statement, assumptions, explanation and limitations. **Arbitrage Pricing Theory (APT):** statement, assumptions, explanation and limitations. Portfolio Revision- Meaning, Need and Constraints.

**Suggested Readings:**

1. V. Gangadhar, G. Babu, Investment Management, Anmol Publications
2. Dhanesh Kumar Khatri, Investment Management and Security Analysis, MacMillan
3. Donald E. Fischer & Ronald J Jordon, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
4. Sharpe William, Investments, Prentice Hall of India, New Delhi.
5. Haugen Robert, Modern Investment Theory, Pearson Education, Indian, New Delhi.
6. Preeti Singh, Investment Management, HPH, New Delhi.
7. V.K. Bhalla, Investments Management, Sultan Chand & Co., New Delhi.
8. Pandian: Security Analysis and Portfolio Management, Vikas Pub.House, New Delhi.

9. Fisher, Donald E. and Jordan, Ronald J. : Security Analysis and Portfolio Management, PHI of India, New Delhi.
10. Sharpe, William F. etc: Investment, PHI of India 1997, New Delhi.
11. Francis, JC. Investment Analysis and Management
12. Kevin: Portfolio Management, Prentice Hall of India, New Delhi

**IMS-909 : Insurance Procedures and Documentation**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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:**

1. Karampal, B.S.Bodla et al, 'Insurance Management-Principles and Practice', Deep & Deep Publications.
2. M.N.Mishra, 'Insurance'

3. Nalini Prave Tripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.
4. Neelam C. Gulati, 'Principles of Insurance Management', Excel Books, 2007

**IMS-910 : Financial Derivatives**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

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

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|----------|--|
| Unit-I   | Derivative: Meaning, Types, Nature, Brief History, Commodity Derivatives and Financial Derivatives, Derivative Market – Types, Structure, Participants, Recent Trends & Growth, Future Prospects.  |
| Unit-II  | The Hedging Process, Short Hedge & Long Hedge. Hedging process, Objectives & Benefits of Hedging, Forward Contracts–Meaning, Features, Types, Mechanism; Forward Market – Nature, Speculation, Arbitrage & Risk Management;                      |
| 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:**

1. Robert W. Kolb: Financial Derivatives, Blackwell Business Publishers.
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
7. George K. Chacko: Financial Derivatives, Blackwell Business Publishers.

## **IMS-911 : Business Analytics in Finance**

Total Credits: 2; Maximum Marks: 50 (Internal: 15, External: 35); Time: 2 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of two marks each (one part from each unit of the syllabus). Further, two questions of five marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**Objective:** The course is designed to gain insights that inform business decisions, automate and optimize business processes. The successful business analytics depends on data quality, skilled analysts who understand the technologies and the business, and an organizational commitment to data-driven decision-making.

### **Unit-I**

Business Analytics (BA): Meaning, definition, salient features of Business Analytics, Need/Importance of Business Analytics. BA as a tool for solving business problems, Growth of Business Analytics in India.

### **Unit-II**

Relationship between Business Analytics and Business Intelligence, Business Analytics (BA) in Finance: Application of BA in finance, Functions of Financial Analysts.

### **Unit-III**

Discussion on Data warehouse, Data Mining and Data Analysis through Excel and Spreadsheets.

### **Unit-IV**

Financial Analytics (FA): Meaning, Definition, Important features. Techniques used in Financial Analytics, Advantages of Financial Analytics.

### **Unit-V**

Software used for Financial Analytics: Oracle Financial Analytics Software and its important features, SAP-ERP financial Analytics and its important Features.

### **Suggested Readings:**

- "Data Mining for Business Intelligence" by Galit Shmueli, Nitin R. Patel, and Peter C. Bruce
- The Wall Street Journal Guide to Information Graphics: The Dos and Don'ts of Presenting Data, Facts, and Figures
- Performance Dashboards – Measuring, Monitoring, and Managing your business
- Data Science for Business: What you need to know about data mining and data-analytic thinking
- Too Big to Ignore: The Business Case for Big Data by Phil Simon
- Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data by Cindi Howson
- Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications by Larissa T. Moss and Shaku Atre



- Business Intelligence Guidebook: From Data Integration to Analytics by Rick Sherman
- The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling by Ralph Kimball and Margy Ross

**IMS-912 : Organizational Change and Stress Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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-1            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
2. De Nitish, Alternative Designs of Human Organizations, Sage, London, 1988.
3. French, W.H. and Bell, CH.: Ogranisation Development, Prentice Hall of India, New India, New Delhi, 1991.
4. French, W. L. etc.: Organization Development Theory, Practice and Research, 3<sup>rd</sup> ed., Univ. Books Stall, New Delhi, 1990
5. Harvey, D.F. and Brown, D.R.: An Experiential Approach to Organization Development, Prentice Hall Inc., Jersey, 1990.

6. Huse, F.E. and Cummings, T. G.: Organization, Development and Change, 3<sup>rd</sup> ed., New York, West, 1985.
7. Sinha, Dharani, P. etc., Consultants and Consulting Styles, Vision, New Delhi, 1982.

**IMS-913 : Counseling Skills for Managers**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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:**

1. Corner L.S. & Guide Hackney H : The professional Counsellor’s Process to Helping Englewood Cliffs, New Jersey, PHI-1987
2. Moursend J.: The Process of Counselling and Therapy ,2<sup>nd</sup> Ed. Of Englewood Cliffs, New Jersey, PHI-1990
3. MacLennar, Nigal: Counselling for Managers, Aldershot, Grover, 1996
4. Bandara, A. :Principles of Behaviour Modification, New York: Hod Rinehart and Winston, 1969
5. Munre, C. A. etc.: Counselling: A Skills Approach, Methuen, 1980
6. Reddy, Michael: Counselling at Work. British Psychological Society & Methuen, London & New York, 1987

## **IMS-914 : Performance Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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:**

1. Prem Chadha : Performance Management, Macmillan India Limited, New Delhi.
2. John P Wilson: Human Resource Management, Kogan Page, London
3. Wayne F. Cascio: Managing Human Resources, Tata McGraw Hill Publishing Company Limited, New Delhi.
4. Cynthia D. Fisher, Lyle F. Schoen Feldt., James B. Shaw: Human Resource Management, Biztantra, New Delhi.
5. Armstrong M.A.: Handbook of Human Resource Management, Routledge, London.

## **IMS- 915 : Contemporary Human Resource Practices**

Total Credits: 2; Maximum Marks: 50 (Internal: 15, External: 35); Time: 2 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of two marks each (one part from each unit of the syllabus). Further, two questions of five marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**Course Objectives:** The specific objectives of this course are as follows : To know the concept of Redundancy, Participative Management and talent management; To understand the process of planning and developing participative schemes; and to understand how to manage redundancy and how to measure HR.

### **Course Contents**

- Unit-I Redundancy Management:** Meaning of Redundancy, Impact of Redundancy on Organization, Employees and Society, Managing Redundancy
- Unit-II Participative Management:** Perspectives on Participation, Forms and Levels of Participation
- Unit-III Measuring HR:** HR Accounting and HR Auditing
- Unit-IV Emerging Trends in HRM:** Competency Mapping, Business Process Outsourcing,
- Unit-V Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement**

### **References:**

Venkatratnam: C.S. Industrial Relations, New Delhi, Oxford Higher Education P, 2009.

- **Participative Management**
  - Cangemi Joseph P., Kowakshi Cash, Claypool Jeffrey C., Philosophical Library, 1985
  - Anthony William P., Addison-Wesley Publications, 1978
- **Measuring HR**
  - Jac Fitz-enz Barbara Davison, McGraw Hill Professionals, 2002
- **Emerging trends in HR**
  - Sanghi Seema, The Handbook of Competency Mapping, Sage Publications India Private Limited; Third edition, 2016
  - Kulkarni Sarika, Jaico Publishing House; First edition, 2005
- Talent Management
- Talent Management, Dorothy R Berger, Lance Berger, Tata McGraw-Hill Education, 2004
- **Employee Engagement**
- Manager's Guide to Employee Engagement, Scott Carbonara, McGraw Hill Professional, 05-Oct-2012

**Detailed Syllabus Semester 10<sup>th</sup>**  
**SEMESTER-X (Total Marks: 600; Total Credits: 24)**

**Compulsory Papers:**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-1001 : Project Management	100	4
IMS-1002 : Research Project*	100	4
IMS-1003 : Comprehensive Viva-Voce	100	4

**Optional Papers:**

The students would be required to opt for the same major and minor areas of specialization as was opted in the 7<sup>th</sup> Semester. Further, for the major area of specialization both the two papers are compulsory; whereas the students would be required to opt the first paper (IMS-1004, or IMS-1006, or IMS-1008 of the respective area of minor specialization.

**Marketing**

IMS-1004 : Product and Brand Management	100	4
IMS-1005 : Strategic Marketing Management	100	4

**Finance**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-1006 : Management of Financial Services	100	4
IMS-1007 : Bank Management	100	4

**Human Resources**

	<b>Maximum Marks</b>	<b>Total Credits</b>
IMS-1008 : Compensation Management	100	4
IMS-1009 : Cross Cultural Management	100	4

**(From I to X Semesters, Total Marks: 6300; Total Credits: 252)**

**IMS-1001 Project Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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:**

1. Herzmer: Project Management, CBS Publication.
2. Pinto, Jeffery: Project Management, Pearson Publication.
3. Prassana Chandra: Projects, Tata McGraw Hill.
4. Nagarajan, K.: Project Management, New Age International.
5. Machi, Rajus: Introduction to Project Finance, Vikas Publications.

**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 15<sup>th</sup> 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 30<sup>th</sup> 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                      Product and Brand Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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,

Unit-V            Selected Application of Branding: Global Branding-an overview, Permission Marketing, Cause Marketing, Private Label, e-branding, Industrial Branding, Service branding and b2b Branding  
Leveraging Secondary Brand Knowledge to Build Brand Equity - Co-Branding, Ingredient Branding

**Suggested Readings:-**

1. Strategic Brand Management- Kevin Lane Keller, Prentice Hall India.2<sup>nd</sup> edition, 2003, Prentice Hall of India.
2. The New Study Brand Management –J. N kepferer – Kogan Page, 4<sup>th</sup> edition, 2009.
3. “Marketing Management, 12<sup>th</sup> Edition” (Authors: Philip Kotler and Kevin Lane Keller) Publisher: PHI
4. Branding, Geoffrey Randall, Kogan Page,The Economist & Profile Books Ltd. 2<sup>nd</sup> edition, 2004.
5. Brands and Branding: Rita Clifton and John Simmons, 1<sup>st</sup> edition, 2004.
6. “Managing Brand Equity” (Authors: Aaker, David) Publisher: Free Press.



## **IMS-1005 Strategic Marketing Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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.

**Unit-I:** Strategic Marketing Management Process- Nature, Scope & Significance.  
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-III:** Marketing Strategy for New Market Entry, Marketing Strategy for Growth Market, Marketing Strategies for Mature and Declining Market, Marketing Strategy in Global Context

**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:**

1. Glueck W.F & Rajiv Gupta: Strategic Management, Frank Bros & co.7<sup>th</sup> ed.
2. Philip Kotler : Marketing Management – Planning, Analysis, Implementation and Control, PHI, New Delhi.
3. Musadiq A. Sahaf: Strategic Marketing - PHI, New Delhi.
4. Business policy and strategic management : Azhar Kazmi, Tata MacGrawHill Publishing
5. Richard M.S.Wilson &Collin Gilligan : Strategic Marketing Management – Viva publications.
6. Walker Orville C. et al : maketing strategy - Tata MacGrawHill Publishing-5<sup>th</sup> edition.2008.

## **IMS-1006    Management of Financial Services**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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:**

1. K Sasidharan & Alex K. Mathews: Financial services & System, TMH,2008.
2. Bansal, L.K.: Merchant Banking and Financial Services, Unistar Books Pvt. Ltd. Chandigarh.
3. Bhatia, B.S. and Batra G.S. : Management of Financial Services, Deep & Deep Publications, New Delhi.
4. Bhole, L.M. : Financial Markets and Institutions, Tata-McGraw Hill Companies Ltd. New Delhi.
5. Khan, M.Y. Indian Financial Sustum, Vikas Publishing House, New Delhi.
6. Machiraju H. R : Indian Financial System, Vikas Publishing House, New Delhi.
7. Srivasta, R.M.: Management of Indian Financial Institutions, Himalaya Publishing House, Bombay,
8. Vanhome, James C : Financial Market Rates and Flars, Prentice hall of India Ltd. New Delhi.
9. Verma, J.C. : Merchant Banking, Tata McGraw Hill Compnay Ltd. New Delhi.

## **IMS-1007    Bank Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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.
2. K. C. Shekhar, Lekshmy Shekhar: Banking Theory and practice, Vikas publications.
3. Indian Institute of Banking and Finance, Principles of Banking, Macmillan.
4. Paul Justin, Padmalatha Suresh: Management of Banking and Financial Services, Pearson Education.
5. John C. Hull: Risk Management and Financial Institutions, Pearson Education.
6. Indian Institute of Banking and Finance: Bank financial Management, Taxman Publication Pvt. Ltd

## **IMS-1008 Compensation Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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: I Reward Management: Nature, Aims, Compensation and Non Compensation Components, Wage Theories, Inter and Intra-industry Compensation differentials and Internal and External Equity in Compensation Systems.

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

Unit: III Components of Compensation Packages: Fringe Benefits, Incentives, Retirement Plans and Bonuses.

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

Unit: V Wage Administration in India, Nature, Constitution and Working of different Institutions related to Reward System like Wage Boards, Pay Commissions.

### **Reference Books:**

1. Henderson, Richard I. Compensation Management: Rewarding Performance. Prentice Hall of India Pvt. Ltd., 2004.
2. Bergmann & Thomas, J. Compensation Decision Making. Harcourt College Publications, 2003.
3. Armstrong, Michel and Murlis, Helen, 'Reward management: A Handbook of Salary Administration', Kegan Paul, London.
4. Micton, R. Handbook of Wage and Salary Administration. London, 2002.
5. Venkatratnam, C.S. Rethinking Rewards and Incentive Management. Excel Books, 2002.

## **IMS-1009                      Cross Cultural Management**

Total Credits: 4; Maximum Marks: 100 (Internal: 30, External: 70); Time: 3 Hours

**Note:** The examiner is required to set eleven questions in all. The question number one will be compulsory, and would contain five parts of four marks each (one part from each unit of the syllabus). Further, two questions of ten marks each are to be set from each units of the syllabus. In all, the students are required to attempt six questions – one compulsory question and one question from each unit of the syllabus.

**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**

1. Hodgetts, Luthans & Doh : International Management : Culture, Strategy, and Behavior, 6<sup>th</sup> Edition,2008; Tata McGraw Hill Publication
2. Helen Deresky : International Management, 4th Edition, 2004, Prentice Hall of India.
3. Burtan and Thakur : International Management, Tata McGraw Hill Publication
4. French and Ray : Cross Culture Management, University Press

**(From I to X Semesters, Total Marks: 6300; Total Credits: 252)**