

**COURSES OF STUDIES
FOR
Int. MBA**



DEPT. OF PROFESSIONAL STUDIES
GOVERNMENT (AUTONOMOUS) COLLEGE, ANGUL
Affiliated to Utkal University , Bhubaneswar

INTEGRATED MBA PROGRAMME REGULATION & SYLLABUS

(For 5-Year I-MBA under CBCS effective from 2020-21)

1. Course:

- i) Bachelor in Business Administration
- ii) Master in Business Administration (Integrated)
- iii) Master in Business Administration

2. Eligibility:

- i) 10+2 or Equivalent from a Council / Board / Statutory Body Constituted by the Government for admission into 1st Year I-MBA,
- ii) 10+2+3 or Equivalent from a recognised University, and 3-Years Diploma in Office Management from State Council of Vocational and Technical Education established by Government for admission into 4th Year of I-MBA as Lateral entry.

3. Duration:

- i) Five years of 10 Semesters in toto I-MBA.
- ii) Two Years of 04 Semesters in toto MBA (Lateral entry),
- iii) Odd semester is from June to December (i.e., 1st & 3rd semester). The examination shall be held in tentatively in the month of November- December.
- iv) Even semester is from January to May (i.e., 2nd & 4th semester). The examination shall be held in tentatively in the month of May-June.
- v) A student shall be required to complete the course within 07 or 04 academic years from the Year of admission in case of I-MBA and MBA (Lateral entry) respectively.
- vi) However, in exigency, the Academic Council can relax one more year on sufficient and reasonable grounds.

4. Classes:

- i) Under Regular Programme.
- ii) 4 Credit Point: - 40 hours.

5. Marks:

- i) The Total Mark for 5-Year I-MBA is 5800, and 2-Year MBA Lateral entry is 2800.
- ii) Each Paper of Semester shall carry 100 Marks and shall be distributed as the ration 70:20:10 i.e. Theory, Internal Examination and Internal Assignment.

iii) A candidate has to secure 30% Marks in each Theory Paper (i.e. 21 out of 70), 40% marks in each Practical Paper (i.e. 28 out of 70), 50% Marks in SIP / Project Work Paper to pass in End Semester Examination. Similarly, a candidate has to secure 30 % Marks in Mid Semester [i.e. 09 out of 30 (20+10)] in the End Semester Examination.

iv) To clear a Semester, a student has to secure 40% in aggregate.

6. Semester:

i) Each Semester shall consists of Mid and End Semester.

ii) There shall be Theory, Internal Examination and Assignment in respect of each Paper except SIP and Project Report / Dissertation.

iii) Mid (Middle) Semester Examination shall consist of Internal Theory Examination of 1-Hour duration and Two Assignment in each Paper except SIP / Dissertation during the Semester.

iv) The duration of End Semester Theory and Mid Internal Examination of shall be 03 Hours (70 Marks) and 01 Hour (20 Marks) respectively.

v) The Teacher concerned teaching a paper shall set question for both Internal Theory Examination and Assignment and evaluate out of 20 and 10 Marks respectively.

vi) The Lab Practical and SIP, & Dissertation Reports shall be evaluated by One Internal Examiner, and two External Examiners and marks shall be awarded on consensus.

vii) A student, who fails to appear / submit Assignments in a Mid Semester Examination, will be allowed once to take the same examination with the next batch of student. There will be no provision to reappear in a Mid Semester Examination for improvement.

(viii) A candidate failing in any End Semester Examination will be allowed to appear in the End semester examination of that semester conducted for the next batch of students and shall be allowed to continue in the next higher semester. However, the candidate has to pass and / or improve [subject to clause 5 (vii)] all the four End Semester Examination.

(ix) A candidate who has passed a semester examination may repeat for improvement only once in one or more papers of that semester examination.

(x) The Question Pattern for End Semester Theory Paper shall be set in Unit Patter representing two questions of each unit, and a student shall be required to answer at least one question from each unit of the Syllabus of that Paper.

(xi) Answer scripts of the End Semester Examination shall be valued by external faculty of a sister College or an University teaching that paper operating in the state of Odisha.

(xii) A minimum of one External Examiner from Academia / Industry, and One Internal Teacher as Internal Examiner shall conduct / evaluate the Lab / Practical, SIP / Project Work / Dissertation Report with Viva Voce.

(xiii) The Committee of Examiners (External and Internal) shall evaluate the SIP / Project Work / Training Report (s), and after Presentation and Viva Voce shall award marks together.

(xiv) The Teachers of the Department will be the Members of the Board of Studies.

7. Grading System in each paper (Mid + End Sem. Examinations) in a Semester:

i)	Grade	Mark secured from 100	Points
	'O'	100-90	10
	'A'+	89-80	9
	'A'	79-70	8
	'B'	69-60	7
	'C'	59-50	6
	'D'	49-40	5
	'E'	39-30	4
	'F'	Below 30	0

ii) A student has to secure Grade E or above to pass in each paper.

iii) Transitory Letter Grade: A transitory letter Grade I (carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade (s) as when the results are complete.

iv) Grade Point Average: A student's level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as:

SGPA - Semester Grade Point Average

CGPA- Cumulative Grade Point Average

v) Calculation of SGPA and CGPA:

The calculations of SGPA and CGPA shall be as follows:

(a) POINT Integer equivalent of each letter Grade

(b) CREDIT Integer signifying the credit point of individual paper in a semester as indicated by the course structure and syllabus.

CREDIT POINT = (b) x (a) for each paper

CREDIT INDEX = (SUM of CREDIT POINTS of the papers in a Semester

$$SGPA = \frac{CREDIT\ INDEX}{SUM\ OF\ TOTAL\ CREDITS\ of\ all\ the\ semester}$$

$$CGPA = \frac{CREDIT\ INDEX\ of\ all\ the\ semester}{SUM\ OF\ TOTAL\ CREDITS\ of\ all\ the\ semesters}$$

vi) In addition to the POINTS, Marks / Percentage will also be awarded and shall also be reflected in the Mark Sheet.

vii) The details of Grading System including Major / Minor as Elective (s) shall be printed on the backside of the College / University Mark Sheet.

08. Repeat Examination:

i) A student has to clear back papers (i.e. in the paper / papers one has failed) by appearing at subsequent two semester examinations (which means that a student will get maximum 3 chances to clear the back papers in any semester examination).

ii) A student may appear improvement (repeat) in any number of papers in the immediate subsequent examination. The higher marks shall be retained.

iii) Repeat and improvement has to be completed with 4 academic years from the date of admission.

iv) There shall not be any distinction between repeat and improvement.

v) A student appearing in a repeat and / or improvement examination is not entitled for the Gold Medal.

09. Hard Case Rule:

i) 1 % of grace mark on the aggregate mark subject to maximum of 2 (two) marks in a single paper shall be given. This will be applicable in each semester.

ii) 0.5 (point five percent) grace mark can be given for award of B grade in each semester provided grace mark under clause 11 (a) has not be awarded.

10. Degree:

(i) After successful completion of 3-Years and Semester (s) Examinations, a student shall be awarded Bachelor in Business Administration (BBA).

(ii) After successful of completion of 5 Years and Semester (s) Examination, a student shall be awarded Masters of Business Administration (Integrated).

(iii) In case of lateral entry directly into 4th Year of I-MBA Course, a student has to complete 2 Years and Semester (s) Examinations to be awarded with Master of Business Administration (MBA).

Nb: a) A student has to undergo 6-8 Weeks Summer – Training, and Project Work, and shall be required to submit a “Report” under the joint certification of Internal Guide and Supervising Officer of the Agency.

b) The Internal Guide in consultation with the Agency shall notify the Organization / Area, and Title of Report to be undertaken by the student.

c) A Student upon submission of the Report, shall also be required to present a Power Point Presentation before the Committee consisting of not less than two and more than three Experts out of which one will be from the Department as internal, and one or two from Academia and / or Industry.

INTEGRATED MBA PROGRAMME
(5Year Course under CBCS Semester System)

1st Year

FIRST SEMESTER

Code	Course	Subject	Credit	Marks Distribution			FMARK
				Th	In L/	AP	
101		Business Organization	4	70	20	10	100
102		Principles of Management	4	70	20	10	100
103		Business Economics	4	70	20	10	100
104		Basic Financial Accounting	4	70	20	10	100
105		Business Statistics	4	70	20	10	100

SECOND SEMESTER

Code	Course	Subject	Credit	Marks Distribution			FMARK
				Th	Int	AP	
201		Organizational Behavior	4	70	20	10	100
202		English Language	4	70	20	10	100
203		Cost and Management Accounting	4	70	20	10	100
204		Fundamentals of Marketing Management	4	70	20	10	100
205		Computer Fundamentals	4	50	40	10	100

2nd Year

THIRD SEMESTER

Code	Course	Subject	Credit	Marks Distribution			FMARK
				Th	Int	AP	
301		Business Law	4	70	20	10	100
302		Human Resource Management	4	70	20	10	100
303		Fundamentals of Financial Management	4	70	20	10	100
304		Quantitative Methods	4	70	20	10	100
305		Communicative English	4	70	20	10	100

FOURTH SEMESTER

Code	Course	Subject	Credit	Marks Distribution			FMARK
				Th	Int	AP	
401		Management of Financial Services	4	70	20	10	100
402		Human Resource Development	4	70	20	10	100
403		Environment Management	4	70	20	10	100
404		Research Methodology	4	70	20	10	100
405		IT in Business	4	50	40	10	100

3rd Year

FIFTH SEMESTER

Code	Course	Subject	Credit	Marks Distribution			FMARK
				Th	Int	AP	
501		Indian Society and Culture	4	70	20	10	100
502		E-Commerce	4	70	20	10	100
503		Introduction to Financial Markets	4	70	20	10	100
504		Banking Concepts	4	50	40	10	100
505		Organization Study Report and Presentation (Internal)	4	70	30		100

SIXTH SEMESTER

Code	Course	Subject	Credit	Marks Distribution			FMARK
				Th	Int	AP	
601		Service Marketing	4	70	20	10	100
602		Introduction to Banking and Insurance	4	70	20	10	100
603		Production and Operations Management	4	70	20	10	100
604		Entrepreneurship Development	4	50	40	10	100
605		Project Report, and Viva Voce	4	70	30		100

4th Year

SEVENTH SEMESTER

Code	Course	Subject	Credit	Marks Distribution			FMARK
				Th	Int	AP	
701		Introduction to Management Functions	4	70	20	10	100
702		Organizational Development and Change	4	70	20	10	100
703		Accounting for Decision Making	4	70	20	10	100
704		Financial Management	4	70	20	10	100
705		Managerial Economics	4	70	20	10	100
706		Marketing Management	4	70	20	10	100
707		Computer For Management	4	70	20	10	100

EIGHT SEMESTER

Code	Course	Subject	Credit	Marks Distribution			FMARK
				Th	Int	AP	
801		Business Environment	4	70	20	10	100
802		Human Resource Management & Strategy	4	70	20	10	100
803		Business Regulatory Framework	4	70	20	10	100
804		Quantitative Techniques	4	70	20	10	100
805		Business Ethics & Corporate Governance	4	70	20	10	100
806		Managerial Communication Skill	4	70	20	10	100
807		Business Policy & Strategic Management	4	70	20	10	100

5th Year

NINETH SEMESTER

Code	Course	Subject	Credit	Marks Distribution			FMARK
				Th	Int	AP	
901		Under Study Report / SIP & Viva	4	70	30		100
902		International Business Management	4	70	20	10	100
903		Retail Management	4	70	20	10	100
904		Decision Support System	4	70	20	10	100
905		Major-I	4				100
906		Major-II	4				100
907		Minor-I	4				100

TENTH SEMESTER

Code	Course	Subject	Credit	Marks Distribution			FMARK
				Th	Int	AP	
1001		Corporate Social Responsibility	4	70	20	10	100
1002		Rural Marketing and Management	4	70	20	10	100
1003		Dissertation	4				100
1004		Comprehensive Viva	4				100
1005		Major-III	4				100
1006		Major-IV	4				100
1007		Minor-II	4				100

GROUPS

MBA Specialization Groups

Code	Course	Subject: Human Resource Management	Credit	Marks Distribution			FMARK
				Th	Int	AP	
HRM-1		Human Resource Planning	4	70	20	10	100
HRM-2		Industrial Relation & Labor Laws	4	70	20	10	100
HRM-3		Compensation Management	4	70	20	10	100
HRM-4		Performance & Appraisal Management	4	70	20	10	100
HRM-5		International Human Resource Management	4	70	20	10	100
HRM-6		Management Of Training & Development	4	70	20	10	100

Code	Course	Subject: Financial Management	Credit	Marks Distribution			FMARK
				Th	Int	AP	
FM-1		Security Analysis & Portfolio Management	4	70	20	10	100
FM-2		Financial Derivatives	4	70	20	10	100
FM-3		Management Of Financial System	4	70	20	10	100
FM-4		International Accounting	4	70	20	10	100
FM-5		International Finance	4	70	20	10	100
FM-6		Project Planning & Analysis	4	70	20	10	100

Code	Course	Subject: Marketing Management	Credit	Marks Distribution			FMARK
				Th	Int	AP	
MM-1		Advertising & Sales Promotion	4	70	20	10	100
MM-2		Product & Brand Management	4	70	20	10	100
MM-3		Consumer Behavior	4	70	20	10	100
MM-4		Customer Relationship Management	4	70	20	10	100
MM-5		Marketing Research	4	70	20	10	100
MM-6		Sales & Distribution Management	4	70	20	10	100

Code	Course	Subject: Information Technology Management	Credit	Marks Distribution			FMARK
				Th	Int	AP	
ITM-1		DBMS & RDBMS	4	50	40	10	100
ITM-2		Internet Technology	4	50	40	10	100
ITM-3		Computer Aided Management	4	50	40	10	100
ITM-4		Internet Marketing	4	50	40	10	100
ITM-5		Enterprise Resource Planning	4	50	40	10	100
ITM-6		Information Security & Cyber Laws	4	50	40	10	100

Code	Course	Subject: Entrepreneurship Management	Credit	Marks Distribution			FMARK
				Th	Int	AP	
EM-1		Financing Small Business	4	70	20	10	100
EM-2		Start Your Own Business	4	70	20	10	100
EM-3		Entrepreneurship For Small Business	4	70	20	10	100
EM-4		Export Import Business	4	70	20	10	100
EM-5		Public Private Partnership	4	70	20	10	100
EM-6		Project Management	4	70	20	10	100

Code	Course	Subject: Banking & Insurance Management	Credit	Marks Distribution			FMARK
				Th	Int	AP	
BIM-1		Principles & Practices Of Banking	4	70	20	10	100
BIM-2		Principles & Practices Of Risk Management	4	70	20	10	100
BIM-3		Banking Laws	4	70	20	10	100
BIM-4		Insurance Laws	4	70	20	10	100
BIM-5		Claims Management	4	70	20	10	100
BIM-6		Regulatory Framework in Financial Sector	4	70	20	10	100

SEMESTER -I

IMBA 101: BUSINESSS ORGAINZATION

- UNIT-1:** **Introduction to business:** Meaning of business; nature of business; objectives of business; essentials of a successful business; qualities of a successful businessman; Classification of industries; nature of commerce; components of commerce.
- UNIT-2:** **Forms of business organization:** Meaning; characteristics of an ideal form of business organization. Sole Trader; meaning; features; merits and demerits. Partnership: meaning; characteristics; kinds of partners; partnership deed; advantages and disadvantages of partnership form of business organization; dissolution of partnership firms.
- UNIT-3:** **Joint Stock Company:** Meaning and definition; characteristics; kinds of companies; distinction between private and public company; merits and demerits of company form of business organization.
- UNIT-4:** **Promotion of a Company:** Introduction; stages of promotion; promoters; memorandum of association; alteration of memorandum of association; articles of association; alteration of articles of association; distinction between memorandum and articles of association; prospectus and its contents.
- UNIT-5:** **Capital of a Company:** Share capital; shares and kinds of shares; procedure for issue and allotment of shares; transfer and forfeiture of shares; debentures: meaning and types of debentures; shares and stock; under writing of shares.

Recommended Books:

1. Business Organization & Management : D.P.Jain (Vrinda)
2. Business Organisation & Management: R K Sharma, S K Gupta (Kalyani Publishers)
3. Business Organisation & Management:: S A Sherleker, V S Sherleker (HPH)
4. Business Organisation & Management: C R Basu (TMH)

IMBA 102: PRINCIPLES OF MANAGEMENT

- UNIT-1:** **Introduction:** Management Concept; Managerial Roles; Function of managers; Levels of management; Managerial skills. Management process; Characteristics and Importance of Management.
- UNIT-2:** **Planning:** Nature; Signification; Process and Types; Management by Objectives; Advantages and Disadvantages. Decision Making: Process; Group decision making; Rationality in decision making.
- UNIT-3:** **Organization:** Nature; Significance; Principles of organization; Centralization and Decentralization; Organization structure; Staffing: Importance and Process of staffing.
- UNIT-4:** **Motivation:** Concept; Need theory of motivation. Leading: Concept and leadership Styles; Effective Communication.
- UNIT-5:** **Controlling:** Concept and process; Techniques of control, Management of Change: Concept, nature and process of planned change, Resistance of change, overcoming resistance to change.

Recommended Books:

1. Principles of Management: R.K.Shrma & S.K. Gupta (Kalyani)
2. Principles of Management: L.M.Prasad (S.Chand & Co.)
3. Principles of Management : V.S.P. Rao (HPH)
4. Principles of Management: T. Ramasamy (HPH)
5. Principles of Management: P. Parthasarathy (Vrinda)
6. Principles of Management: Kumar, Thakur, Tripathy, Reddy (TMH)
7. Principles of Business Management: R K Sharma, Shashi Kumar Gupta. (Kalyani Publisher)

IMBA 103: BUSINESS ECONOMICS

- UNIT-1:** **Introduction to Business Economics:** Basic Concept & Utility Analysis, Analysis of Consumer Behaviour & Consumer Equilibrium: The Demand and Supply Analysis, Elasticity of Demand.
- UNIT-2:** **Production and Market Analysis:** Production Function, Law of returns, Cost Analysis- Short Run and Long Run, Pricing under Perfect Competition, Monopolistic Competition, and Monopoly.
- UNIT-3:** **Theory of Distribution:** Rent, Interest, Wages and Profit.
- UNIT-4:** **National Income & its Macroeconomic Factors:** National Income Accounting, Consumption Function and Investment Function, Demand and Supply of money, Inflation.
- UNIT-5:** Economic Environment the basics of money, Banking and credit Control, The basics of Balance of payment and International Trade, Foreign Exchange and Control.

Recommended Books:

1. Business Economics by : H.L.Ahuja (S. Chand)
2. Macro Economics: H.L.Ahuja
3. Business Economics: AppannaiahReddy, Shanthi
4. Business Economics: Sampat Mukherjee, New Central Book Agency (P) Ltd.

IMBA 104: BASIC FINANCIAL ACCOUNTING

- UNIT-1: Introduction to Accounting:** Meaning of Accounting: Book Keeping – The Basis of Accounting, Evolution of Accounting; Sub fields of Accounting; Users of Accounting information. Accounting Cycle, Journal and Ledger: Accounting Cycle; Identification of Transactions; Recording of transactions in Journal; The Ledger. Accounting Concepts.
- UNIT-2: Subsidiary Books of Account:** Subdivision of Journal; Cash Book; Purchase Day Book; Sales Day Book; Purchase returns Book; Sales Return Book; Bills receivable and payable Book; Journal Proper. **The Trial Balance:** Introduction; Objectives in Drawing up a Trial Balance; Construction of a Trail Balance; Errors disclosed and not disclosed by a Trial Balance; rectification of errors.
- UNIT-3:** Bank Reconciliation Statement;
Capital and Revenue: Introduction; Capital and Revenue Expenditures; Deferred Revenue Expenditure; Capital and Revenue Receipts; Capital and Revenue Profits; Capital and Revenue Losses.
- UNIT-4: Final Accounts:** Preparation of Trading and Profit and Loss Account and Balance Sheet of Non-Corporate entities with important adjustments.
- UNIT-5: Accounting for Non-profit Organization:** Non-profit Entities; Characteristics of non-profit organization; preparation of Receipts and Payments Account, Income and Expenditure Account and Balance Sheet with important adjustment.

Recommended Books:

1. Double Entry Book-keeping: C.Mohan Joneja, A.S.Arora, R.C.Chawla, K.K.Saxena (K.P)
2. Financial Accounting: P.C. Tulsian (Pearson).
3. Higher Secondary Accounting: Hanif, Mukherjee, Biswal and Shar .
4. Basic Financial Accounting: Shah, Oxford.
5. Financial Accounting: K L Narang, S P Jain, Kalyani Publisher.
6. Financial Accounting For Managers: T P Ghosh, Taxman.

IMBA 105: BUSINESS STATISTICS

- UNIT-1:** **Introduction:** Meaning and definitions of statistics, importance of statistics in business limitations of statistics, classification and tabulation of data, graphic and diagrammatic presentation of Data.
- UNIT-2:** **Measures of Central Tendency:** Introduction, The arithmetic Mean; The median, The Mode, comparison between mean, median and mode, GM, HM.
Measures of Dispersion: Introduction, Range, Quartile deviation, Mean Deviation, Standard Deviation, Coefficient of variation.
- UNIT-3:** Measures of Skewness, Moments and Kurtosis: Introduction, Skewness; measures of Skewness: Moments; Kurtosis.
Probability: Introduction, Basic Terminology in probability types of probability, Probability Axioms; Probability under conditions of statistical independence and dependence; Baye's Theorem.
- UNIT-4:** **Correlation Analysis:** Concept, Importance, Type of Correlation, Methods of Studying correlation, Rank correlation.
Regression Analysis: Introduction, uses of regression analysis, difference between correlation and regression analysis, regression lines and equations.
- UNIT-5:** **Index Number:** Introduction, uses of index number, problems in index number construction, types of price index number, time reversal and factor reversal test, chain base index number, deflating prices and incomes.
Time series Analysis: Introduction, Components of a time series, trend, seasonal variation, cyclical variation, irregular variation, forecasting, importance of time series for business and economics.

Recommended Books:

1. Business Statistics: Digambar Patri, D.N.Patari(K.P.)
2. Quantitative Methods: Digambar Patri, D.N.Patari(K.P.)
3. Fundamentals of Statistics: S.C.Gupta 4. Statistical Methods: S.P.Gupta (Sultan Chand)
4. Mathematics & Statistics for Management: PK Mittal, B G Sathyaprasad, MK P Kumar Rao
5. Business Statistics: R S Bhardwaj
6. A First Course In Statistics With Application: A. K. P. C. Swain

SEMESTER -II
IMBA 201: ORGANISATIONAL BEHAVIOUR

- UNIT-1:** **Introduction:** Meaning & Definition; Importance of OB; Various schools of thought; Approaches of OB; Contingency; Productivity & System.
- UNIT-2:** **Perception:** Meaning; Factors affecting; Application of perception concepts of OB; Managing the perception; Distortion in perception
Attitudes: Concept; Types; Attitude and Behaviour, Factors in attitude formation.
- UNIT-3:** **Motivation:** Concept; Cognitive theory; Behavioral theory; Personality: Determinants; Theories – Psychoanalytical.
- UNIT-4:** **Learning:** Concept & Theories, **Leadership:** Meaning: Theories – Behavioural theory, Contingency theories, Transformational theory.
- UNIT-5:** **Conflict:** Nature; Sources; Conflict resolution techniques; Transactional Analysis: Ego states, Types of Analysis, **Power & Politics:** Types, Sources.

Recommended Books:

1. Organizational Behaviour: Stephen Robbins (PHI)
2. Organizational Behaviour: L.M. Prasad
3. Organizational Behaviour: K.Asathappa (HPH)
4. Management Process and Organizational Behaviour: P.K.Agarwal.

IMBA 202: ENGLISH LANGUAGE

- UNIT-1:** **Comprehension Skills:** Prose: Zest for life, Ed. Subhendu mund (Prachi Praksan, Bhubaneswar) ;Pieces to be Studied: (A) On the Rule of Road: A.G Gardiner, (B) The Great Sentinel: M.K Gandhi, (C) Science and Human Life: Bertrand Russell. (D) A Fugitive Seeks Refuge: Winston S Churchill, (E) Three Days to See : Helen Keller.
- UNIT-2:** Unique Stories: Eds N.K. Rath & S.K. joshi (Gyanajuga, Bhubanewsar); Pieces to be studied: (A) The Verger : Willam Somerset Moughm. (B) The Boys : Anton Chekhov , (C) Three Questions : Leo Tolstoy , (D) October and June : O Henry , (E) sweets for Angles : R.K Narayan , (F) Bhola- Grandpa and the tiger : Manoj Das.
- UNIT-3:** **Writing Skills:** (A) Precise of a passage of about 300 words , (B) Expansion of an idea or topic into a paragraph of about 150 words.
- UNIT-4:** **Communication Skills:** (A) Reporting an event,(B) Writing of business letters,(C) Comprehensive of a passage of about 250 words (D) Communication through writing emails/messages.
- UNIT-5:** Language skills grammar in context: Correction of common errors.

IMBA 203: COST AND MANAGEMENT ACCOUNTING

- UNIT-1:** Nature and scope of cost accounting, objectives, importance, advantages and limitations of cost accounting, Financial Accounting Vs. Cost Accounting.
Cost Analysis and Classification: Elements of Cost, Classification of Cost, Cost Sheet.
- UNIT-2:** **Nature and Scope of Management Accounting:** Functions, Objectives of Management Accounting, Advantages and Limitations of Management Accounting, Management Accounting Vs. Financial Accounting, Management Accounting Vs. Cost Accounting, Role of Management Accountant.
- UNIT-3:** **Financial Statements:** Meaning, nature, essentials of good financial statement, Importance and limitations of financial statements.
Financial Statement Analysis: Meaning, Types and Procedure of Analysis and Interpretation, Objectives, Importance and Techniques of Analysis, Limitations of Financial Statements Analysis.
- UNIT-4:** **Funds Flow Statement:** Meaning and utility of Funds Flow Statement, Preparation, And Limitations of Funds Flow statement.
Cash Flow Statement: Meaning and utility of Cash Flow statement, Cash flow form operating, Investment and Financial activity, Limitations of Cash Flow statement, Difference between Funds flow and Cash Flow statement
- UNIT-5:** **Ratio Analysis:** Meaning and Utility of ratios, significance of ratio analysis, Limitations of ratios analysis, classification of ratios, significance of ratios and inter firm comparison.
Standard Costing: Variance Analysis, Cost –Volume Profit Analysis, Breakeven Analysis.

Recommended Books:

1. Management Accounting: Sharma Gupta, Kalyani Publisher.
2. Cost Accounting: Jain and Narang, Kalyani Publisher.
3. Drury Colin, Management & Cost Accounting, Thomson Learning.
4. Ronald W. Hilton, Michael W. Maher & Frank A. Selto, Cost Management: Strategies For BusinessDecisions, Mc Graw Hill Irwin.
5. Don R. Hansen & Maryanne M. Mowen, Cost Management, Accounting & Control, Cengage Learning (India) Ltd.
6. M. N. Arora, Cost Accounting: Principles & Practices, Vikash.
7. Shukla M. C.& Grewal T. S., Cost Accounting: Text & Problems, S. Chand.

IMBA 204: FUNDAMENTALS OF MARKETING MANAGEMENT

- UNIT-1:** **Introduction:** Marketing concepts; selling vs. Marketing; marketing mix; Markets Segmentation: Concept; Importance; Bases for market segmentation.
- UNIT-2:** **Product:** Concept; Product planning and development; Product life cycle concept; **Brand:** Concept of Branding; Types of Brand; Advantages of branding.
- UNIT-3:** **Price:** Importance of pricing; Methods of pricing; Factors affecting pricing decision; **Place:** Functions of channel intermediaries; Types of distribution channels; Factors affecting choice of distribution channel.
- UNIT-4:** **Promotion:** Types of communication; Various promotional tools; Advertising: Objectives of advertising; **Sales promotion:** various tools; public relation: functions; Personal selling – advantages.
- UNIT-5:** **Marketing Environment:** Micro Environment, and Macro environment. Marketing Information System: Concept, Need, Elements,

Recommended Books:

1. Marketing Management - Arun Kumar, N Meenakshi (VIKAS).
2. Marketing Management – Philip Kotler (PHI)
3. Marketing Management – C.N.Sontaki (Kalyani)
4. Marketing Management – S.A.Sherlekar (Himalaya)
5. Principles of Marketing – P.Ravi Lochana

IMBA 205: COMPUTER FOR MANAGEMENT

- UNIT-1:** **Introduction to Computer:** Characteristics of computer, types and classification of computers; Computer hardware and software; computer organization.
- UNIT-2:** **Operating Systems:** Meaning; types and functions.
- UNIT-3:** **Computer Devices and Language:** Input and Output devices; Storage devices: primary and secondary; Computer languages; high – level language, assembly language, machine language, Compiler and interpreter; number systems.
- UNIT-4:** **Computer Network:** Different types of networks – LAN, MAN, WAN, Network Environments: Topology, Protocol.
- UNIT-5:** **Introduction to Internet:** Internet; extranet; Internet service provider; Internet access; web fundamentals; e-mail; e-Commerce; Security and Privacy issue.
- PRACTICAL:** DOS Commands – Internet, External; Using Windows; Ms-Word, Ms-Excel; MS-Access; MS power point; Using Internet.

Recommended Books:

1. P.K.Sinha / Priti Sinha – Fundamental of Computer. (DPB Publication)
2. R.P.Jain – Fundamental of Computer.
3. Leon and Leon – Introduction to Computer.

2nd Year
SEMESTER -III

IMBA 301: BUSINESS LAW

- UNIT-1:** Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of Parties to contract; Free consent; Consideration; Legality of object; Discharge of contract; Agreement declared void;
- UNIT-2:** Performance of Contract; Remedies for breach of contract, Special Contracts: Indemnity and Guarantee; Bailment and Pledge; Agency.
- UNIT-3:** Sales of Goods Act 1930: Formation of contracts of sale; Goods and their Classification; Price; Conditions and Warranties; Transfer of property in goods; Performance of the Contract of sales; unpaid seller and his rights; Sale by auction; Hire purchase agreement.
- UNIT-4:** Negotiable Instrument Act 1881: Definition of Negotiable Instruments; Features; Promissory note; bill of exchange and cheque; holder and holder in due course; crossing of a cheque; types of crossing; Negotiations; Dishonor and discharge of Negotiable Instrument.
- UNIT-5:** Company Law: Promotion and incorporation of companies; Memorandum of Association; Article of Association; Prospectus; Company meetings ; kinds of meetings; Quorum; Voting; Resolutions; Minutes.

Recommended Books:

1. Mercantile Law- S.C.Kuchhal
2. Mercantile Law- N.D.Kapoor
3. Business and Company Law- Chawla and Garg
4. Business Law- Avtar Singh
5. Company Law - Avtar Singh.

IMBA 302: HUMAN RESOURCE MANAGEMNET

- UNIT-1:** Nature and scope of Human Resource Management: Meaning Definition, scope, functions and objectives, Human Resource Management model, Evolution of Human resource management in India, Human Resource Planning. Meaning and Definition, Importance of Human Resource Planning.
- UNIT-2:** Job Analysis: Meaning, Process, Methods of Collecting Job data, Problems with Job Analysis. Job Design: concept, factors Affecting Job design, Techniques of Job Design, Recruitment: Meaning, factors affecting process, constraints, sources. Selection: Meaning, Role, And Process, Barriers to Selection, Orientation and Placement: Meaning, Purpose, Orientation Programme, Problems of Orientation Placement.
- UNIT-3:** Performance Appraisal / Merit Rating: Concept, Meaning, Definition, Objectives, Process, Methods, Merits & Problems of performance Appraisal / Merit Rating. Job Evaluation: Concept, Scope, Process of Job Evaluation, Methods, Advantages and Limitations of Job Evaluations.
- UNIT-4:** wage and Salary Administration : Concept , Principles, Objectives, Theories of Wages – Iron Law, Wages Fund, Residual Claimant, Marginal Productivity, Bargaining Theory, Modern Theory, Types of Wages – Time Wage & Piece Wage System. Incentive Payment : Meaning & Definition, Merits, Demerits, Pre-Requisites for an effective Incentives system, Scope, Types of Incentives Schemes, Incentives Schemes in Indian Industries, Non-Financial Incentive.
- UNIT-5:** Industrial Relations: Concept, Nature, Importance, Approaches, Parties to IR, IR Strategy, Role of HRM. Trade Union: Concept, Nature, Why do employees join Union? Strategic Choices before Unions, Trade Union Movement in India. Disputes and Their Resolution: Nature of Disputes, cause, settlement of disputes – Collective Bargaining. Code of Discipline, Grievance Procedure.

Recommended Books:

1. Personnel Management. : Arun Monappa, Mirza Saiyadin, TMH.
2. Personnel Management. : Srivastav & Venkata Raman.
3. Industrial Relations : A.Monappa, Tmh.
4. Essence of HRM : Mackenna & Beech.
5. HRM : K. Aswathapa
6. HRM : P. Subba Rao

IMBA 303: FUNDAMENTALS OF FINANCIAL MANAGEMENT

- UNIT-1:** Introduction: Meaning of financial management, Objectives of financial management, Function of financial manager and emerging role of the finance manager in India. The Financial System: Functions of the Financial System, Financial Markets, Financial Intermediaries, Regulatory infrastructures.
- UNIT-2:** Sources of long term finance: Equity capital, internal accruals, Preference capital, term loans, Debentures, comparative picture. Raising long term finance: venture capital, Initial public offer, Right issue, Private placement, preferential allotment, obtaining a term loan.
- UNIT-3:** The time value of Money: Present value and future value. Valuation of Securities: Bond Valuation, Bond Yields, Stock evaluation.
- UNIT-4:** The cost of Capital: Cost of Debt and Preference, Cost of Equity, Determining the Proportions, Weighted Average Cost of Capital Leverage: Concept of leverage, Operating leverage, financial leverage, combined leverage.
- UNIT-5:** Dividend decision: Introduction, Issues in dividend policy, Aspects of dividend policy, Practical Consideration in dividend policy, stability of dividends, stock dividends and stock split, Walter's Model, Modigliani and Miller's Hypothesis. Working Capital analysis: Concept, Types of working capital, factors of working capital, estimation of working requirement.

Recommended Books:

1. Sharma and Gupta- Financial Management- Kalyani Publishers
2. I.M. Pandey, Financial Management, Vikash Publications.
3. P.Chandra, Financial Management, Tata McGraw Hill.
4. Khan & Jain, Financial Management, Tata McGraw Hill.

IMBA 304: QUANTITATIVE METHODS

- UNIT-1:** Theory of Sets: Concept of a set; Subset; Super Set; Power Set of a Set; Operation of Sets: Union; Intersection; Symmetric difference; Demorgan's law; Venn diagram; Cartesian product of Sets. Relations: Definition; domain; range of a relation; inverse of a relation; equivalence relation; congruence modulo relation on the set of integers. Functions: Definition; domain; range of a function; injective; surjective and bijective functions; equality of functions; inverse of a function; odd and even functions.
- UNIT-2:** Limit: Limit of a function; definition; left hand limit; right hand limit; infinite limit and limit at infinity; algebra of limits; evaluation of limits (excluding trigonometric functions), Continuity: Definition; continuity of functions . Different method of determination of continuity; graphic and analytical method.
- UNIT-3:** Differentiation: Definition; differentiation from first principle; algebra of derivatives; differentiation of x^n , e^x , a^x , $\log x$, $\log a^x$; properties; implicit differentiation; logarithmic differentiation; chain rule; successive differentiation; Optimization: Increasing and decreasing functions, maxima and minima. Integration: Anti derivatives; indefinite integration; fundamental integration formulae; algebra of integrals; integration by the method of substitution; integration by parts.
- UNIT-4:** Linear Programming Problems: Mathematical formulation; graphical solution methods; general LPP; Simplex method: computational procedure. Network analysis (CPM and PERT).
- UNIT-5:** Permutation and Combination: Counting principles; permutations and combinations (with and without repetition); restricted permutations and combinations. Theory of probability: Distribution curve; binomial; Poisson and normal distribution.

Recommended Books:

1. Statistical Methods and Quantitative Techniques: Digambar Patri (KP)
2. Higher Secondary Mathematics (Part – 1 & 2)
3. Quantitative Techniques-Theory and Problems: Tulsian and Pandey (Pearson)

IMBA 305: COMMUNICATIVE ENGLISH

- UNIT-1:** Correct the Errors: Nouns, verbs, Adjectives, Adverbs, Tenses, Articles, Prepositions, Punctuation, Capitalization, Abbreviations, and Spellings etc. Here the candidate is expected to correct the errors in the sentences by making changes as required.
- UNIT-2:** Sounds of English: Vowels and Consonants, Stress and Intonation. Rising and Falling, Communication in day- to-day situations.
- UNIT-3:** Communicative Grammar: Tense and Aspect, Verbs of States and events, Statements, Questions, Responses, Moods, Emotions and Attitude.
- UNIT-4:** Oral Communication: Organizing a meeting: The Chair- person's Job, Preparing an Agenda, Introducing a Guest, Proposing a vote of thanks, Public Speaking, writing the minutes, Interpersonal Effectiveness; Useful expressions in everyday life situations, Introductions, Greetings, Thanks, Apologies, Regret, saying Good-bye, suggestions , Invitations, Good wishes, Requests, Asking Permission, Speaking on the Telephone.
- UNIT-5:** Group Discussion tips, Dos and Don'ts, classroom practice.

Recommended Books:

1. Geoffery Leech and Jan Svartvik, A communicative Grammar of English, Lonhman.

SEMESTER -IV

IMBA 401: MANAGEMENT OF FINANCIAL SERVICES

- UNIT-1:** **Financial Markets:** Financial system, Financial Markets, Meaning, Classification, Capital Market, Capital Market intermediaries, Primary Market , Secondary Market, Stock Exchange, Constitution, Control, Functions of Stock Exchange, SEBI Guidelines, Investor protection, Grievance, Redressal measures, Money Market –Characteristic, Intermediaries.
- UNIT-2:** **Financial Instruments:** Call Money Market, Commercial papers, Treasury bills, Certificate of Deposits, Commercial Bills, Gilt-edged Securities, Equity Shares, preference Shares, Debentures, Warrants and convertibles, ADRs and GDRS, Derivatives – Options and futures.
- UNIT-3:** **Merchant banking and Lease Financing:** Merchant Banking – Nature, Scope, Regulation of Merchant Banking activity, Structure of Merchant Banking Industry – Primary Markets, SEBI Guide – Lines for public issues. Leasing – Origin, Development of basing in India, Classification, Financial lease and operating lease, Advantage and disadvantage of basing Hire Purchase Vs Lease.
- UNIT-4:** **NBFC and Consumer Finance :** NBFS – Origin, Scope, Functions, Role of NBFCs in rendering financial services, RBI regulations, Categories of NBFC, Venture Capital Finance by NBFC Venture. Capital – Origin, Development, Venture Capital Institutions.
- UNIT-5:** **Credit rating –** Concept, Importance of Credit rating, Credit rating agencies and their activities, Emerging avenues of rating services.

Recommended Books:

1. M.Y. Khan, Financial Services, TMH.
2. Gordon and Natrajan, Financial Market and Services, Himalaya Publishing.
3. Sribvastav, Nigam – Management of Indian Financial Institutions – HPH
4. Gupta and Agarwal; Financial Services, Kalyani Publishers.
5. C.M. Kulshrestha, Mastering Mutual Funds, Vision books.
6. J.C. Verma, A Manual of merchant Banking, Bharat Law House.
7. Premlal Joshi, Leasing Comes of Age: Indian Scene, Amrita Prakashan.
8. Nabhi Publications, SEBI Guidelines.
9. Clifford E Kirsosh, The Financial Services Revolution, McGraw Hill.
10. Nalini P Tripathy, Financial Instruments and Services, PHI.
11. Meir Kohn, Financial Institutions and Markets, Oxford.
12. Dharam Raj, Financial Services, S. Chan.

IMBA 402: HUMAN RESOURCE DEVELOPMENT

- UNIT-1:** Field Of Human Resources Development, Concepts, Goals, Need, Importance, Scope and objectives of HRD, HRD culture and HRD climate, Role of HRD Professional.
- UNIT-2:** HRD Audit: Concepts Need and Role of HRD Audit, Components of HRD Audit, HRD and Scorecard, Methodology of HRD Audit, Interview, Data analysis, Questionnaire, Secondary Data Analysis, Designing, and using HRD audit for business improvement. Management Development: Nature of management development, Evaluation of Management Development, Techniques of Management development.
- UNIT-3:** HRD Staffing: Staffing HRD functions, Developing HRD strategies, HRD for workers. Counselling and mentoring. Developmental Supervision.
- UNIT-4:** Development of HRD System: Process OF HRD, The Systems of HRD, HRD Matrix, HRD Planning, Organizational Development: Meaning Of Donator of OD, Objectives of OD, OD interventions, Organizational Development Models, Benefits from Organizational Development.
- UNIT-5:** Quality Work Life and HRD, Total Quality Management and HR, Performance Management System, case Studies of HRD in Indian Organization.

Recommended Books:

1. Personnel Management: Srivastav & Venkat Raman
2. Industrial Relations: A. Monappa, TMH
3. Essence Of HRM: Mackenna & Beach

IMBA 403: ENVIRONMENT MANAGEMENT

- UNIT-1:** Fundamentals of Environmental Management: Definition, principles and scope; Types and components of environment; Man- environment relationship; Causes of environment destruction; Environmental ethics; Environment Awareness Programmes.
- UNIT-2:** Natural Resources - Awareness: Eco-system, Atmosphere, Land, Water, Forest, Mines & Minerals, Wetland, Bio-diversity, Conservation of natural resources.
- UNIT-3:** Environmental Protection - Policies & Legislations: National environment policy, Environmental Legislations, International conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.
- UNIT-4:** Environment Management System: ISO-14000, Environment Audit, Eco-Friendly products (Ecomark), Green Industry.
- UNIT-5:** Environmental Impact Assessment (EIM): EIM-Methods and tools, Appraisal and clearance for industry, Evaluation Systems.

Recommended Books:

1. N.K.Oberoi - Environmental Management, Excell Books.
2. G.N.Pandey - Environmental Management, Vikas.
3. K.M.Agrawal & P.K.Sikdar - Text Book of Environment, Macmillan.
4. L.W.Canter - Environmental Impact Assessment, Tata McGraw Hill.

IMBA 404: RESEARCH METHODOLOGY

- UNIT-1:** Introduction to Research. Definition, scope, limitations & types, objectives, research process, research designs , terminologies; Research project : choice of topic , writing research proposal - objective , hypothesis, methodology, time frame.
- UNIT-2:** Survey methods. Survey designs- sampling , qualitative data, quantitative data, scaling technique; Research methods: interview method, observational method, questionnaires, case studies, action research, & documentary sources.
- UNIT-3:** Data analysis. Types of research data, frequency distributions, bar charts, histograms, pareto charts, statistical tools of data analysis- mean, median, mode, correlation & regression; Report writing: formatting , title page, abstract, body, introduction, methods, sample, measures, design, results, conclusions, references, tables, figures, appendices; Presentations of report: skills & methods, practice sessions on assignments.
- UNIT-4:** Hypothesis Testing. Concepts basic to the hypothesis testing procedure; steps in hypothesis testing; Type -I error & Type II error; Two tailed & one tailed tests of hypothesis. Hypothesis testing of means when the population standard deviation is known / not known; Hypothesis testing of proportions; t - test , Chi square test, F- test, ANOVA of one way & two way classifications.
- UNIT-5:** Point estimation & Non parametric Tests. Criteria of a good estimator, method of estimation, interval estimation, confidence interval, maximum likelihood estimator, rank correlation test, sign test, one sample run test, Wilcoxon's signed rank test, Mann Whitney U - test, Kruskal Wallis test.

Recommended Books:

4. Research methodology: Methods & Techniques, by C.R. Kothari.
5. Research methodology for social sciences, A.N. Sadhu & A. Singh (Sterling).
6. Statistics for management, Levin.
7. Quantitative techniques for managerial decisions, U.K. Srivastava, (Wiley Eastern Ltd.)

IMBA 405: IT IN BUSINESS

- UNIT-1:** Computer system as information processing, present scenario scenario of It in Banking, Insurance. Hospital management, Mobile computing.
- UNIT-2:** Communication Devices, Configuration of Hardware. Device and applications, Software, Different types of Software, Programming Language.
- UNIT-3** E-Commerce : Concept, Definitions, Advantages and Disadvantages, Online-shopping ,E-Payment system, B2B Models, Cyber Crime, Cyber theft, Hacking, Cracking, Cyber Terrorism, Virus and Anti-Virus.
- UNIT-4:** Introduction to Data Base management System: Introduction, Advantages, Disadvantages, Components, Application, Limitation, Categories of users, DBMS Languages.
- UNIT-5:** Introduction to Networks: Data communication, Transmission media, Network devices:
- Hubs, Switches, Routers, Repeaters. Introduction to communication protocol:- TCP/IP, FTP,HTTP,WWW.

Recommended Books:

1. Rajaraman : Introduction to information technology by Rajaraman.
2. Computer fundamentals by Pradeep K.Sinha,Priti Sinha BPB Publications.
3. Introduction to information technology, IITL Education solutions limited, PEARSON education.
4. Rajaraman : Fandamentals of computers by Rajaraman (PHI).

3rd Year
SEMESTER -V

501: INDIAN SOCIETY & CULTURE

- UNIT-1:** Demographic Profile: Characteristics of Indian population, Population Growth, Age, Sex, Religion, Language, Occupation, National Policy on Population.
- UNIT-2:** Indian Society: Society and its types, Features of Tribal Society, Agrarian Society, and Industrial Society
- UNIT-3:** Social Stratification: Caste System, Class System, Communities, Ethnic Groups, Weaker Sections and Minorities, Constitutional Provisions for Scheduled Castes, Scheduled Tribes and Other Backward Classes.
- UNIT-4:** Socio-Economic Problems: Poverty, Illiteracy, Unemployment, Housing, Child Labor, Migration, Occupational Diseases, Insurgency, Terrorism, Crime, Project Affected People, social Destitute, Beggary, Aged Population, Juvenile Delinquency, Problems in Family Life.
- UNIT-5:** Indian culture: Culture - Features, Characteristics and Diversity. Differences with Western culture, Human Values, Values in Work Life, Value Crisis in contemporary Indian Society.

Recommended Books:

1. Andre Beteille - Society and Politics in India, OUP.
2. Dipankar Gupta - Social Stratification, OUP.
3. Ram Ahuja - Social Problems in India, Rawat Publications.
4. M.N.Srinivas - Social Structure and Caste and Other Essays, OUP.
5. A.N.Tripathi - Human Values, New Age International.
6. NCERT - Text Book on Indian Society.
7. R.Thapar (Ed.) - Tribe, Caste and Religion in India, Macmillan:

IMBA 502: E- COMMERCE

- UNIT-1:** Introduction to E-Commerce and Physical Commerce. Different types of E-Commerce, E-commerce Scenarios, Advantages & Disadvantages of E-Commerce, and Business Models for E-Commerce.
- UNIT-2:** Internet and WWW, Basic Network Architecture, WEB system Architecture, URL, Overview of the HTTP, Web Page Designing using HTML, Presenting our oneness sters.
- UNIT-3:** B2B E-Commerce, Characteristics of B2B EC, Models of B2B EC, supplier-oriented and Buyer- oriented Market Place, JIT, Other B2B Models, Auctions and Services, the Role of Software Agents for B2B EC, E-Marketing in B2B and Management issues.
- UNIT-4:** Electronic Payment Systems, SSL & SET protocols, Security Schemes in e-Payment Systems, Basic Cryptography for enabling E-Commerce, Managerial issues for E-Payment system.
- UNIT-5:** Economics, Global and other issues in E-Commerce and Software Agents.

Recommended Books:

01. Chan, Lee, Dillon & Chang – E-Commerce Fundamentals & Applications, WILEY.
02. P.T.Joseph – E-Commerce: A Managerial Perspective, PHI.
03. Turban, Lee, King & Chung – E-Commerce, Pearson Education.
04. C.S.V.Murthy – E-Commerce, Himalaya Publishing House.

IMBA 503: INTRODUCTION TO FINANCIAL MARKETS

UNIT-1: **Financial System;** Components of Indian Financial system, Meaning, Financial market and structure, Role/Functions of Financial System, Economic Development, Financial Sector reforms.

UNIT-2: **Money Market;** Meaning, characteristics, objectives/ Importance, Sub markets (CD, CP, TB, and Acceptance Market) Difference between money market and capital market, Interbank Participation certificate, Developed money market, Indian money market.

UNIT-3: **Capital market;** Constituents, Functions, Capital market instruments, new issue market, Private Placement, Security Exchange board of India (SEBI), Regulation and Investor Protection, Primary and Secondary market reforms.

UNIT-4: **Stock Exchange;** Organisation of Stock exchange in India, Listing of Securities, Registration of Stock Brokers and sub- brokers, Kinds of brokers and their assistants, Methods of trading in stock exchange, online trading –merits, Kinds of speculations, stock indices, Recent development/ reforms.

UNIT-5: **Foreign Exchange Market;** Foreign Exchange – The Foreign Exchange Market – Organization of the Foreign Exchange Market – The Spot Market – The Forward Market – Relationship between the Forward Rate and the Future Spot Rate – Interest Rate Parity Theory.

Recommended Books:

1. M.Y. Khan, Financial Services, TMH.
2. Gordon and Natrajan, Financial Market and Services, Himalaya Publishing.
3. Sribvastav, Nigam – Management of Indian Financial Institutions – HPH
4. Gupta and Agarwal; Financial Services, Kalyani Publishers.
5. C.M. Kulshrestha, Mastering Mutual Funds, Vision books.
6. J.C. Verma, A Manual of merchant Banking, Bharat Law House.
7. Premlal Joshi, Leasing Comes of Age: Indian Scene, Amrita Prakashan.
8. Nabhi Publications, SEBI Guidelines.
9. Clifford E Kirsosh, The Financial Services Revolution, McGraw Hill.
10. Nalini P Tripathy, Financial Instruments and Services, PHI.
11. Meir Kohn, Financial Institutions and Markets, Oxford.
12. Dharam Raj, Financial Services, S. Chan.

IMBA 504: BANKING CONCEPTS

- UNIT-1:** Banking Concept; Banking definition, types, Function of commercial banks, central banks, relationships between banker and customer-special features of RBI, Banking regulation Act 1949.RBI credit control measure-secrecy of customer account.
- UNIT-2:** Opening of account; special types of customers, types of deposits, bank passbook, collection of bankers, banker lien.
- UNIT-3:** Cheque; feature, essential of valid cheque, crossing , making and endorsement, payment of cheques statutory, protection duties to paying banker and collective banker, refusal of payment cheque, duties holder and holder ID due course.
- UNIT-4:** loan and advances by commercial banks, lending policies of commercial banks, forms of securities-lien pledge hypothecation and advance against the documents of title to goods- mortgage.
- UNIT-5:** Position of surety- letter of credit- bills and supply bills. Purchase and discount bill, travelling cheque, credit card, teller system, Rate Parity Theory.

Recommended Books:

1. Banking Theory, Law and Practice – Gordon & Natarajan (HPH)
2. Insurance Management - Anand Ganguly (New Age)
3. Insurance and Risk Management - P.K. Gupta (HPH)
4. Banking & Insurance Principles & Practices – Neelam C. Gulati (EB)
5. Sundharam & Varshney, Banking theory Law & Practice, Sultan Chan & Sons, New Delhi

SEMESTER -VI

IMBA 601: SERVICE MARKETING

- UNIT-1:** Origin, growth and Classification of services, the Emergence of service economy, Nature of services, Goods and services marketing, Marketing Challenges in service Business.
- UNIT-2:** The service encounter, the service consumer behavior, the service vision & service strategy, service delivery, service blue print, servicescape,
- UNIT-3:** Quality issues and quality models (Gaps Model, SERVQUAL), demand supply management, advertising, branding, and packaging of services, pricing of services
- UNIT-4:** Service failure, service recovery, customer retention, Customer Relation management, concepts of marketing of financial services, tourism services, and health services.
- UNIT-5:** A demand & supply management, advertising, branding and packaging of services, recovery management, and relationship marketing.

Recommended Books:

1. K RamMohan Rao, Service Marketing, Pearson Education
2. Jha SM-Services Marketing- Himalaya Pub.
3. Zeithaml, V.A & Bitner, M.J. Service Marketing, Newyork McGraw Hill
4. NIMIT & monica Chowdhary, Text Book of Marketing of Services: The Indian Experience, Mc Millan India Ltd.
5. Thakur, BABRAH, DOGRA, Services Marketing, Kalyani Pub.
6. Lovelock, Writz, Chatterjee- Services Marketing: People technology, Strategy, Pearson Education, New Delhi.
7. R Srinivasn, Services marketing. PHI
8. Rajendra, Nargundkar, Service Marketing, TATA McGraw Hill
9. Bhattacharjee, Services Marketing, Excel Books
10. Andersen & Kotler, Strategic Marketing for Non Profit Organization-PHI/Pearson

IMBA 602: INTRODUCTION TO BANKING & INSURANCE

- UNIT-1:** Management of Banking Companies ,Principle of Banking, Creation of Money, Present Structure of Commercial Banking System in India, Transaction, Working during 1947 to 1991 and the after.
- UNIT-2:** Functions of Bank, Management of Deposit and Advances, Investment Management: Nature of Bank Investment.
- UNIT-3:** Management of Finance Bank Account, Records, Reports, Statement of Advances, Profit and Loss Accounts, Balance Sheet and Financial Reports.
- UNIT-4:** Life Insurance: Definition, Features, Classification, Life Insurance Products, Health Insurance, LIC of India, Marketing Life Insurance.
- UNIT-5:** Principles of General Insurance, Function Personal General Insurance Products, Commercial General Insurance Products.

Recommended Books:

1. Banking and Insurance - Gorden and Natrajan (Himalaya Pub.)
2. Insurance - Theory and Practice . Tripathy Pal (PHL) .
3. Bank Management - J. Singh (K.P)
4. Principle and Practice of Insurance - Dr. P.Paniasamy (HPH)

IMBA 603: PRODUCTION & OPERATIONS MANAGEMENT

- UNIT-1:** Basic Concept: Production and Operations Management functions: various production processes and their selection; common systems model; Relevant cost concept, production and productivity; Measurement of Productivity.
- UNIT-2:** Work Study: Methods study- procedure and techniques, Principles of motion economy and work place design; work measurement; Time Study and work sampling; Performance rating and allowances; Estimation of standard time and related errors.
- UNIT-3:** Facilities Planning: Facilities location factors, Bridgeman's dimensional analysis; systematic layout planning; Principles and techniques used; different layouts; Material handling systems and equipments.
- UNIT-4:** Production Planning and Control : Aggregate Planning – basic Strategies, viz., Level Production, chase demand and mixed strategy; Aggregate Planning costs; routing, scheduling, Gantt Charts.
- UNIT-5:** Select Techniques and Concepts: Cost-Benefit Analysis, Input-Output Analysis; Value analysis; Learning Curves; Vertical Analysis; Learning Curves; Vertical Integration; Just-in-Time Systems.

Recommended Books:

1. Chary S.N. - Production Operations Management, Tata McGraw Hill.
2. Mayer R.R. - Production Operations Management, TMH.
3. Schroeder R.G. - Operations Management, Decision Making in Operations function, Tata McGraw Hill.
4. Riggs J.L. - Production Systems, John Wiley & Sons.
5. Buffa & Sarin - Modern Production/Operations Management, John Willey & Sons.
6. Dilworth J.B. - production Operations Management, TMH.
6. Aswathappa & Shridhara Bhatt - Production Operations Management, Himalaya.
7. Chase, Aquilano, Jacobs - Production & Operations Management, TMH.
8. Adam & Ebert - Productions & Operations Management, PHI.
9. Mahapatra - Computer Aided Production Management, PHI.

IMBA 604: ENTREPRENEURSHIP DEVELOPMENT

- UNIT-1:** The Entrepreneur, General concept and definition, Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits and Motivation, Woman Entrepreneur.
- UNIT-2:** Environment and Entrepreneurial Development: Entrepreneurial environment, Development, Programmes (EDPs) Role, Relevance and Achievement of EDP s in India, Institutions for entrepreneurial development.
- UNIT-3:** Project Appraisal and management: Search for business ideas, Project Identification and formulation, Project appraisal, Profitability and risk analysis, Sources of finance.
- UNIT-4:** Legal and Statutory Environment for small industry: Legal formalities in setting up of SSIs Business Laws, Government Setup in promoting small industries.
- UNIT-5:** Small Scale Industrial undertaking: Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in Small enterprise management sickness and Preventions.

Recommended Books:

1. S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
2. Dynamics of Entrepreneurial Development and Management Vasant Desai, (HPH)
3. Entrepreneurship Development –CRISP, BHOPAL, TATA MCGRAW
4. Planning a small scale industry – A guide to Entrepreneurs, 1984 (S S BOOKS)
5. Entrepreneur and environment, Desai A.N. 1990 (Asish, New Delhi)
6. Developing Entrepreneurship –A handbook of leaning System, 1978 (learning system HPH)

SEMESTER -VII

IMBA701: INTRODUCTIONS TO MANAGEMENT FUNCTIONS

- UNIT- 1:** Meaning & Definition of Management, features and characteristics of management ,function of management , importance of management . Difference between Administration and management. Role and functions of a manager.
- UNIT-2:** Scientific Management: **PLANNING:** Introduction, meaning, Definition, characteristics of Planning, objectives of planning , Nature and importance of planning , advantages and limitation of planning . **FORECASTING:** Features or characteristics of forecasting process , importance of forecasting , forecasting techniques ,advantages , limitation of forecasting and planning .**MBO:** features and process of MBO , benefits of MBO , problems and limitation of MBO .**DECISION MAKING:** characteristics and process of Decision making , types of decision .
- UNIT-3:** **ORGANISATION:** Meaning, definition and function of organisation, characteristics and importance of organisation, classification of organisation (formal and informal). Span of management. **STAFFING:** definition and elements of staffing, functions, process of staffing. Recruitment, sources of recruitment. **DIRECTING:** Principles of Direction, importance, characteristics of direction.
- UNIT-4:** **MOTIVATION :** Definition , nature of motivation , importance of motivation , types of motivation , theories of motivation maslow Hierarchy of needs , Herzberg's theory of Needs , motivational factors . Communication: importance and characteristics of communication, barriers of communication. **CONTROLLING:** Scope and technique of control, PERT / CPM . Limitation of control.
- UNIT-5:** **CO-ORDINATION:** Features of coordination, need and importance of coordination, techniques of coordination, types of coordination and problems of coordination. Difference between coordination and cooperation.
- MANAGEMENT AUDIT:** Meaning and objectives of management audit, scope, need and importance of management audit. Qualification and Duties of management auditor .advantage and disadvantages of management audit.

Recommended Books:

1. Principles & Practices of Management, L.M.Prasad
2. Management Process and Organization- P.S.Bajaj, V.S.P. Rao (Excel Books).
3. Management – Robbins & Coulter (Pearson)
4. Principle of Business Management : R.K. Sharma & S.K. Gupta (Kalyani)

IMBA702: ORGANIZATIONAL DEVELOPMENT AND CHANGE

- UNIT-1:** An overview of concepts of organizational change effectiveness and development; skills of change agent.
- UNIT-2:** Organizational climate and culture; power and politics; the process of empowerment.
- UNIT-3:** Organizational learning; creativity and innovation; conflict and negotiation.
- UNIT- 4:** Intergroup behaviour and collaboration.
- Unit – 5:** Business ethics and corporate governance; management of gender issues; cross-cultural dynamics.

Recommended Books:

1. Anderson, A.H. and Barker D. Effective Enterprise and Change Management, Oxford, Blackwell Publisher Ltd. 1996.
2. French, W.E. and Bell, C.H. Organization Development, New Delhi, Prentice – Hall of India, 1995.
3. Kao, S.R. etc. Effective Organization and Social Values, New Delhi, Sage, 1994.
4. Khandwalla, P.N. Organization Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. Organizational Behaviour, 7th ed., New York, McGraw Hill, 1'995.
6. Luthans, F. Organizational Behaviour, 7th Ed., New York McGraw Hill 1995

IMBA703: ACCOUNTING FOR DECISION MAKING

- UNIT-1:** Budgetary Control: Meaning, Needs, Objectives, budgetary control, Organization for Budgetary control, Budget manual, Different types of Budget, Preparation Flexible Budget, Performance budgeting, Zero Base Budgeting, Budgetary ratios, Problem on Budgeting.
- UNIT-2:** Standard costing: Meaning, Difference of standard costing with other costing methods, variance analysis: Material Variance, Labour Variance, and Overhead Variance & Sales Variance.
- UNIT-3:** Absorption and marginal costing: Marginal costing, meaning, features. Absorption Costing VS Marginal Costing, Advantages and Disadvantages, Income Determination under absorption costing and marginal Costing.
- Cost-Volume-Profit Analysis: Meaning, Importance, Break Even Analysis, Elements of Cost- Volume-Profit Analysis and their calculation's P/V Ratio Vs Break Even Point, Margin of safety.
- UNIT-4:** Applications of Marginal Costing and CVP analysis; Tools of analysis: Cost Control, Evaluation of performance, Profit Planning, Decision making in various managerial problem and their computation.
- UNIT-5:** Responsibility Accounting: Concept, Definition, Types, Principles, transfer pricing, Performance evaluation techniques, Budgetary control, Balance scorecard, Contribution margin, Return on capital employed & ROI, Residual income, Economic Value added: Concept importance & its calculations, Bench marking.

Recommended Books:

1. Management Accounting: Sharma Gupta, Kalyani Publisher.
2. Cost Accounting: Jain and Narang, Kalyani Publisher.
3. Drury Colin, Management & Cost Accounting, Thomson Learning.
4. Ronald W. Hilton, Michael W. Maher & Frank A. Selto, Cost Management: Strategies For BusinessDecisions, Mc Graw Hill Irwin.
5. Don R. Hansen & Maryanne M. Mowen, Cost Management, Accounting & Control, Cengage Learning (India) Ltd.

IMBA704: FINANCIAL MANAGEMENT

- UNIT-1:** Introduction to financial management, its scope and its functions, Profit maximisation and wealth maximisation, Time preference for money: Future value and present value, Valuation of Bond and Shares.
- UNIT-2:** Capital structure: Introduction, Relevance and irrelevance of capital structure, Capital structure planning and policy.
- UNIT-3:** Cost of capital: Concept and significance of cost of capital, Opportunity cost of capital, Components of cost of capital: Cost of debt, cost of preference share, cost of equity share, WACC, CAPM.
- UNIT-4:** Dividend theory and policy: Introduction, Issues, Relevance and Irrelevance theory of dividend decision, Objectives of dividend policy, Practical consideration, Stability of dividends, Forms of dividend.
- UNIT-5:** Working capital management: Concepts, Working capital cycle, Determinants of working capital, balanced working capital position, Estimating working capital needs. Receivable management, cash management, Inventory management.

Recommended Books:

1. I M Panday, Financial management , Vikas
2. Prasanna Chandra , Financial management, Tata Mc Graw Hill
3. Shasi K Gupta, SK Sharma , Financial Management , kalyani Publisher
4. Reddy G. Sudarsan . Financial Management Principle and Practice Himalaya Publication House
5. Van Horne , James C , financial management and Policy , Prentice Hall , delli

IMBA705: MANAGERIAL ECONOMICS

- UNIT-1:** Concepts and techniques – nature of business decision-making, marginal and optimization, theory of demand–demand functions, income and substitution effects, revealed preference approach and demand forecasts.
- UNIT-2:** Production and cost – returns to scale, Cost curves, Break-even analysis; Theory of firm – profit maximization, Sales maximization, Organizational slack, Ownership and control.
- UNIT– 3:** Market structure – competition, monopoly, Oligopoly, Non-price competition.
- UNIT-4:** Macro economics aggregates and concepts – GNP and GDP – Aggregate Consumption-Gross Domestic Capital Formation – WPI, CPI, and Inflation – Employment-Balance of Payments-Money supply and Monetary Policy-fiscal Policy.
- UNIT-5:** Concept and measurement of national income; Determination of national income – Consumption function, Fiscal impact and Investment, Synthesis of monetary and real factors.

Recommended Books:

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Baumal, W.J. Economic Theory and Operations Analysis, 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill, 1995.
4. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A Modern Micro Economics, New York, Macmillian, 1991.

IMBA706: MARKETING MANAGEMENT

- UNIT-1:** Concept of Market, Marketing & Market Place. Holistic Marketing Concept, Value Delivery Process, Role of Strategic Planning. Marketing Philosophies; Marketing Management Process- An Overview.
- UNIT-2:** Marketing Research Basics and Process, Consumer Behavior, Five Stage Model. B2B Buyers Behaviour, Segmentation & its Concept, Bases and Application. Understanding Marketing Environment; Demand Forecasting; Market Segmentation, Targeting and Positioning. BCG Matrix application and Limitations, Packaging, Labelling, Guarantees and Warranties.
- UNIT-3:** Product and Pricing Decisions: Product Concept; Types of Products; Product Levels; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies.
- UNIT-4:** Services Marketing: Meaning and Nature of Services. Growing Importance of Services Sector; Classification of Services and Marketing Implications; Services Marketing Management Process.
- UNIT-5:** Promotion and Distribution Decisions: Communication Process & Tools ; Emerging Channels of Distribution, Emerging Trends and Issues in Marketing, Direct Marketing, Online Marketing, Green Marketing, Integrated Marketing

Reference Books:

1. Strategic Brand Management By Kevin Lane Keller, Parameswaran, Isaac Jacob Pearson
2. Strategic Brand Management by Jean Noel Kapferer, Kogan
3. Kotler & Kosky Marketing Management – a south asian Perspective – Pearson
4. Zeithaml V. A. , Bitner M. J. and Pandit, A. (2008), Services Marketing, 5th Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
6. Ramasswamy and Namakumari, Marketing Management – McMillan.

IMBA707: COMPUTER FOR MANAGEMENT

- UNIT-1:** Computer Basics: Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing.
- UNIT-2:** Hardware & Software: Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory, Communication Devices, Configuration of Hardware Devices and their Applications, Software, Different types of Software, Programming Language.
- UNIT-3:** Modern Information Technology: Basic Application of LAN, and WAN, Internet, Intranet and Extranet. Internet Technologies, Communication Technologies, Multimedia.
- UNIT-4:** Introduction to Operating System: Evolution of Operating System, Functions of Operating System, Definition and Types of Operating System, Practical Application of Windows Operating System.
- UNIT-5:** (LAB) Working with Text, Menu Commands, Tables, Checking Spelling and Grammar, Mail Merge etc. Working with Worksheet, Working with Power Point.

Reference Books:

1. Peter Norton: Introduction to Computers, Tata McGraw HILL.
2. Raja Raman – Introduction to information technology by Raja Raman.
3. Computer Fundamentals by Pradeep K. Sinha, PritiSinha BPB Publications
4. Introduction to Information Technology, ITL Education Solutions Limited, PEARSON Education.
5. Raja Raman – Fundamentals of Computers by Raja Raman (PHI)

SEMESTER -VIII

IMBA801: BUSINESS ENVIRONMENT

- UNIT-1:** Business Environment & Strategic Management, International Environment, External Environment, Political & Business Society, Social Responsibility of Business, Consumerism.
- UNIT-2:** Economic Roles of Government, Monetary and Fiscal Policy, Industrial Policy, Privatisation, Industrial Sickness,
- UNIT-3:** MRTP Act. Globalisation and Liberalisation, Labour Welfare and Social Security, GATT & WTO.
- UNIT-4:** Financial Environment: Financial Institution, RBI, Stock Exchange, Non-Banking Financial Corporation, Capital Market Reform and Development.
- UNIT-5:** Industrial Development Strategy and Growth under Indian Planning, Commodity Exchange and its Regulation, Price and Distribution Control, Concentration of Economic Power.

Recommended Books:

1. Francis, Cherunillam : Business Environment and Government (HPH.)
2. Adhikary, M : Economic Environment of Business (Sultan Chand)
3. Agrawal & Diwan : Business Environment (Excel)
4. Daniel: International Business Environment and Operations (Pearson)
5. Michael V.P. : Business Policy and Environment (S.Chand)

IMBA802: HUMAN RESOURCE MANAGEMENT AND STRATEGY

- UNIT- 1:** Concept, Importance of HRM, Emergence of HRM, Relationship with line function, Role and function of HR Manager, HRM Practices in India Emerging trends of HRM in globalized.
- UNIT-2:** Recruitment: Concept, Policy and Procedure, Selection: Concept, Types, Procedure, Induction: Concept, Objective, Performance Appraisal: Concept, Objective, Method. Practice with cases, Potential Appraisal: Practices with cases.
- UNIT-3:** Internal Mobility and Evaluation, Promotion: Purpose, Types, Methods, Transfer: Concept, Purpose, Types, Separation, Training and Development: Concept, Methods and Practices, Training need assessment, Evaluation, Skill up gradation, Competence building.
- UNIT-4:** Compensation Management: Concept, objective, Wage & Salary and incentive: Types and Practices Impact on Motivation.
- UNIT-5:** Strategic Human Resource Management: Definition, SHRM Vs HRM, Feature, Approaches, Benefits, Barriers, Strategic Human Resource Planning.

Recommended Books:

1. Human Resource Management- Subba Rao : HPH
2. Pattanayak- Human Resource Management. (PHI)
3. Personnel Management and Industrial Relation – R.S. Davar: Vikash Publication House P. Ltd.
4. HRM- V S P Rao

IMBA803: BUSINESS REGULATORY FRAMEWORK

- UNIT-1:** Law of contract: Nature of Contract, Classification of Contracts, Offer and Acceptance, Consideration, Special Contract, Indemnity & Guarantee, Bailment and Pledge.
- UNIT-2:** Sale of Goods Act: Contract of sale, Condition and Warranties, Transfer of Ownership, Performance of the Contract, Unpaid Seller and his rights
- UNIT-3:** Negotiable instruments: Definition, Types, And Parties to the Negotiable Instrument, Dishonour and Discharge of Negotiable Instruments.
- UNIT-4:** Consumer Protection Act: Definition, Consumer Protection Council, Consumer Dispute Redressal Agencies, Findings of District Forum and Appeals, Environment Protection Act.
- UNIT-5:** Foreign Exchange Management Act, Information Technology Act.

Recommended Books:

1. Mercantile Law – By N. D. Kapoor
2. Commercial Law – Chawla and Garg - Mercantile Law - Avtar singh (for Cases)
3. Mercantile Law – S.S. Gulsan
4. Business and Corporate Law – Gyna, PPS (S.Chand)

IMBA804: QUANTITATIVE TECHNIQUES

- UNIT-1:** Linear Programming: Introduction, Formulation of LP problems, graphical method & simplex method. Integer programming: Cutting plane method, Gomory's method, Branch & Bound method. Goal programming.
- UNIT-2:** Network Techniques: Introduction, Basic terms, Construction of a network, Time analysis, Critical path method, PERT, cost consideration in CPM & PERT. Game theory: Introduction, pay-off, types, maxmax-minimax principles.
- UNIT-3:** Sequencing problems: Definition, notations, assumptions problems under different situations, Replacement models Simulation: Types, Random variable, Monte-Carlo technique.
- UNIT-4:** Inventory control: Types, inventory costs, Factors involved in inventory analysis, Deterministic inventory models. Queuing theory: Queuing system, Queuing models.
- UNIT-5:** Decision theory: Basic terminologies in Decision theory, Decision making process, Environment of decision making. Decision under uncertainty: Maximum criterion, Minimum loss, & various models, Decision Tree Analysis.

Recommended Books:

1. S Kalavathy , Operation Research , Vikas
2. D Patri & D.N. Patri , Quantitative Technique , Kalyani Publishers
3. Vohra ND , Quantitative Technique in Management, Mc Graw Hill
4. Swarup Kanti , PK Gupta , Manmohan , Operation Research
5. Gupta & Khanna ,Quantitative Technique for decision Making , Prentice Hall of India

IMBA805: BUSINESS ETHICS AND CORPORATE GOVERNANCE

- UNIT-1:** Introduction- Ethics & B- Ethics, Concept values & Ethics.
- UNIT-2:** Ethics corporate Behaviour, its Development, Ethical Leadership.
- UNIT-3:** Ethical Decision Making, Ethical Dilemmas in Organization. Social Responsibility of Business & Corporate Governance.
- UNIT-4:** Ethic in Functional Area, Marketing, Finance, HR & I. Technology.
- UNIT-5:** Environmental Ethics, Corruption, Ethical Issues- Gender Ethics, Sexual Harassment & Discrimination

Recommended Books:

1. Business Ethics by Manisha Paliwal,. Newage International Press.
2. Patyrick J. A. & Quinn J. F. Management Ethics, Response
3. Sherlekar, Ethics in Management, Himalaya
4. R. C. Sekhar, Ethical Choices & Business Response, New Delhi, 1998.
5. Peter F. Drucker- Management: Tasks, Responsibilities and Practices.

IMBA806: MANAGERIAL COMMUNICATION SKILL

- UNIT-1:** Introduction to Official Documentation and Business Communication: Basic Concept of Business Communication, Principles of Good Writing, Format and Types of Business letters. Procedure of Filing and File movements, E- filing.
- UNIT-2:** Managerial Communication (Written): Official letters, Memos, Notice, Circular, Letter Relating to Personnel, Department, Correspondence with Banks, E-Mails, Fax, Correspondence with Media, Drafting of Advertisements, Report Writing.
- UNIT-3:** Business Etiquettes and Executive Manners: Etiquette in office, Meeting, Seminars and Conferences, How to Dress up according to the occasion, Dress code, table manners, dining etiquettes, Elevator Etiquettes, Electronics Etiquettes.
- UNIT-4:** Succeeding in Job Interviews: Writing a C.V and Cover letter, Job Interviews, Over- coming Common Mistakes in Interview, Confidence Building.
- UNIT-5:** Group Discussion: Basic Concepts of Group Discussion, Types of Group Discussion, Preparation for Group Discussion, Process of Group Discussion, Category of Topics in Group Discussion, What is observed in Group Discussion. Critical Success Factors in Group Discussion, Overcoming Mistakes in Group Discussion.

Recommended Books:

1. Communication for Business- Shirley Taylor, 3rd Edition Pearson Education.
2. Business Communication Concepts, Cases and Applications- P.D. Chaturvedi, Mukesh Chaturvedi.
3. Business and Management Chronicle- Jan, 2006
4. KAUL- Business Communication (PHI)
5. Letitia Baldrige's New Complete Guide to Executive Manners.

IMBA807: BUSINESS POLICY & STRATEGIC MANAGEMENT

- UNIT-1:** Business policy as a field of study; general management point of view; vision, mission, objectives and policies.
- UNIT-2:** Environmental analysis and internal analysis.
- UNIT-3:** SWOT analysis; tools and techniques for strategic analysis; impact matrix; the experience curve; BCG matrix; GEC model; industry analysis.
- UNIT-4:** Concept of value chain; strategic profile of a firm.
- UNIT-5:** Framework for analyzing competition; competitive advantage of a firm.

Recommended Books:

1. Ansoff, H Igor. *Implanting Strategic Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1984.
2. Budhiraja, S.B. and Athreya, M.B. *Cases in Strategic Management*, New Delhi, Tata McGraw Hill, 1996.
3. Christensen, C.R. etc. *Business Policy: Text and Cases*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
4. Glueck, William F. *Strategic Management and Business Policy*, 3rd ed. New York, McGraw Hill, 1988.
5. Hax, A.C. and Majluf, N.S. *Strategic Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.

SEMESTER –IX

IMBA902: INTERNATIONAL BUSINESS MANAGEMENT

- UNIT-1:** International Business an Overview, Types of international business environment: Economic, Political, Demographic, Socio-cultural, Geographic environment. Trade theories: Mercantilism, Absolute cost theory, Comparative cost theory, Opportunity cost theory, Factor endowment theory.
- UNIT-2:** Government influence on trade investment, Independence, Dependence & Interdependence, Tariff and non tariff barriers, Regional Blocs: Types of integration: EU, NAFTA, ASEAN, SAARC and other blocks , Balance of Payment :Meaning , Nature, Components, Disequilibrium and its correction.
- UNIT-3:** Foreign Exchange Market: Its mechanism, Determination of foreign exchange rate, Theories of foreign exchange rate, Euro-Currency market, International Banks Non banking financial service.
- UNIT-4:** Global competitiveness, Export management, Licensing, Joint venture, Globalisation, Globalisation and human resource management, FDI, Foreign institutional investment, foreign trade policy.
- UNIT-5:** International Economic Institutions: IMF, W.B, UNCTAD, GATT, And TRIPS & TRIMS.

Recommended Books:

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals, London, Basil Blackwell, 1988.
2. Bhalla, V.K. and s. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 1995.
3. Bhalla, V.K. International Economy: Liberalization Process, New Delhi, Anmol, 1993.
4. Daniel, John D and Radebanh, Lee H. International Business, 5th ed., New York, Addison Wesley, 1986.
5. Eiteman, D.K. and Stopnehill, Al. Multinational Business Finance, New York, Macmillan, 1983.

IMBA903: RETAIL MANAGEMENT

- UNIT-1:** An introduction to the retailing system, retailing mix – social forces – economic forces – technological force – competitive forces; retailing definition, structure, different formats – marketing concepts in retailing.
- UNIT-2:** Consumer purchase behavior – cultural and social group influence on consumer purchase behaviour; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – customer traffic flows and pattern – creative display.
- UNIT-3:** Merchandise planning – stock turns, credit management, retail pricing, return on per sq. feet of space – retail promotions – staying ahead of competition.
- UNIT-4:** Supply chain management – warehousing – role of IT in supply chain management; franchising.
- UNIT-5:** Direct marketing / direct selling – exclusive shops – destination stores – chain stores – discount stores another current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

Recommended Books:

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spooone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.
5. Morgenstein, Melvin and Harriat Strongin Modern Retailing

IMBA904: DECISION SUPPORT SYSTEM

- UNIT-1: Introduction:** Introduction and Definitions; Systems; Models; Phases of the Decision Making Process; Decision-Making: The Intelligence Phase; Decision-Making: The Design Phase; Decision-Making: The Choice Phase; Decision-Making: The Implementation Phase; How Decisions Are Supported; Personality Types, Gender, Human Cognition, and Decision Styles; Decision Makers.
- UNIT-2: Decision Support Systems:** DSS Configurations; Characteristics and Capabilities of DSS; Components of DSS; The Data Management Subsystem; The Model Management Subsystem; The User Interface (Dialog) Subsystem; Knowledge-Based Management Subsystem; The User; DSS Hardware; DSS Classifications
- UNIT-3: Decision Support System Development:** Introduction to DSS Development; Traditional System Development Life Cycle; Alternative Development Methodologies; Prototyping: The DSS Development Methodology; Change Management; DSS Technology Levels and Tools; DSS Development Platforms; DSS Development Tool Selection; Team-Developed DSS; End User Developed DSS
- UNIT-4: Management Support Systems:** Managers and Decision-Making; Managerial Decision-Making and Information Systems; Managers and Computer Support; Computerized Decision Support and the Supporting Technologies; A Framework for Decision Support; The Concept of Decision Support Systems; Group Support Systems; Enterprise Information Systems; Knowledge Management Systems; Expert Systems; Artificial Neural Networks; Advanced Intelligent Decision Support Systems; Hybrid Support Systems
- UNIT-5: Business Intelligence:** The Nature and Sources of Data; Data Collection, Problems, and Quality; Web/Internet and Commercial Database Services; Database Management Systems in Decision Support Systems / Business Intelligence; Database Organization and Structures; Data Warehousing; Data Marts

Recommended Books:

1. Decision Support Systems and Intelligent Systems, Seventh Edition, Efraim Turban, Jay E. Aronson, Richard V. McCarthy, Prentice-Hall of India, 2007.
2. Decision Support Systems, A Knowledge-Based Approach, Clyde W. Holsapple and Andrew B. Whinston, 2001.
3. Decision Support Systems for Business Intelligence by Vicki L. Sauter, 2010.

SEMESTER -X

IMBA1001: CORPORATE SOCIAL RESPONSIBILITY

- UNIT-1:** Corporate Social Responsibility: Concept, development of business and importance of CSR with different viewpoints. History of CSR in India. Corporate Governance and CSR and related theories.
- UNIT2:** Stakeholders in CSR, Intangible aspects of stake holders approach, stake holders' trade-offs.
- UNIT-3:** Role of various institutions in CSR: Govt. NGO, Educational Institutions, Media.
- UNIT-4:** Creating CSR frame work creation of strategy, corporate ideology creative corporate culture. Integration of operation and process level. Rating of CSR –Understanding. CSR Rating, Global rating Initiatives, BITC'S CR Index. Sustainable Investment Research. International. Infosys sustainability solution, Tata Group CSR rating Frame work. Philip Frame work for CSR Rating.
- UNIT-5:** Global CSR: Multinational companies CSR activities. CSR Initiatives of US, UK, Japan, CSR framework of India.

Recommended Books:

01. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz.
02. The World Guide to CSR - Wayne Visser and Nick Tolhurst
03. Innovative CSR by Lelouche, Idowu and Filho
04. Corporate Social Responsibility in India - Sanjay K Agarwal
05. Handbook on Corporate Social Responsibility in India, CII.
06. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
07. Growth, Sustainability, and India's Economic Reforms – Srinivasan
08. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
09. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
10. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility- A European Perspective, Edward Elgar. University of Delhi.
11. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, NewDelhi.

IMBA1002: RURAL MARKETING AND MANAGEMENT

- UNIT-1:** Nature, Characteristics and potential of rural markets in India, Rural marketing environment- Socio-cultural, economic, political and technological, Concepts of agri-marketing, marketing of agri inputs- tractors, seeds, fertilizers and pesticides, role of co-operative marketing in India.
- UNIT-2:** Rural consumer behavior: Characteristic of rural consumers, factors affecting rural consumers, rural consumer buying decision process; rural marketing research, rural marketing strategy; rural marketing mix; segmentation, targeting and positioning.
- UNIT-3:** Rural product strategy: FMCG, consumer Durables, services, product life cycle, NEW Product Development, Rural packaging, rural branding strategy.
- UNIT-4:** Rural pricing strategy: pricing objective, factors influencing rural pricing, rural pricing technique. Rural distribution strategy: channel of distributions, role of feeder town, Evolution of rural distribution systems, rural distribution model.
- UNIT-5:** Rural communication strategy: Communication process, rural advertising and sales promotions, personal selling, challenges of rural communication, rural media-conventional and nonconventional. Innovation in rural Market; Diffusion of Innovations; Future of rural marketing.

Recommended Books:

1. R. Krishnamoorthy – Intr to Rural Marketing – Himalaya Publishing
2. House Arora, RC. Integrated Rural Development. 1979. Schand, New Delhi
3. Desai, Vasnat. Rural Development. 1988, Himalaya, Bombay.
4. Mishra, SN. Politics and Society in Rural India. 1980 Inter India, Delhi.
5. Porter, Michael E. Competitive Strategy. 1980. Free Press, New York
6. Rural Marketing – Vadi, Vadi – Himalaya Publishing House P. Ltd. Rudra, Ashok.
7. Indian Agricultural Economics. Myths and Realities. 1982 Allied, New Delhi.

SPECIALIZATION GROUPS

SUBJECT: HUMAN RESOURCE MANAGEMENT (HRM)

HRM - 1: HUMAN RESOURCE PLANNING

- UNIT-1:** Basic: Concept need and process of HRP, Objectives and importance of HRP, Barriers of HRP, Level of HRP, and Factors affecting HRP, Corporate planning and HR Planning.
- UNIT-2:** Demand Forecasting: Concept of Manpower Demand, Need for manpower forecast, types of manpower forecast, macro forecasting, micro forecasting.
- UNIT-3:** Supply Forecasting: Concept and dimensions of manpower supply, macro level supply forecasting, micro supply forecasting
- UNIT-4:** Career Management: Career, career Management, models career planning, career stages, career development, succession planning, performance appraisal planning
- UNIT-5:** Measurement in HR Planning: Human resources information system, human resources accounting, Human Resource cost. HRP of Transfer, Promotions and Job Rotation, Skills and Multi-skilling. International Human Resource Management

Recommended Books:

1. Gordon Mc Beath " The Handbook of Human Resource Planning"
2. Bhattchary Dipak Kumar "Human Resources Planning", Excel Books
3. Human Resources Management, S.S.Khanka, Sultan Chand
4. PERSONNAL MANAGEM,ENT AND HRM By P.SUBHARAO(HPH

HRM – 2 : INDUSTRIAL RELATION & LABOUR LAWS

- UNIT-1:** Evolution of Industrial relations, Industrial relations and the merging socio economic scenario, Technological change and Industrial Relation, Industrial relation and state.
- UNIT-2:** Negotiation, productivity bargaining worker participation in management, industrial relations in public sector, trade union and management, discipline in Industrial relations.
- UNIT-3:** Emergence and objectives of Labour Laws and their socio-economic environment, law relating to industrial disputes, disciplinary proceedings in industry.
- UNIT-4:** Social security laws: Laws relating to workmen's compensation, employees state insurance, provident fund, gratuity and maternity relief.
- UNIT-5:** Wages and Bonus Laws: The minimum wages act 1948, payment of wages, payment of bonus, Law relating to working conditions: The laws relating to factories Act, the plantation labour act, contract labour

Recommended Books:

1. Industrial Relations, A.M. Sharma
2. Industrial Relation, Dhanpat Rai Co.
3. Industrial Jurisprudence and Labour Legislation, A.M.Sarma
4. Saini, Dabis, Redressal HPH of Labour Grievances Claims and Disputes, New Delhi, Oxford, 1995

HRM – 3: COMPENSATION MANAGEMENT

- UNIT-1:** Compensation-Forms, external and organizational influences on compensation decision. compensation policy. Factor of determination. Process of determination. Theories behind compensation strategy and decision. Role of institutions.
- UNIT-2:** **Job Evaluation:** Purpose and objective, Types of job evaluation, design and process criteria. Implementing job evaluation.
- UNIT-3:** Market Rates and Pay Structure: Concept of market rate, sources of information, types of grade and pay structure, choice and design, developing and implementing pay structure.
- UNIT-4:** **Contingent Pay & Reward Strategy For Special group:** Rational for contingent pay, contingent pay strategy, competence related pay, performance related pay, skill based pay, contribution related pay, team based pay, pay for directors, senior executives, expatriate pay.
- UNIT-5:** **Benefits, incentives and Management of Reward System:** Different types of employee benefits, allowances and special pay, procedure for compensation management, evaluation of compensation system

Recommended Books:

1. Understanding of wage system by A.N.Sharma(HPH)
2. Compensation Management And Labour Legislation Be A.N. Sharmw(Hph)
3. Armstrong Michael and Murlis Helen "Reward Management : A Handbook of Sales, Administration, London, Kogan Page,
4. Armstrong Michael " A Handbook of Human Resource Management Practice" Kogan Page,
5. Ferris R. Gerald, Rosen D Sherman and Barnum T. Darold "The Manual of Human Resource Management" Beacon Books,
6. Milkovich T. George and Bourdreau W. John "Human Resource Management" Richard D. Irwin Inc.

HRM - 4: PERFORMANCE & APPRAISAL MANAGEMENT

- UNIT-1: FOUADATION OF PERFORMANCE MANAGEMENT:** Definition need & scope, Origin & history of performance management, the essence of performance management, performance planning.
- UNIT-2: PERFORMANCE MANAGEMENT PROCESS:** Principles of measurement, criteria for performance measures , classification of measures, types of measure & measurement issue, performance standards, competence & competence analysis, conducting performance, developing review, performance coaching & counseling, performance problem solving, reward for performance.
- UNIT-3: APPLICATION OF PERFORMANCE MEASUREMENT:** Performance management & learning organization, Performance measurement & pay, Performance measurement & motivation, Performance measurement & international market, Performance measurement & team work Performance measurement & high performance leadership Team work & team building, conversation, feed back & feed forward.
- UNIT-4: DEVELOPING & MAINTING PERFORMANCE MEASUREMENT SYSTEM**
Introducing performance management, developmental frame work, content, content & process, performance management, training, evaluating performance management, competency development.
- UNIT-5: EMERGING ISSUES & AREAS IN PERFORMANCE MEASUREMENT** Developments performance measurement, 360 degree feedback, impact of performance measurement on organization , case studies of performance measurement.

Recommended Books:

1. Performance Management System By A.M. Sharma (HPH)

HRM-5: INTERNATIONAL HUMAN RESOURCE MANEGEMENT

- UNIT-1: IHRM Difference between Domestic and International Manager, Issues in IHRM, Developing International Strategy, Understanding Culture, its coverage, determinants, Cross Cultural Theory (Halls & Lorange).
- UNIT-2: Cross Cultural Negotiations, Planning and preparation parameter, Types and Strategy of Organisational Culture.
- UNIT-3: International Business and IHRM: Approaches, Globalisation Approaches, Globalisation and the strategies, the competency required for International Managers.
- UNIT-4: International Labour Market, Sources, Recruitment and Selection, Training, Types of Cross Cultural Training. Multinational performance management, Developing International staff and Multinational Team.
- UNIT-5: International compensation system, Objectives, Approaches and practice, Expatriation and Repatriation process, Managing people in International Firms.

Recommended Books:

1. S.C.Gupta Text Book of IHRM. McMillan.
2. Punnett- International Perspectives on Organisational Behaviour and Human Resource Management (PHI)

HRM – 6: MANAGEMENT OF TRAINING & DEVELOPMENT

- UNIT-1:** Concepts of training, comparison between training and development, concept of skill up gradation different aspects of trainings Concept of learning, techniques of learning, adult learns principles and pedagogy, designing a learning environment.
- UNIT-2:** Concept of training need; identification of training need, methods of training and techniques of training, on the job, off the job, lecture, role play , case study, vestibule training, simulation techniques, in basket exercise, syndicate method, T group training, psychological lab, business game, activity based training, programme instruction training Choosing the right training techniques.
- UNIT-3:** Training aids; different type of training aids choosing the appropriate training aids Training module; concept, dimension and designing an appropriate training module.
- UNIT-4:** Administrative procedure for training; Training file, need assessment form, feedback form, format for request letter for trainers and trainees, there certificate of participation and learning diary Training Calendar, Training Policy.
- UNIT-5:** Evaluation of Training effectiveness, assessment criteria.

Recommended Books:

1. FORD- Bottom Line Training – How to Design and Implement Successful Programs that boost profits –PHI.
2. Dr. B. Rathana Reddy “Effective HR Training and Development Strategy” HPH

SPECIALIZATION GROUPS
SUBJECT: FINANCIAL MANAGEMENT (FM)

FM - 1: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

- UNIT-1:** Introduction to Portfolio Management: Risk & Return in a Portfolio, Markowitz Model.
- UNIT-2:** Selection of Optimal Portfolio:- Sharpe Model, Capital Assets Pricing Model(CAPM), Arbitrage Pricing Theory(APT),
- UNIT-3:** Valuation of Bond: - Meaning, Types, Determining future value and Present value of bond, Holding period return (HPR), Yield to maturity(YTM), Bond management strategy in building port folio. Efficient Market Hypothesis (EMH).
- UNIT-4:** Fundamental Analysis: Economic, Industry, Company Analysis, Technical analysis: - Tools of technical analysis ,Dow theory, Volume trading, Odd lot trading, Moving average, Oscillators &Charts.
- UNIT-5:** Portfolio Revision / Performance Evaluation:-Passive management, Active management, Formula plan:-Rupee cost averaging. Constant Rupee plan. Variable ratio plan. Performance measurement:-Sharpe's performance index, Tenor's performance index, Jensen index. Advantages and Disadvantages of Portfolio Analysis

Recommended Books:

1. Kevin –Security Analysis and Portfolio Management -PHI
2. Jack Clark Francis - Management of Invest, McGraw Hill
3. Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey
4. V.A. Advani: Security Analysis & Portfolio Management
5. Jordan and Fisher - Security Analysis and Portfolio Management, Prentice-Hall

FM - 2: FINANCIAL DERIVATIVES

- UNIT-1:** An overview of financial derivatives, its definition, features & types, History & Trader's in derivatives market, Derivatives market in India. Forward contract: Introduction, concept, features, classification of forward market, forward rate agreements.
- UNIT-2:** Future market: Introduction, types, functions, forward vs future market, traders in future market, Trading mechanism, specifications, clearing house, margin's, market, making, daily settlement. Future Price: Basics, theories, spreads, cost of carry. Hedging strategy using futures: Hedging concepts, risk in Hedging, Hedge Ratio, and types of Hedging & its objectives, Stock index future.
- UNIT-3:** SWAP Market: SWAP, Introductions, concept, Nature, features, evolution, types of SWAP, interest rate SWAP, Commodity SWAP.
- UNIT-4:** Interest rate Derivatives: Short term interest rate futures& long term interest rate futures. Foreign currency futures: Features, cross rate, use of foreign currency, foreign exchange, spot market, currency arbitrage, Hedging in currency futures, features of forward exchange market& methods of dealing in forward exchange.
- UNIT-5:** Options Market: Concept, its terminology, types of Options, Call-put parity theorem, Option positions, valuation, Strategy in options, trading with options. Option prices: Binomial Option pricing model, Black scholes Options pricing model, Volatility, Risk neutrality, Option Greeks & basic delta hedging.

Recommended Books:

1. Bhalla , V .k Investment Management ; Security Analysis and Portfolio management , New Delhi , S. Chand , 2011.
2. Brennet , M. Option Pricing : Theory & Applications , Toronto , Lexington Books ,1993
3. Cox , john c and Rubinstein , Mark Options Markets , Englewood Cliffs, New Jersey , Prentice Hall of inc. 1985.
4. Huang , Stanley sc and Randall , Maury R. Investment Analsis and Management , London ,Allyn and Bacon , 1987.
5. Hull , John c. Option , Futures and Others Derivatives Securities , 2nd ed. New Delhi, Prentice Hall of India, 1996.

FM - 3: MANAGEMENT OF FINANCIAL SYSTEM

- UNIT-1:** Financial system – an introduction : components of the Formal Financial System ; function of the financial system ; Nature and Role of financial institution and financial markets . Role of the system in the economy; Reforms in the financial system.
- UNIT-2:** Money market : introduction ; T- Bills, commercial papers , certificate of Deposits ; call money market; money market intermediaries ; money market mutual funds ; Tools for managing liquidity in the money market . capital market : introduction ; function of a capital market; capital market scams ; reforms in the capital market .
- UNIT-3:** The Primary market : introduction ; free pricing regime ; book building ; on line IPOs; resources mobilisation from international capital markets . The Secondary markets : introduction ; functions of the secondary markets ;listing of securities ;trading arrangement ; trading and settlement ; internet trading ; stock market index; measures to boost liquidity in the secondary markets ; impacts of reforms and measures on the secondary markets
- UNIT-4:** Depositories and custodian : depository system ; NSDL ; CDSL ; Custodian ; SHCIL .Credit Ratings : introduction ; the growth of credit rating industry in India ; credit rating agencies in India and rating process ; IPO ratings .
- UNIT-5:** MUTUAL FUNDS: introduction; Types of mutual fund schemes; organisation of a mutual funds : Association of mutual funds in India ; Growth and performance of mutual funds in India . MERCHANT BANKING : meaning and concepts ; functions of merchants banks ; role of a merchant banker ; merchant banking in India ; merchant bankers regulations ; government policies ; merchant banking scenario .

Recommended Books:

1. Indian Financial System – Barati V. Patha (person)
2. Indian Financial System – M .Y . Khan .

FM - 4: INTERNATIONAL ACCOUNTING

- UNIT-1:** International dimensions of accounting – conceptual development and comparative development patterns.
- UNIT-2:** Currency transactions; managing international information systems.
- UNIT-3:** International perspective on inflation accounting; financial reporting and disclosure.
- UNIT-4:** Analyzing foreign financial statement; financial management of multinational entities.
- UNIT-5:** Transfer pricing and international accounting – international standards and multinational corporations.

Recommended Books:

1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
2. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
3. Evans, Thomas G. International Accounting & Reporting, London, Mac Millian, 1985.
4. Gray, SJ. International Accounting and Transnational Decisions, London, Butterworth, 1983.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.
6. A.K.Das Mohapatra, International Accounting

FM - 5: INTERNATIONAL FINANCE

- UNIT-1:** Multinational financial management – an overview; evolution of the international monetary and financial system. Management of exchange and interest rate exposure.
- UNIT-2:** Managing short-term assets and liabilities; long-run investment decisions- the foreign investment decision; political risk, management Govt. Regulation and procedures.
- UNIT-3:** Multinational capital budgeting – application and interpretation; cost of capital and capital structure of the multinational firm, Foreign exchange arithmetic.
- UNIT-4:** Dividend policy of the multinational firm; taxation of the multinational firm.
- UNIT-5:** Country risk analysis; long-term financing, Foreign exchange risk management, out sourcing and BPO.

Recommended Books:

1. International finance management by A.V.AVADHANI (HPH)
2. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, new Jersey, Prentice hall Inc., 1987.
3. Bhalla, V.K. International Financial Management, 2nd ed., New Delhi, Anmol, 2001.
4. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc., 1996.
5. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and cases, 2nd ed. Miami Florida, Kolb, 1993.
6. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.
7. International finance management by A.V.AVADHANI (HPH)

FM - 6: PROJECT PLANNING & ANALYSIS

- UNIT-1:** Generation and screening of project idea.
- UNIT-2:** Capital expenditure; importance and difficulties; market demand and situational analysis.
- UNIT-3:** Technical analysis; financial analysis; analysis of project risk; firm risk and market risk; social cost benefit analysis; multiple projects and constraints.
- UNIT-4:** Network techniques for project management; project review and administrative aspects.
- UNIT-5:** Project financing in India; problem of time and cost overrun in public sector enterprises in India; assessment of the tax burden; environmental appraisal of projects.

Recommended Books:

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

SPECIALIZATION GROUPS

SUBJECT: MARKETING MANAGEMENT (MM)

MM - 1: ADVERTISING & SALES PROMOTION

- UNIT-1:** Introduction: Definition, objectives, Functions and classification of advertising, Advertising Agency Functions & structure of modern agency, functions of the advertising department and advertising manager. Client – Agency Relationship (CAR), Selection of agency.
- UNIT-2:** Advertising as Mass communication: the communication mix, building of advertising program: Creative strategy-Copy, message, advertising appeals, AIDA concept Creation and production in advertising: TV commercials, Radio Jingles, Print ads.
- UNIT-3:** Advertising media, General and special characteristics of different media: Media planning, scheduling, selection and evaluation, measuring advertising effectiveness (DAGMAR): The rationale of testing: pretesting, concurrent testing & post testing, recall and recognition.
- UNIT-4:** Advertising Budget: Approach and procedures for determining the size of the budget, Administration and control of budget. Regulation of Advertising: Self Regulation by advertising Media (ASCI), Ethics & Social Responsibility in Advertising, E-advertising.
- UNIT-5:** Introduction: Definition, objectives, Importance, Factors affecting sales promotion, types of sales promotion Recent Trends in sales promotion.

Recommended Books:

1. S.A.Chunawala advertising management (HPH)
2. Aakers and Meyers "Advertising Management", PHI, New Delhi
3. Chunawallia and Sethia "Advertising Management" Galgotia Publications,
4. Wright, Farner and Zieglar" Advertising
5. Manendra Mohan "Advertising Management "TMH,
6. M.N.Mishra "Sales Promotion and Advertising Management "Himalaya Publishing House.

MM - 2: PRODUCT & BRAND MANAGEMENT

- UNIT-1:** New Product development process, Research techniques used in the process, Product development strategies: Idea generation, Concept, Concept testing, Concept evaluation, Product testing, Pre-test Marketing and Test Marketing, Launching strategies for new Product.
- UNIT-2:** Product life cycle Management, Production Portfolio Analysis and Management, Industrial Products and consumer Products, Shopping (Durable) goods and services and convenience (FMCG) goods and services, specially goods and services.
- UNIT-3:** Understanding Brands- Brand Hierarchy, Brand Personality, Brand Identity, Brand Positioning; Brand Equity: Value addition from Branding- Brand- customer Relationships, Brand Loyalty and Customer Loyalty.
- UNIT-4:** Managing Brands: Brands creation, Brand Extensions, Brand-product Relationships, Brand Portfolio: Brand assessment through Research- Brand Identity, Position, Image, Personality Assessment and Change.
- UNIT-5:** Brand Revitalization, Financial Aspects of Brands: Branding, Retail and service Brands in Different Sectors: Customer, Industrial.

Recommended Books:

- 1 .Majumdar-Product Management in India –PHI.
- 2 .Aaker, David, A, Managing Brand Equity, New York, Free Press, 1991
3. Cowley, Don, Understanding Brands London, Kogan Page, 1991
4. Czemiswski, Richard D & Michael W Maloney Creating Brand Royalty AMACOMNY, 1999
5. Kapferer, J N Strategic Brand Management, New York, Free Press, 1992
6. S.A.Chunawalla. "Product Management". HPH.

MM - 3: CONSUMER BEHAVIOR

- UNIT-1:** Introduction to consumer behaviour; consumer behaviour and marketing strategy; consumer involvement and decision making.
- UNIT-2:** Information search process; evaluative criteria and decision rules; consumer motivation.
- UNIT-3:** Information processing and consumer perception; consumer attitudes and attitude change; influence of personality and self concept on buying behaviour; psychographics and lifestyle; reference group influence.
- UNIT-4:** Diffusion of innovation and opinion leadership family decision making; industrial buying behavior.
- UNIT-5:** Models of consumer behaviour; consumer behaviour audit; consumer behaviour studies in India.

Recommended Books:

1. Assail, H. Consumer Behaviour and Marketing Action, Ohio, South western, 1995.
2. Engle, JF. Etc. Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, prentice Hall Inc. 1989.
4. Hawkins, DI. Etc. Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.

MM - 4: CUSTOMER RELATIOSHIP MANAGEMENT

- UNIT-1:** Emerging Concept of CRM: CRM in Marketing & IT, Enables of the Growth of CRM, Evolution and Benefits of CRM, School of Thoughts of CRMS, Building Customer Relationship: Process, Bonding, Zero customer Defections, CRM Framework, Market Share Vs. Share of Customers, Life time value of Customers.
- UNIT-2:** CRM in Service: Product markets, B2B market.
- UNIT-3:** CRM in Marketing: A Marketing Retrospective, Target Marketing, And Marketing Automation. CRM and Customer service: Call Centre and Customer Care, Automation of contact center, Call Routing, Web Based Self Service, Work Force Management, Customer Service, E- CRM.
- UNIT-4:** Components of E-CRM Solutions: Data Warehousing, Data Mining and CRM, Evaluation of Technical solution for CRM, Role of a contact centre in building relationships.
- UNIT-5:** Implementation: Defining a CRM strategy, CRM Implementation Road Map Developing a Relationship Orientation, Customer-centric Marketing and Processes, Building Capabilities through internal marketing, Customer Retention Plans.

Recommended Books:

1. "Paul Greenberg", CRM at the Speed of Light, 3rd edition TMH, 2007
2. " Baran , galka and Strunk, Principles of CRM, Cengage Learning 2008
3. " Jagdish . N. Sheth, Atul Parvatiyar and G. Shaniash" (Editors), Customer Relationship Management, TMH 2007.
4. "John. G. Freeland" The Ultimeter CRM, TMH, 2006.
5. "Subhasish Das", Customer Relationship Management", Excel Books, 2007
6. " Nath", The Nuts & Bolts of CRM, TMH, 2007

MM - 5: MARKETING RESEARCH

- UNIT-1:** **Introduction and Basic Concepts:** Introduction of Marketing research, nature, scope, interaction between management and marketing research, marketing information system and decision support system in marketing research, research process, types of research.
- UNIT-2:** **Source and collection of data:** Sources of secondary data, its advantages, methods of collection of primary data, construction of questionnaire and interview schedule, scaling and measurements, sampling designs and sample size decisions.
- UNIT-3:** **Processing and analyzing of data:** Editing, coding and tabulation of data, techniques of data analysis, testing of hypothesis, tests of significance, analysis of association's analysis of experiments, interpretation of data.
- UNIT-4:** **Report Writing and presentation:** Role and types of report, content of report, principles of report preparation, preparation and communication.
- UNIT-5:** **Application of marketing research:** Application of marketing research – part one, part two, skill development.

Recommended Books:

1. Marketing research by C.N. Sontakki, HPH.
2. Marketing research by Rajendra Nargundkar , McGraw Hill
3. Marketing research by GC Beri , McGraw Hill

MM - 6: SALES & DISTRIBUTION MANAGEMENT

- UNIT-1:** Introduction to Sales Management: Understanding Basics of Selling- Meaning, Importance and Scope, Selling, Salesmanship, Selling Process, Selling Skills
- UNIT-2:** Sales Organization and Territory Management: Importance of Sales Organization, Types of Sales Organization, Roles, Responsibilities of Sales Manager, Sales Forecasting and Budgeting, Territory Management, Sales Quotas, Sales Displays and Sales Promotion
- UNIT-3:** Sales Force Management: Meaning, Importance of Sales Force, Recruitment, Selection of Sales Force, Training, Compensation, motivation, Performance Evaluation and Controlling of Sales Force.
- UNIT-4:** Distribution Management: Introduction to Indian Distribution System, Factors in Designing Strategic Distribution System, Logistics, Managing Physical Distribution System
- UNIT-5:** Management of Channels of Distribution: Meaning and Importance of Channel Members, Designing Channel Strategies, Management of Whole selling, Management of Retailing, Horizontal and vertical Marketing System.

Recommended Books:

1. STILL, Cundiff, Govoni – Sales Management: Decision, Strategies & cases (5th Edition) PHI.
2. R L Spiro, W J Stanton, G A Rich “Management of a Sales Force”, Tata McGraw Hill Publication
3. D Jobber and L Lancaster, “Selling and Sales Management”, Pearson Publishing House.
4. Chunawalla, “Sales Management”, Himalayan Publishing House
5. S L Gupta, “Sales Distribution Management”, Excel Book.
6. T Panda, S Sahadevan, “Sales and Distribution Management”, Oxford.
7. Das Gupta: Sales Management, In the Indian Perspective, PHI.

SPECIALIZATION GROUPS

SUBJECT: INFORMATION TECHNOLOGY MANAGEMENT (ITM)

ITM - 1: DBMS & RDBMS

- UNIT-1:** Database: Introduction, database system applications, database systems versus file systems, view of data, data models, database language, database users and administrators.
- UNIT-2:** Entity relationship models: basic concepts, constraints, keys, design issues, entity relationship diagram, weak entity sets, design of an E-R database scheme, reduction of an E-R scheme of tables, Database structure- network database structure- relational database structure-hierarchical database structure, The server architecture, distributed processing, distributed database.
- UNIT-3:** Relational-database design: First normal form, pitfalls in relational database design, functional dependencies, decomposition, desirable properties of decomposition, Boyce-code normal form, third normal form, fourth normal form, more normal forms.
- UNIT-4:** Storage and file structure; overview of physical storage media, magnetic disks, RAID, storage access, file organisation, organisation of records in files, data-dictionary storage.
- UNIT-5:** Query processing and optimisation; overview, measure of query cost, selection operation, sorting, join operator, evaluation of expressing.

Recommended Books:

1. Panneer Ielam –Database Management Systems – PHI.
2. Hansen & Hansen –Database Management & Design –PHI
3. “Simplified Approach to DBMS” Parteek Bhatia , Gurvinder Singh. Kalyani Pub.

ITM - 2: INTERNET TECHNOLOGY

UNIT-1: Network Protocols: TCP / IP (Transmission Control / Internet protocol, ARP (Address Resolution Protocol), RARP (Reverse Address Resolution Protocol, RIP (Routing Information Protocol), OSPF (Open Shortest Path First) Protocol, BGP (Border Gateway Protocols.

UNIT-2: Introduction to Network Programming(i) Socket Programming (using TCP and UDP socket),RMI, Introduction to Distributed Computing with RMI,RMI Architecture, Naming remote Object ,Using RMI : Interfaces, Implementations, Stub, Skeleton, host Server Client, Running RMI Systems, Parameters in RMI : Primitive, Object, Remote Object ,RMI Client-side Callbacks, Distributing & Installing RMI Software

UNIT-3: Introduction to CORBA
a) What is CORBA?
b) CORBA Architecture
c) Comparison between RMI and CORBA

UNIT-4: Introduction to Wireless LAN
a) How does WLAN work?
b) WLAN setups (Ad-hoc, infrastructure LAN)
c) Use of WLAN
d) Benefits of WLAN
e) Restrictions and Problem with WLAN

UNIT-5: Cryptography
a) Introduction to Basic encryption and Decryption,
b) Define? Hellman Key Exchange
c) Concept of Public key and Private key
d) Digital Signatures

Recommended Books:

1. Tanenbaum, Woodhull, Operating Systems, Prentice-Hall, India
2. Witten Jeffrey, SAD Methods, Galgotia Publications
3. Tanenbaum, Modern Operating Systems, Prentice-Hall

ITM - 3: COMPUTER AIDED MANAGEMENT

- UNIT-1:** Overview of system analysis and design- business systems concepts, system development life cycle, system methodologies- structured analysis, structured design, structured programming, ER models, prototypes, case tools.
- UNIT-2:** Project selection- sources of projects requests, managing project review and selection, preliminary investigation feasibility study- technical and economic feasibility, operational feasibility, system requirement specifications and analysis- fact finding techniques, data flow diagrams, data dictionaries, process organization and interactions, decision analysis, decision trees and tables.
- UNIT-3:** Design and implementation- modularization, module specification, system flow charts, screen displays, data elements and record structure, file organization, schema structures, units and integration testing, testing practices and plans, system controls, audit trails, system administration plan, system back up plans, system recovery plans, documentation and user manuals, project management, system maintenance and evaluation, preparation of physical sites and user training.
- UNIT-4:** Hardware and software selection: hardware acquisition, memory processes, peripherals, bench marking, vendor selection, software selection operating system languages, language processes, data communication networks, personnel estimates, performance and acceptance criteria.
- UNIT-5:** Network – overview of local area network, hardware, software requirement for LAN, WAN, modem, routers, hub and switches, network topologies, reasons for implementing networks, network concerns, case analysis of typical LAN installation.

Recommended Books:

1. Tanenbaum, Woodhull, Operating Systems, Prentice-Hall, India
2. Witten Jeffrey, SAD Methods, Galgotia Publications.
3. Tanenbaum, Modern Operating Systems, Prentice-Hall

ITM - 4: INTERNET MARKETING

- UNIT-1:** ***E-Marketing-An Overview*** – Introduction, Objectives, Definition, History and, Features of E-Marketing, Definition of E-Marketing, History of E-Marketing, Features of E-Marketing, E-marketing: Scope, Benefits and Problems, Scope of E-Marketing, Benefits of E-Marketing, Problems in E-Marketing, E-marketing Techniques, Internet Marketing, Digital Marketing and E-marketing.
- UNIT-2:** ***Components of E-Marketing*** - Introduction, Objectives, Customers (Buyers): Impulsive, Patient and Analytical Sellers and Products, Infrastructure: Building a Product System, Intermediaries, Other Business Partners, Support Services, Digital Products.
- UNIT-3:** ***E-Customers*** - Introduction, Objectives, Definition of E-Customers, Dealing with Customers' Motivations and Expectations, Fears and Phobias of Online Customers, Online Buying Process.
- UNIT-4:** ***Types of E-Market*** - Introduction, Objectives, Definition of E-market, E-Malls, E-Storefront, E-Marketplace
- UNIT-5:** ***E-Marketing Tools*** - Introduction, Objectives, E-Mail Marketing, Creating a Website, Social Media Marketing, Pay-Per-Click Advertising, Search Engine Optimization or Paid Search Engine Listing Search Engine Marketing, Blogging and Classified Advertising

Recommended Books:

1. Tanenbaum, Modern Operating Systems, Prentice-Hall
2. Deitel, Operating Systems, Addison-Wesley
3. Nutt, Operating Systems, Pearson Education.

ITM - 5: ENTERPRISE RESOURCE PLANNING

- UNIT-1:** *Enterprise: An Overview:* Business Functions and Business Processes, importance of Information: Characteristics of information; Types of information, Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modelling; Integrated data model.
- UNIT-2:** *Introduction to ERP:* Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation: Roadmap for successful ERP implementation.
- UNIT-3:** *ERP and Related Technologies:* Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security.
- UNIT-4:** *RP Implementation Life Cycle:* ERP Tools and Software, ERP Selection Methods and Criteria, ERP Selection Process, ERP Vendor Selection, ERP Implementation Lifecycle, Pros and cons of ERP implementation, Factors for the Success of an ERP Implementation.
- UNIT-5:** *Future Directions in ERP:* New Trends in ERP, ERP to ERP II-Implementation of Organisation-Wide ERP, Development of New Markets and Channels, Latest ERP Implementation Methodologies, ERP and E-business, Market Snapshot, The SOA Factor

Recommended Books:

1. ERP - By Zaveri
2. ERP book by Dr. P. C. Shejwalkar

ITM - 6: INFORMATION SECURITY & CYBER LAWS

- UNIT-1:** Information Security, Need of Information Security, Attributes of Information Security, Authentication, Confidentiality, Integrity, Availability, Non Repudiation.
- UNIT-2:** Security Services, mechanism and attacks 10Hrs Access Control, Threats and Vulnerabilities, Security Attacks, Unauthorized Access, Impersonation, Denial of Service, Malicious Software, Viruses, Worms, Trojan Horses. Definitions, Types of authentication, Password Authentication, Password Vulnerabilities & Attacks: Brute Force & Dictionary Attacks. Password Policy & Discipline, Single Sign-on – Kerberos, Alternate Approaches, Biometrics: Types of Biometric Techniques: False Rejection, False Acceptance, Cross over Error Rates.
- UNIT-3:** Physical and System Security ;Function of Operating system , Types of OS (Real time OS, Single User Single task OS, Single User-Multi tasking System, Multiuser System), Task of OS , Process, Memory Management, Device Management, Storage Management, Application Interface, User Interface, Security Weakness, Operating System, Windows Weakness, Hardening OS during Installation, Secure User Account Policy, Strong User Password Policy, Creating list of Services and Programs running on Server, Patching Software,
- UNIT-4:** Internet and Web security; Web Servers and Browsers, HTTP, Cookies, Caching, Plug-in, ActiveX, Java, JavaScript, Secure Socket Layer (SSL), Secure Electronic Transaction (SET). E-mail Risks, Spam, E-mail Protocols, Simple Mail Transfer Protocol (SMTP), Post office Protocol (POP), Internet Access Message protocol (ICMP). Secured Mail: Pretty Good Privacy (PGP), S/MIME(Secure/Multipurpose Internet Mail Extensions)
- UNIT-5:** IT acts and Cyber Laws , IT Act: Salient Feature of IT Act 2000, Legal Provisions under the Information Technology Act,Recent amendments by the IT (Amendment Act) 2008, ActSection66(A, B, C, D, E, F), ITActSection67(A,B,C)

Recommended Books:

1. Cryptography & N/W Security by William Stallings
2. Wireless Router, Unmanaged Switch, Finger Print Scanner
3. Window 2008 and later, Open Source Security Software

SPECIALIZATION GROUPS

SUBJECT: ENTREPRENEURSHIP MANAGEMENT (EM)

EM - 1: FINANCING SMALL BUSINESS

- UNIT-1:** Raising of Finance for Small Enterprise - Role of Financing Institutions, SIDBI, IDBI, IFCI, ICICI, Commercial Banks, NABARD, SFCs, EXIM Bank, KVIC, Venture Capital, Long term and short term finance.
- UNIT-2:** Financial Management- Financial Needs for SSEs, Capital Structure, Cash Flow and Funds Flows Analysis, Appropriateness of Funds from Banking and Non-Banking Financial Institutions.
- UNIT-3:** Credit Policy of the RBI for Small Business, Financial Assistance through the Union and State Government schemes and Banks PMRY, REGP, SGSY, Stree Shakti package of SBI.
- UNIT-4:** Small Scale Industries under Five Year Plans, Industrial Policy Resolutions (IPRs), New Small Enterprise policy
- UNIT-5** Financing of Micro & Small Enterprise: Concept of Micro Finance, SHGs, Role of SHGs, Financing Small Enterprise through SHGs.

Recommended Books:

1. S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
2. Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH ShashiK. Gupta,
3. Nisha Aggarwal, Neeti Gupta, "financial Institutions and Markets" –Kalyani Publisher

EM - 2: START YOUR OWN BUSINESS

- UNIT-1:** Production: Production Planning & Control, Purchase Technique, Inventory Management, Quality Management, and Manpower Management.
- UNIT-2:** Finance: Financial Planning, Working Capital Assessment & Management Costing & Pricing, Profit assessment, Credit sales.
- UNIT-3:** Marketing: Selling & Salesmanship, Marketing Strategy, Market Segmentation, Customer Management.
- UNIT-4:** Statutory: Business Laws, Taxation Laws, VAT, and Industrial Laws.
- UNIT-5:** Role of Entrepreneur: Entrepreneur in Sustenance & Growth of Enterprise, Role of IT in Business, Role of Entrepreneur as Innovator, Role of Entrepreneur in Complementing and Supplementing Economic growth.

Recommended Books:

1. S K Mohanty
2. Dynamics of Entrepreneurial Development and Management Vasant Desai
3. Entrepreneurship Development

EM - 3: ENTREPRENEURSHIP FOR SMALL BUSINESS

- UNIT-1:** Entrepreneur and Entrepreneurship: - Entrepreneurship, Concept & Definition, Entrepreneur, Concept and Definition, Charms of being an Entrepreneur, Classification and Functions, Intrapreneur, Entrepreneurship.
- UNIT-2:** Entrepreneurial Behaviour: Innovation and entrepreneur, Schumpeter's & Peter Drucker's Theories, Entrepreneurial behaviour & Psychological Theories, Mashlow's Need Hierarchy Theory, McClelland's Need Achievement Theory.
- UNIT-3:** Establishing Small Scale Enterprises: - Environment Scanning, Identification of Opportunities, Product Selection, SSI / SSE Definition and Concept, Choice of Enterprise, Demand Assessment, Choice of Technology / Business Sites.
- UNIT-4** Promotion of a Small Scale Venture: Role of Social, Economic and Technological Environment, Institutional Interface, Preparation Project Report, Ownership Structure; Proprietorship, Partnership, Joint Stock Company, Cooperative Enterprises etc

Recommended Books:

1. S K Mohanty.
2. Dynamics of Entrepreneurial Development and Management Vasant Desai
3. Entrepreneurship Development

EM - 4: EXPORT IMPORT BUSINESS

- UNIT-1:** Industrial Marketing: Introduction, Export-Import Terminology, Internal and External Trade, Principles and Elements of Export Management, International Trade fair and Exhibition.
- UNIT-2:** Export Documentation, Policy and Procedures: Export-Licensing, Import Licensing, Replenishment License, Open General License, And Specific Licenses.
- UNIT-3:** Assistance to promote Export / Import: Role of FIEO, STC, EP&M, Export Promotion Councils, Commodities Boards, IIFT; ECGC, Export Policy and Import Policy of India.
- UNIT-4:** International Finance: Introduction, Terms of Payment, Preshipment Finance, Post shipment Finance, Medium and Long-term Finance, EXIM Bank, Letter of Credit, Liberalised Exchange Rate.
- UNIT-5:** Shipping & Packaging: Shipment of Goods, Service Rendered by C & F Agent, Containerisation, Types of Containers, Packaging, Labelling and Export Marketing, Export Promotion and Import Substitution.

Recommended Books:

1. A Complete Guide to Letter of Credit and the UCP : Rupnarayan Bose
2. A Guide to International Trade and Export Management : CA. VirendraK.Pamecha
3. A Short Course in INTERNATIONAL PAYMENTS - Letters of Credit, Documentary Collections and Cyberpayments in International Transactions : Edward G.Hinkelman

EM - 5: PUBLIC PRIVATE PARTNERSHIP

- UNIT-1:** Introduction / Public service delivery and roles of government: (1) Course overview (2) The services that have traditionally been provided by government / Expected roles of the government in service delivery. Recent trend of reforms on public service delivery: The trend of the reforms on public service delivery in major countries including UK, US, Canada and Japan
- UNIT-2:** Basic theories of public private partnership (PPP): Broad concepts and recent practices of PPP (Details are discussed in the following sections), PPP (Outsourcing): Concept and practices of outsourcing.
- UNIT-3:** PPP (Competition): Competition between private and public sectors, such as "competitive sourcing" and "market testing, Concept and practices of various types of PFI, Recent issues in PFI practices.
- UNIT-4:** Reforms in public procurement both conventional & innovative approaches for improving government procurement. Shared services Practical models of "shared services" in public sector.
- UNIT-5:** Results of PPP / Advantages and disadvantages. Before and after comparison of PPP, other expected results of PPP / Summary of advantages and disadvantages Issues and obstacles that matters when implementing PPP, the examples of drawbacks / Relationships with other government reforms.

Recommended Books:

1. E S Savas, "Privatization and Public-Private Partnerships
2. Carsten Greve, "Contracting for Public Services"
3. Stephen P. Osborne, "The New Public Governance?: Emerging Perspectives

EM - 6: PROJECT MANAGEMENT

- UNIT-1:** Project - Meaning - Features and steps involved in projects – Merits and Demerits of case analysis in projects.
- UNIT-2:** Issues relating to Project Identification and Formulation: SWOT analysis- Market Survey- Project report preparation – Marketing Project Exports
- UNIT-3:** Issues relating to Project Appraisal: Market appraisal - Financial Appraisal- Commercial Appraisal – Social appraisal – Feasibility Study.
- UNIT-4:** Issues relating to Project Implementation- Project Net-working- Project Organization- Project Contracting- Project Personnel.
- UNIT-5:** Issues relating to nature specific of Projects – Agricultural Projects, Industrial Projects, Infrastructural Projects – Public and Private sector Projects and Disaster Projects.

Recommended Books:

1. Gopalakrishnan P and Ramamoorthy VE., Text Book of Project Management
2. Narendresingh, Project Management and control.
3. Rao PCK, Total Project Management

SPECIALIZATION GROUPS

SUBJECT: BANKING & INSURANCE MANAGEMENT (BIM)

BIM - 1: PRINCIPLES & PRACTICES OF BANKING

- UNIT-1:** Banking – Definition – Functions of commercial banks – Commercial banks and economic development – Indian commercial banking system – Nationalization.
- UNIT-2:** Relationship between banker and customer – Definition of a customer – Debtor and Creditor relationship – Banker as trustee – Obligations of a banker: Obligation to honour cheques, and to maintain secrecy of accounts – Bankers' Rights: Right of lien, Set off, Appropriation and to charge interest and incidental charges.
- UNIT-3:** Customers' accounts with the banker: NRI deposits – Fixed deposit/unfixed accounts, Savings bank accounts, Recurring deposit accounts and Current accounts – Opening, operation and closing of such accounts – Legal aspects of entries in the pass book.
- UNIT-4:** Management of bank funds – Factors determining cash reserves of banks – Principles of sound lending – Collection of credit information – Different types of borrowers such as individuals, joint account holders, limited companies, partnership firms, trustees, local authorities and co-operative societies.
- UNIT-5:** Different types of securities – their suitability or otherwise as banking cover – different methods of charging them – precautionary measures to be taken in respect of advances against goods, documents of title to goods, stock exchange securities, life policies, real estate, FDR and book debts – Documentation in respect of various types of borrowers and securities.

Recommended Books:

1. M.L. Tannan, *Banking Law and Practice in India*, Thacker & Co. Ltd., Bombay.
2. Varshney and Sundaram, *Banking Theory, Law and Practice*, Sultan Chand & Sons, New Delhi
3. M. Radhaswami and S.V. Vasudevan, *A Textbook of Banking*, S.Chand & Company Ltd., New Delhi.

BIM - 1: PRINCIPLES & PRACTICES OF RISK MANAGEMENT

- UNIT-1:** Definition of Risk, Why Risk Management? Risk identification- Why does risk arise and what to do with this?
- UNIT-2:** Various Kinds of Risks- Financial Risks and Non-Financial Risks, Process of Risk Management, Identification, Quantification, Mitigation or Control, Monitoring and Reviewing.
- UNIT-3:** Credit Risk- Transaction Risk, Portfolio Risk.
- UNIT-4:** Market Risk- Interest Rate Risk, Liquidity Risk, Forex Risk.
- UNIT-5:** Operating Risk Systematic Risk, Risk based Supervision of Banks, Objectives, and Process.

Reference:

1. Risk Management in Indian Banks –Prof. Dr.K.M.Bhattacharya (HPH)
2. Gerald Hatler, Bank Investments and Funds Management, Macmillan
3. Stigum, Managing Bank Assets and Liabilities, Dow-Jones Irwin.

BIM - 3: BANKING LAWS

- UNIT-1:** Banking Laws and Regulation: Evolution of Banking Institution – Com. Bank, Co-op. Banks.
- UNIT-2:** Negotiable Instruments Act.-1981.
- UNIT-3:** Reserve Bank of India -1934
- UNIT-4:** Banking Regulations Act 1949 : Origin of the Act- Business of Banking Company, Capital requirements, Management, Branch Licensing policy, Inspections of Banking Companies, Winding up and amalgamation of Banking companies.
- UNIT-5:** Banking System in India: The Banking Companies acquisition and transfer of undertakings act 1970 and 1980 state Bank of India act 1955 State Bank of India associates Banks act 1959, Banking reforms as per Narasimha Committee 1 and 2, Foreign Banks, OH and New Generation Private Sector Banks, Banking Schemes SAFRES.

Reference

1. K.P.M. Sundharam, Money Banking Trade and Finance, Sultan chand& sons, educational publishers.
2. Laws, Relating to Banking & Insurance –OP Agrawal (HPH)
3. Banking Theory, Law & Practice – Gordon & Natrajan. (HPH).

BIM - 4: INSURANCE LAWS

- UNIT-1:** Legal Framework of Insurance Business. Insurance Sector Reforms. Legal Framework, Laws Carry Insurance, Important sections of Insurance. Contracts.
- UNIT-2:** Insurance Act-1938, LIC Act 1956, General Insurance Business-1972. IRDA Act-1999
- UNIT-3:** Motor Vehicle Act-1939 &1938, Marine Insurance Act.1963.
- UNIT-4:** Liability Laws& Insurance; Workman Compensation Act-1923, Public Liability Insurance Act.-1999.
- UNIT-5:** Indian Stamp Act.-1989, Consumer Protection Act-1986, Employee State Insurance Act- 1985, Lok-Adalat.

Reference

1. Benson Kunjukunju, Commercial Banks in India, New Century Publications.
2. Principles of Banking, Indian Institute of Banking and Finance, Macmillan.
3. Dr. P. K. Srivastava, Banking theory and Practice, Himalaya Publishing House.

BIM - 5: CLAIMS MANAGEMENT

- UNIT-1:** Management of Risks: R of Risk Management, Sources of Risk, Risk Identification, Principles and Process of Risk Management
- UNIT-2:** Marine Claims Management: Kinds of Marine Losses, Notice to abandonment, effect of abandonment, actual total loss - US - Constructive total loss-average loss Vs particular loss claim document, rights of insurer on payments
- UNIT-3:** Claims of Fix Policies: Various types of fixed policies, payment of claims, average clause, rights of insurer
- UNIT-4:** Motor Vehicle Insurance claims: Classification of motor vehicles, Kinds of Policies, Procedure for settlement of claims,
- UNIT-5:** Miscellaneous claim settlement: Health insurance, Mediclaim settlement of claims, property insurance claim settlements, cattle insurance, risk settlement, national agricultural insurance schemes, settlement of claims

Reference

1. Gerald Hatler, Bank Investments and Funds Management, Macmillan
2. Stigum, Managing Bank Assets and Liabilities, Dow-Jones Irwin.
3. Principles of Banking, Indian Institute of Banking and Finance, Macmillan.

BIM - 6: REGULATORY FRAME WORK IN FINANCIAL SECTOR

- UNIT-1:** Overview of Commercial Banking in India – Role and Functions of Commercial Banks – Indian Banking in Pre- Nationalization and Post-nationalization Phases – Banking Sector Reforms and their Implications on Indian Banking Sector – Changing Role of Indian Banks – Reforms and Restructuring of Bank Management – Management of Private Sector Banks and Public Sector Banks – Management of Banks in Rural Areas.
- UNIT-2:** Functions of Bank Management – Planning, Organizing, Directing, Coordinating, Controlling – Hierarchy of Management and functions at Each Level – Strategic Planning in Banks – Budgeting in Banks – RBI and its Role in Bank Management and Regulation, Prevention of Money laundering Act, 2002
- UNIT-3:** Credit Management in Banks – Principles of Sound Bank Lending – Loan Policy – Compliance with RBI guidelines – Credit Appraisal and Credit Decision Making – Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs – Debt Restructuring – SARFAESI Act, 2002.
- UNIT-4:** Bank's Investment Policy – SLR Requirements – Non-SLR Investments – Nature and Significance of Investment Management in Commercial Banks – Fundamental Principles of Security Investment – Management of Security Investment – Reviewing Investment Portfolio – Organization of Investment Function in Bank.
- UNIT-5:** Bank Marketing Management – Marketing of Banking Services – Marketing Mix for Banking Services – Developing Marketing Strategies and plans – Marketing Budget – Organization of Marketing Functions in Banks.

Text & Reference Books:

1. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House.
2. M. Y. Khan, Indian Financial System, Tata McGraw Hill.
3. BharatiPathak, Indian Financial System,