

MBA (5 Year) Programme
SEMESTER-I

PAPER NO.	SUBJECTS
IMS 511	Micro Economics
IMS 512	Business Organization
IMS 513	Business Mathematics
IMS 514	Introduction to Financial Accounting
IMS 515	Principles of Finance
IMS 516	Currency, Banking & Exchange
	<i>Non credit</i>
LU 501	English Project

IMS 511 - MICRO ECONOMICS

Objective:

This course is meant to acquaint students to basic micro economic concepts. To use economic reasoning to solve problems of business.

COURSE OUTLINE

UNIT - I Conceptual Framework of Business Economics: Meaning, Definition, Nature, Scope and Importance of Micro Economics, Relationship of Economics with other branches of Knowledge, Basic Problems of an Economy

UNIT - II Utility Analysis & Consumer Behaviour: Consumer Behaviour: Notion of Indifference and Preference, Indifference Curve Analysis of Consumer Behaviour, Consumer Surplus; Concept and Form of Utility, Law of Diminishing Marginal Utility, Equi-marginal Utility. **Demand Analysis** Concept, and Classification of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Price Elasticity of Demand, Cross Elasticity of Demand, Income Elasticity of Demand.

UNIT - III Theory of Cost Production & Revenue: Cost Theory- cost concepts, cost function, cost output relationship, Concept of Revenue- Total, Average and Marginal Revenue

UNIT - IV Market Structure & Price Determination: Market- meaning and characteristics of markets, market structure and degrees of competition- perfect competition, monopoly.

REFERENCE BOOKS:

Micro Economics, Prof.J.V.Vaishampayan

Micro Economics, Maheshwari & Singh

Jhingan, M.L. & Stephen J.K. öManagerial Economicsö Vrinda Publication Ltd, Delhi, 2006 (reprint).

Alok Srivastava: öBusiness Economics and Public Financeö, Kitab Mahal, Allahabad

H. K. Singh & Meera Singh: öBusiness Economicsö; Kalyani Publishers, Ludhiana

Satyap P. Das : öMicro Economics for Businessö, Sage Publication, New Delhi

D.N. Dwivedi, öManagerial Economicsö, Vikas Publishing House (2008), 7th edition

IMS 512 - BUSINESS ORGANIZATION

Objective

The subject embraces the study of the methods, techniques and practices of efficient organization. The knowledge of this subject helps in gaining whereabouts of entering into any business.

COURSE OUTLINE

Unit-I Definition, Nature and scope of business, Business and society, Social Responsibility of Business, Factors Determining the size of business unit. Forms of business organization ó A Comparative study.

Unit-II Monopolistic combination, Production management, Rationalization & methods of remunerating labour.

Unit -III Organization process ó Importance, principles Various aspects of organization, organization structure, Departmentation, Line and Staff Relationships, Span of control, Delegation of authority, Decentralization.

Unit-IV Promotion of venture : Opportunity analysis, Legal requirement for establishment of new unit and documentation required. Stock Exchange: its organization and economic functions.

Books Recommended: -

Business Organisation & Management ó by R.K. Sharma

Business Organisation & Management ó by C.B. Gupta

Principles of Business Organisationó by Y.K. Bhushan

IMS 513 - BUSINESS MATHEMATICS

COURSE OBJECTIVE

This course aims to equip students with a broad based knowledge of mathematics with emphasis on management applications.

COURSE OUTLINE

Unit I Arithmetical progression and geometrical progression, Permutation and Combination, Different types of matrices, Addition, Subtraction, Multiplication of matrices, Transpose of matrix, Adjoint of matrix, Inverse of matrix, Application of matrices in solving system of simultaneous equations

Unit II Differential Calculus : Derivative of a function of one variable. Derivative of a power function. Derivative of a product of two functions. Derivative of a quotient of two functions; Derivative of a function of a function; Derivatives of Logarithmic functions. Logarithmic Differentiation. Implicit functions. Local maxima and minima. Optimisation using calculus.

Unit III Business applications: Derivative as a rate measure, elasticity of a function. Price elasticity of demand, price elasticity of supply. Total cost, Average cost, Marginal cost and marginal revenue.

Unit IV Rules of integration : Integration by substitution, Integration by parts, Integration by partial fractions, Definite integral

SUGGESTED READINGS

Mongia	Mathematics for Business and Economics
Zamiruddin	Business Mathematics
Sunderasam and Jayseelam	An Introduction to Business Mathematics
Raghavachari	Mathematics for Management
Sancheti & Kapoor	Business Mathematics

IMS 514 – INTRODUCTION TO FINANCIAL ACCOUNTING

Objective: To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

Course Outline

Unit I Nature and function of financial reporting. Accounting and accounting system, Information perception of different users, measures of return, ethical issues in accounting, basic accounting concepts and conventions, GAAP, Indian accounting standards.

Unit II Source documents, classification of accounts, recording, posting of transactions, preparation of trial balance for service and merchandise business, adjustment of accounts, closing of accounts, completing the accounting cycle, measuring business income, financial statements of manufacturing businesses.

Unit III Meaning and reporting of assets / liabilities, internal control systems for cash, bank reconciliation, accounting for receivables and inventories, capital and revenue expenditure, depreciation accounting, accounting for liabilities, accounting for share capital, preference share and other long-term liabilities.

Unit IV Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

Recommended book(s)

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India
 Financial Accounting for Management, N. Ramchandran & Ram Kumar Kakani, TMH Publication
 Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.
 Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.
 Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications
 Accounting for Managers, Bhattacharya, Vikas Publications
 Financial Accounting, Jawaharlal and seema srivastava

IMS 515 - PRINCIPLES OF FINANCE

Objectives - To providing understanding of nature, importance, structure of finance related areas and to impart knowledge regarding source of finance for a business.

COURSE OUTLINE

UNIT I: INTRODUCTION - Finance - Definition - Nature and scope of finance function. Financial Management - Meaning - Scope and Objectives, Organisational framework of financial management- Relationship of finance, Department with other department- Role of finance manager

UNIT II: the mathematics of finance ó concept and relevance, compounding, discounting, applications of the concept of TVM.

UNIT III: FINANCIAL PLANNING , Meaning - concept - objectives - types - steps - significance ó basic considerations - limitations.

UNIT IV: EXTERNAL SOURCES OF FINANCE - Shares - meaning, types, advantages and limitations. Debentures - meaning, types, advantages and limitations. Public Deposits - meaning, advantages and limitations. Borrowing from banks - types of loans - advantages and limitations,

INTERNAL SOURCES OF FINANCE, Reserves and surplus - Bonus shares - Retained earnings, Importance, advantages and limitations of these sources.

BOOK RECOMMENDED :

P.V. Kulkarni - Financial Management - Himalaya Publishing House, Mumbai.
 S.C. Kucchal - Corporation Finance - Chaitanya Publishing House, Allahabad.
 I.M. Pandey - Financial Management - Vikas Publishing House.

R.M. Shrivastava - Pragati Prakashan, Meerut.
 M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill
 Publishing co. Ltd., New Delhi.
 Prasanna Chandra - Financial Management - Tata - McGraw Hill
 Publishing co. Ltd., New Delh

IMS 516 - CURRENCY, BANKING AND EXCHANGE

Unit –I Functions Significance of Money, Various Forms of Money, Causes, Remedies and Effects of Inflation, Deflation and Reflation Indian Money Market, Principles Methods of Note issues, Monetary Standard ó Gold Standard, Bi-metalize and Managed Currency Standard.

Unit –II Meaning and Significance of credit, Factors Influencing the Volume of Credit in Country, Credit Creations of Bank, Credit Control by RBI.

Unit –III Functions of Commercial Bank, Types of Banks, Unit and Branch Banking System, Concept of Mix Banking, Central Bank and its Functions, Reserve Bank of India, State Bank of India, Regional Rural Banks, Progress of Nationalized Banks in India.

Unit –IV Concept of Foreign Exchange and Exchange Rate, Factors Causing Fluctuation in Exchange Control Meaning, Objective and Methods.

Books Recommended:

1. Seth M.L. - Banking and International Trade
2. Maheshwari R.K. ó Currency Banking and Exchange
3. Singh Archana- Currency Banking and Exchange
4. Jaiswal Bimal ó Currency Banking and Exchange
5. Jhinghan M.L. ó Banking & Public Finance

SEMESTER-II

PAPER NO.	SUBJECTS
IMS 521	Personality Development & Grooming
IMS 522	IT for Managers
IMS 523	Cost Accounting
IMS 524	Principles of Management
IMS 525	Marketing Management
IMS 526	Statistics for Business Decisions

IMS 521 – PERSONALITY DEVELOPMENT & GROOMING

Objectives:

To enhance the soft skills, enrich personality development, of the students. These courses are intended to enhance the employability of the students. The courses will help to bridge the gap between the skill requirements of the employer or industry and the competency of the students.

COURSE OUTLINE

Unit I Introduction to Personality a) Basic of Personality b) Human growth and Behavior c) Theories in Personality d) Motivation. Personality Disorders- What they are and why understanding them matters (Paranoid,schizoid, antisocial, borderline, narcissistic, avoidant, dependent, obsessive) their symptoms, causes and treatment.

Unit II Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking

Unit III Techniques in Personality development -a) building self esteem and Self confidence b) Mnemonics c) Goal setting d) Time Management and effective planning, Techniques in Personality Development II a) Stress Management (nature and dimensions of stress, causes and effects ,methods of coping) b) Meditation and concentration techniques c) Self hypnotism d) Self acceptance and self growth, conflict management.

Unit IV Business etiquette and table manners, Etiquette for Public Speaking (extempore and lectures), Interviews and Group Discussions, Telephone conversations and Business Meetings, dressing right to suit the occasion. Morality and Ethics

Recommended books:

1. Personality Development by Rajiv K. Mishra. Rupa & Co.
2. Morality And Ethics In Public Life By Ravindra Kumar. Mittal Publications

IMS 522 - IT FOR MANAGERS

Course Objective: The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

COURSE OUTLINE

Unit I: Computer Hardware and Software - Definition, Classification, Input, Output, CPU, Memory, Number System and their Arithmetic, Software-Application and System Software, Programming Languages, Language Translators. Operating Systems- Functions of Operating Systems, Types of Operating Systems, Introduction to Internet and Networking

Unit II: Tools of Office Support- Introduction to word processing software, Introduction to Presentation software, Introduction to Databases and DBMS Concept, Database Models. Working on MS Access: Creation of Table, Query etc.

Unit III: Tools of Business Support Introduction to MS excel, Worksheet Addressing, Name Range, Basic formula and function, Table and Chart, Sort and Filters, Conditional formatting, nested conditions, Marco, OLE Concept.

Unit IV: Advance Excel: some advance tools like-Data Validation, what if analysis, sensitivity analysis; goal seek analysis, Pivot Table, Optimization analysis, Lookup function, Security and protection of worksheet etc.

REFERENCE BOOKS:

1. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons.
2. Sinha, P.K., Priti Sinha (2002). Foundation of computing. BPB Publications.
3. James, A. O'Brien (2005). Introduction to Information Systems. TMH
4. Norton, P. (2001). Introduction to computers. TMH
5. Rajaraman, V. (2004). Introduction to Information Technology. PHI.
6. Ram, B. (2003). Computer Fundamentals. New Age Publications

IMS 523 - COST ACCOUNTING**COURSE OBJECTIVES**

The course aims to provide a working knowledge of the basic Cost Accounting principles to students.

COURSE OUTLINE

UNIT I BASIC FRAMEWORK OF COSTING : DEFINITION, NATURE, SCOPE AND SIGNIFICANCE, MEANING OF COST AND ITS CLASSIFICATION, ACCUMULATION AND ASCERTAINMENT OF COST CENTRES, COST UNITS. ACCOUNTING

Unit II Methods of Costing, unit/single/output costing, job & contract costing, operation/service costing. Process costing, costing methods of Joint products and by-products.

Unit III Cost Accounting, preparation of costing, profit & Loss A/c and its reconciliation with financial profit & loss A/c.

Unit IV Cost reduction, cost control, budgetary control; standard costing.

SUGGESTED READINGS

Lucey, T.	Costing
Bigg	Cost Accounts
Whelden	Principles and Methods of Costing
Blocker & Weltner	Cost Accounting
Gillepse	Cost Accounting & Control
Hornгамme, C.T. & Foster	Costing Accounting & Managerial Emphasis
Bhattacharya, S.K., Deodhar, J.	Accounting for Management ó Text & Cases
Bhar, B.K.	Cost Accounting
Gupta, R.R.	Cost Accounting
Sengupta	Cost Accounting
Saxena & Vashishth	Advanced Cost and Management Accounting
Prasad, N.K.	Cost Accounting
Maheshwari, S.N.	Cost Accounting

IMS 524 - PRINCIPLES OF MANAGEMENT

Objective- The course aims to provide fundamental exposure and understanding of the concepts, theories and practices of management.

COURSE OUTLINE

Unit –I Nature, scope and functions of Management, Evolution of Management thought: classical, neo-classical and modern thinkers approaches, various, Role of managers, Skills of managers.

Unit –II Planning: Objective, Nature and process of planning, Decision making process. Organising: Objectives, nature and process of organizing formal and informal organization, authority and responsibility, delegation and empowerment, centralisation and decentralisation, Organisation Chart, Line, Staff and functional relationships.

Unit-III Staffing: Concept, Manpower Planning, recruitment, selection, training and development, performance appraisal. Directing: Motivation and satisfaction, Theories of motivation, Leadership- characteristics of a good leader, leadership styles. Process and barriers to communication.

Unit-IV Controlling: Concept, Need and Techniques. Controlling: concept, process and techniques and control, Management by Objectives (MBO). Essentials of effective control, Managerial effectiveness.

Books Recommended: -

Management & Organizations Behaviour by Paul Hersey & Ken Blanchard
 Essentials of Management Maheshwari & Jaiswal
 Essentials of Management by Koontz & O'Donald
 Principles and Practice of Management by L.M. Prasad
 The Practice of Management- Drucker, P.F. ,

IMS 525 - MARKETING MANAGEMENT

BASICS OF MARKETING MANAGEMENT

UNIT I- Basics of Marketing: Meaning, Scope, Need, Want, Value, Concepts in Marketing; Strategic Marketing; Marketing Environment (Analyzing needs and trends in macro environment ; Identifying and responding to Major Macro Environment Forces, Micro Environment Forces

UNIT II- Marketing strategy- Corporate strategies, SBU Strategies ;Market Segmentation, Targeting, Positioning

UNIT III Pricing: Types of Pricing, factors influencing the price, pricing strategies; Distribution:- Channel Functions & flow, Channel levels, Channel Management (Selecting, training, motivating, evaluating channel members

UNIT IV- Promotion; Integrated Marketing Communication (IMC) Advertising (roles, types, Developing an Advertising program) ; Sales Promotion (Purpose, advantages and disadvantages, Types, major decisions in sale promotion); Personal selling & Public Relations

References:-

Marketing Management, by Ramaswamy & Namakumari, Macmillan
 Marketing Management, by Arun Kumar & Meenakshi, Vikas .
 Principles of Marketing, by Philip Kotler, Koshy Keller and Jha, Pearson Education

IMS 526 - STATISTICS FOR BUSINESS DECISIONS

Course Objective :

The course aims to equip the students with statistical concepts, methods and tools that help in decision making in different spheres. The emphasis is on their applications in business.

Unit-I Definition, meaning, scope, significance and limitations of statistics. Methods of collection and tabulation of data. Census and Sampling - Concept and methods of sampling, statistical laws, sampling and Non-Sampling errors, Measures of Central Tendency- Arithmetic mean, Geometric Mean and Harmonic Mean, Median and Mode.

Unit-II Measures of Dispersion- Range, quartile deviation, mean deviation and standard deviation, Skewness: Concept, tests and measurements

Correlation- Meaning, types, methods of measuring correlation coefficient

Unit III Regression Analysis- Simple Regression equations, regression coefficient

Time series analysis- Trend value and seasonal

Unit-IV Probability óConcept and measurement, Permutations and Combinations, addition and multiplication theorem, Conditional probability, Bayes theorem

Probability Distribution- Binomial, Poisson and Normal Distribution

Suggested Readings :

1. Gupta S.P. and Gupta M.P. : Business Statistics.
2. Elhans, D.N. : Fundamental of Statistics.
3. Sancheti & Kapoor : Statistics- Theory methods & Applications.
4. Singh,A.K. and Masood Khalid: Statistical Methods
5. Roy,Ramendu: Statistics

SEMESTER-III

PAPER NO.	SUBJECTS
IMS 531	Management Accounting
IMS 532	Basics of Business Law
IMS 533	Management Information system
IMS 534	Macro Economics
IMS 535	Organization Behavior
IMS 536	Introduction to History & Sociology
	A visit to Industrial Place

IMS 531 - MANAGEMENT ACCOUNTING

Objective: To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

Course Outline

Unit I Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

Unit II Introduction to manufacturing costs, job costing, process costing, activity based costing.

Unit III Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

Unit IV Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

Recommended book(s)

Management Accounting, by Atkinson, Pearson / PHI

Management Accounting, by Sudhindra Bhat, Excel Books

Management Accounting, by Sharma, Sashi K Gupta Kalyani

Cost Accounting, by Charles T Horngren, Pearson/PHI

IMS 532 - BASICS OF BUSINESS LAWS

Objective

The objective of the course is to familiarize the participants with legal perspective of the business legal perspectives of the business administration in an enterprise.

COURSE OUTLINE

Unit-1 (Law of Contracts 6I) :Definition, kinds and Essential Elements of a Valid contract, offer and acceptance ,consideration, capacity of contract, free consent, legality of objects, Performance and discharge of contract.

Unit-2 (Law of Contracts- II) : Contract of indemnity and guarantee: meaning and its distinction, rights and duties of indemnifier,indemnified and surety, discharge of surety's liability. Bailment and pledge :meaning and distinction ,Rights and duties of bailor and bailee, pawnor and pawnee.

Unit-3 (Law Relating to Sale of Goods) :The sale of Goods Act.1930:formation of contract of sale, conditions and warranties, Caveat emptor, Ownership of goods and transfer, unpaid seller and his rights.

Unit-IV (Law relating to partnership and negotiable instrument) : definition and nature of partnership, rights and duties of partners, types of partners, dissolution of partnership, definition and elements of Negotiable Instruments, Holder and holder in due course.

Suggested Readings:

Gulsan & Kapoor : Business Law including Company Law.

Singh, Avtar : Principles of Mercantile Law

Pandiyaa , R.S. : Principles of Mercantile Law

Shukla M.C. : A Manual of Mercantile Law

Bare Acts. :

Indian Contract Act, 1872. Sale of Goods Act, 1930 Partnership Act, 1932. The Negotiable Instruments Act, 1881 Insurance Act, 1938, Consumer Protection Act, 1986.

IMS 533 - MANAGEMENT INFORMATION SYSTEM

Course Objective: The objective of the course is to introduce students to Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

Unit I Introduction to MIS - MIS and Information System Concepts, component of information system, MIS as an evolving concept, MIS and Information Resource Management, System Concept, Conversion of Manual to Computer-Based Systems

Unit II Role of MIS - Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR).

Support of Information System in gaining competitive advantage, Total quality management, Creation of switching cost, Overcoming business barriers.

Unit III Developing MIS Systems-System Development Life Cycle; Investigation Phase; System Analysis; System Design (DFD and ER diagrams); System Implementation. Applications-Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business, Security and Ethical Challenges.

Unit IV Functional and Enterprise Systems: Management Information Systems, Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems, Executive Information System; Expert Support Systems;

REFERENCE

1. C.S.V Murthy : Management Information Systems, Himalaya Publishing House, New Delhi.

2. Laudon K C & Laudon J P : Management Information Systems: Managing the Digital Firm, Prentice-Hall.

3. O'Brien J : Management Information Systems, Tata McGraw-Hill, Galgotia

4. Oz E : Management Information Systems, Vikas Pub.

5. Jawedkar W S : Management Information Systems, Tata McGraw-Hill,

6. Mudrick R G : An information system for modern management, Pearson

IMS 534 - MACRO ECONOMICS

Course Objective

This course aims to introduce the students to the basic concepts of macroeconomics. Macroeconomics deals with the aggregate economy. This course discusses the preliminary concepts associated with the determination and measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation and the balance of payments.

Course outline

UNIT –I: Introduction to macroeconomics and national income accounting- Meaning, importance and scope of macroeconomics; Basic issues studied in macroeconomics; National Income Aggregates, Measurement of gross domestic product, income, output and expenditure method; Real versus nominal GDP;

UNIT 6II: Money, consumption and investment- functions of money; quantity theory of money; determination of money supply and demand; credit creation; tools of monetary policy; consumption and investment function, consumption theories . Liquidity preference theory.

UNIT- III: Inflation- AD & AS Curves, inflation and its social costs; hyperinflation, Philips curve; derivation of aggregate demand, Inflation in India. Employment theories. Types of economies ó socialistic pattern, free market economy and mixed economic structure.

UNIT 6 IV: The closed economy in the short run & open economy models- classical and Keynesian systems; simple Keynesian model of income determination; IS-LM model; multipliers; short run open economy models; Mundell-fleming model.

Recommended book(s)

JV Vaishampayan	Macro Economics
Maheshwari & Jaiswal	Macro Economics
Dornbusch, Fischer and startz,	Macro Economics
Oliver blanchard,	Macro Economics
P. Samuelson,	Micro Economics

IMS 535 - ORGANISATIONAL BEHAVIOUR

Objective

The study of Organizational Behavior is aimed at encouraging understanding of the causes of human behaviour. Knowledge of Organisational Behaviour can be used to help people and organizations create and maintain a competitive edge by working productively with people.

COURSE OUTLINE

UNIT I Organizational behavior: Introduction, definition, goals, elements, historical development of Organizational Behaviour, fundamental concepts, contributing disciplines to OB, Models of OB, social systems and organizational culture, international dimensions of organizational behaviour, limitations of Organizational behaviour, the future of OB.

UNIT II Individual behaviours: Introduction, foundation of individual behavior:

Personality: definition, determinants, personality traits, types, from concepts to skills, theories, instruments to measure personality, personality attributes influencing OB

Perception: meaning, factors influencing perception, theories, perceptual errors

Emotions: meaning, types of emotions, determinants, emotional labour, emotional intelligence.

UNIT III Attitudes: definition, sources of attitudes, types of attitudes, cognitive dissonance theory, from concepts to skills, changing attitudes, work related attitudes.

Values: definition, importance of values, sources of our value systems, types of values, loyalty and ethical behavior.

Learning: definition - theories of learning - some specific organizational applications.

UNIT IV Behaviour in the organization: Introduction, Issues between organizations and individuals: conformity issue, rights of privacy, discipline, individuals responsibilities to the organization.

Interpersonal behaviour: Conflict in Organizations: nature of conflict, levels of conflict, conflict management styles.

Group dynamics: types of groups, meetings, teamwork, stages of group formation.

Employee stress: forms, causes, implications, approaches to stress management.

Recommended Books

Organization Behaviour ó 13th Edition by Stephen P. Robbins, Timothy A. Judge & Seema Sanghi, Pearson Publication, New Delhi.

Understanding Organizational Behaviour by Udai Pareek, Second Edition, Oxford University Press.

Organizational Behaviour: Text and Cases, Kavita Singh, Pearson Publication, New Delhi.

IMS 536 – INTRODUCTION TO INDIAN HISTORY & SOCIOLOGY

Unit 1 History of Modern India: (1740-1857 A.D.)

Political Condition of India in The 18th Century - Decline of Mughal emperor Advent of Europeans in India, Rise of Maratha power, IIIrd battle of Panipat, . Early Anglo ó French conflict. Establishment of British rule in India. Conflict in Bengal , Clive as Governor of Bengal, Regulating act of 1773, Administrative and Judicial Reforms,

Unit 2 Consolidation of English Rule in India, Lord Cornwallis and his reforms, Lord Wellesley, Lord William Bentinck , Lord Dalhousie, Revolt of 1857, The British Social and Economic Policies ó Education, Social reforms, Attitude towards Indian religions Social and Economic impact of The rule of East India Company. History of Indian National Movement 1858 - 1947 A.D. Impact of the rule of East India company on village economy and handicrafts, agriculture and Industries. Social Impact, British Paramoutaty and Indian States.

Unit – 3 Early Stages of Emergence of Nationalism, Birth of The Indian national Congress, Swadeshi Movement. Leaders of Extremist and Moderate factors. Rise of Revolutionary Nationalism, HSRA and other revolutionary activities, Home Rule movement, Jallian wall incident and its impact, Rowlett movement. 3. Advent of Gandhi Ji, Gandhian movements, Round table conference, Simon Commission. Rise of communal Politics, the Jinnah Factor 5. Partition of India and attainment of freedom

Unit- 4 Sociology: Origin, Definition, Scope, Subject matter, Nature and relation of sociology with other social Sciences. Humanistic orientation to Sociological study. Basic concepts-Society, community, Institution, Association, Group, Social structure, status and role, Human and Animal Society; Institutions; The individual and Society; Introduction to applied sociology-Sociology and social problems; Society in India: Structure and Change. Indian Society: Issues and Problems

Suggested Readings:

SEMESTER – IV

PAPER NO.	SUBJECTS
IMS 541	Environment Management
IMS 542	E- Commerce
IMS 543	Corporate Governance, Culture & Ethics
IMS 544	Financial Management
IMS 545	Indian Constitution & Political Science
IMS 546	Foreign Language French
LU 504	Viva-Voce exam of Industrial visit
	Allocation of projects for internship

IMS 541 - ENVIRONMENT MANAGEMENT

COURSE OBJECTIVES

The course aims to make students conscious of environmental concerns and understand the consequences and impact of environmental trends on human life and business.

COURSE OUTLINE

Unit I: Introduction to Environmental studies, Sustainable development, Realm of Ecology, Environmental Management System (EMS), Biodiversity, Business and Environment, Environmental Ethics

Unit II: International Efforts for Environmental protection, India's efforts for Environmental protection, Public Policy, Role of NGOs, Environmental clearance for establishing and operating Industries in India

Unit III: Global Environmental Problems, Global Warming, Ozone depletion, Air & Noise Pollution, Water Resources, Land Management & Soil Pollution, Waste Management, Forest & Wild life Management,

Unit IV: Indian Environmental Laws, Wild Life (Protection) Act, 1972, Water (Prevention & Control of Pollution) Act, 1974, Environment (Protection) Act, 1986, Air (Prevention & Control of Pollution) Act, 1981. Functions of CPCB and SPCB, ISO-14000.

Recommended book(s)

Cherunilum, Francis, Business Environment, Himalaya Publishing House

Dutta and Sundaram, Indian Economy, S. Chand and Co.

Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal

Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

IMS 542 : E-COMMERCE

Course Objective: To understand the various business activities which can be facilitated through the application of internet technologies.

Unit I Introduction to E-commerce: Definition, features, Forces fuelling E-commerce, E-Commerce Business Models ó B2C, B2B, C2C, Revenue Generation Model, M-Commerce, Ethical, social and political issues in e-commerce: privacy and right to information, intellectual property rights.

Unit II E-Commerce infrastructure: Intranet and Extranet, World Wide Web. Building of e-commerce website, Build vs Outsource, choosing software, hardware and tools.

Unit III E-Commerce security: security threats, technology solutions, planning for security. E-Commerce payment systems: Digital payment systems, credit cards, e-cash, e-cheques, stored value systems, accumulating balance systems, electronic billing.

Unit IV E-Commerce marketing: Online consumer behaviour, online marketing technologies, online branding, online customer relationships, online pricing and online market research, E-commerce marketing communication: online advertising, online promotions, costs and benefits of online communications, online marketing communication strategy.

Recommended book(s)

E-Commerce, Cutting Edge of Business- Kamlesh K Bajaj, Debjani Nag, Tata McGraw Hill

Global Electronic Commerce, Theory and Case Studies J C Westland, T H K Clark- University Press

E-Commerce- an Indian perspective, P T Joseph, Prentice Hall

E-Commerce concepts, Models, Strategies, C S V Moorthy, Himalaya Publications

IMS 543 - CORPORATE GOVERNANCE, CULTURE AND ETHICS**Objective**

To encourage in students a spirit of enquiry and ethical thinking in context of cultural variables and good governance principles.

UNIT I Corporate Governance.

Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control). Ethics and Governance; SEBI - Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII Report, Cadbury Committee.

UNIT II Culture

Organisation culture basics. Major culture models: Hofstede, Schein, Denison. Introduction to Ethnography Anthropology/Sociology. The 4 A's framework. Assessing the culture Qualitative interviewing Qualitative text analysis

UNIT III Business Ethics

Theories of Ethics ó Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

UNIT IV Application of Business Ethics

Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights).

Ethics in marketing (consumer rights, advertising, dumping). Ethics in finance (financial disclosures, insider trading, window dressing). Ethics in information technology and systems usage (data confidentiality). Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

Recommended Books

Corporate Governance: Principle, Mechanism & Practice by Swami Parthasarathy; Wiley

Corporate Governance by Sumeet Khurana; Wiley

IMS 544 - FINANCIAL MANAGEMENT

Objective: The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

Course Outline

Unit I Finance decision: Sources of funds short term, and long term source of capital, cost of capital: computation of cost of various sources of capital, weighted average of cost of capital. Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT & EPS Analysis.

Unit II Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

Unit III Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement, Inventory, cash and receivables management:

Unit IV Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories, valuation of securities

Recommended book(s)

Financial management, theory and practice, by Prasanna Chandra, TMH.

Financial management and policy, by J.C. Vanhorne, PTH.

Financial management, by M.Y. Khan and P.K. Jain, TMH.

Financial management, by I.M. Pandey, Vikas Publication.

IMS 545 - INDIAN CONSTITUTION AND POLITICAL SCIENCE**Unit -1 Constitutional Development and constitution of India**

Queen's Proclamation and Act of 1858, Indian Council Act- 1892,&1909, Govt. of India Act 1919,1935, 1947,Making,Salient Features and Preamble of Indian Constitution, Fundamental Rights and Fundamental Duties, Directive Principles of State Policy.

Unit – 2 President and Prime Minister. Parliament. Supreme Court, Judicial Review and Judicial Activism. Governor, Chief Minister and State Legislatures. Panchayati Raj and Municipal Governments, Nature of Federal System and Centre-State Relations. Election Commission and Electoral Reforms, National Commission for Scheduled Castes, National Commission for Scheduled Tribes.

Unit – 3 Concepts: Politics and Political Science, Political Thought, Political Philosophy & Ideology, Behaviouralism and Post-behaviouralism, State: Definitions, Elements, Liberalism, Idealism, Anarchism, Marxism, Sovereignty: Austin's Theory, Pluralist Theory, Power, Authority and Legitimacy, Liberty, Equality, Justice, Rights, Duties and Citizenship, Democracy: Representation and Participation, Civil Society, Feminism.

Unit – 4 Indian Political Thought: A Background, Manu, Kautilya, Raja Ram Mohan Roy, Swami Vivekanand, Aurobindo Ghosh, M.N.Roy, Gandhi, Nehru, BR Ambedkar, Dr. Ram Manohar Lohia

Suggested Readings:**IMS 546 FOREIGN LANGUAGE- FRENCH LANGUAGE****COURSE OBJECTIVES**

The aim of teaching French as a foreign language to the management students is to prepare them well to develop the four skills in French i.e. Reading, Writing, Speaking and Comprehension.

COURSE OUTLINE

Unit-I Articles, Gender and number of nouns and adjectives, Demonstrative and Possessive Adjectives, pronouns, Preposition, adverbs and pronominal verbs.

Unit-II Conjugation of verbs of all the Groups in Present Tense and Introduction to Past and Future Tense, Interrogation, Negation and Imperatives, Computer, commerce & marketing related vocabulary & terminology, Phonetics and pronunciation.

Unit-III Name of days, seasons, months, colours, garments, body parts and numbers, Conversational French between known and unknown people, telephonic conversation with friends and clients, Popular French recipes, food & beverages, French entertainments, hobbies, festivals and traditions.

Unit-IV Self Introduction, Biodata, Description of person, place or things as family, house, class, city, country etc. Letter writing, Profession and nationality, Writing of personal Letters, reply in French based on comprehension of a French text.

Prescribed books:

Two Units of Le Nouveau Sans Frontieres Part-I Le nouveau sans frontières (Vol 1), by Dominique, Girardet & Michel Verdelhan

Alter ego (Vol 1), Hachette Publication

French ó english ó french dictionary, Robert Collins / Oxford / La Rousse

SEMESTER – V

PAPER NO.	SUBJECTS
IMS 551	Corporate Communications
IMS 552	Entrepreneurship
IMS 553	Basic of Consumer Behavior
IMS 554	Operations Research
Opt any one specialization area from the followings	
Marketing	
IMS 555(M)	Advertising & Sales Promotion
IMS 556(M)	Personal Selling And Sales Force Management
Finance	
IMS 555(F)	Managing Personal Finance
IMS 556(F)	Specialised Accounting
HR	
IMS 555(HR)	Organisational Change And Development
IMS 556(HR)	Performance Management
IB	
IMS 555(IB)	International Business Environment
IMS 556(IB)	Foreign Trade of India
LU 505	Viva - Voce exam on Internship Project

IMS 551 - CORPORATE COMMUNICATION

Objective

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through the written and oral medium. Sensitivity towards cross cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

COURSE OUTLINE

Unit I Conceptual Issues in communication: S-R model of Communication; Barriers and Facilitators in Communication. Aspects of Verbal and non verbal Communication.

Unit II Principles of Written Communication: 7 C.s of written communication. Deductive, Inductive & AIDA approach to writing business letters .Writing for: Inquiries, Claims, Invitations, Reservations and Orders .Refusal & Collection Letters. Sales Letters; Inter-office Memos; Resume Writing & Recommendation Letters.

Unit III Report Writing: Long & Short Business Reports and Business Proposal. Minutes of meeting, Agenda Making Effective Oral Presentations; Conducting Business Meetings & Effective Interviews. Negotiating for Business: Strategy & Tactics. Technology and Business communication: Office Automation; Telephone Culture; Video Conferencing; NET Etiquette.

Unit IV Legal Aspects of Business Communication. Corporate Communication; Global Business Etiquette & Cross Cultural Communication

Suggested Readings

Hogan, K. (2008). *The secret language of business: how to read anyone in seconds or less*. New Jersey: John Wiley & Sons.

Kennedy, G. (2007). *Every thing is negotiable*. Michigan: Prentice Hall.

Lesikar, R. V., & Petit, J. D. (2007). *Business communication*. London (7th ed.). Homewood: Richard D. Irwin
Murphy, H. A., & Hildebrandt, W. (2007). *Effective business communications*. New Delhi: McGraw Hill.
Thill, J., & Bovee, C. L. (2010). *Excellence in business communication* (9th ed.). Michigan: Prentice Hall.

IMS 552 - ENTREPRENEURSHIP

Objective- The subject aims to familiarize the students with the concept of Entrepreneurship and with the establishment and management of a new enterprise.

COURSE OUTLINE

Unit I: Entrepreneurship: Definitions and core elements, Process of Entrepreneurship, Entrepreneurial Competencies, Barriers to Entrepreneurship, Role of Entrepreneur, Types of Entrepreneur, Identification of business opportunities.

Unit II: Establishment of a new enterprise, Choice of product, Market Assessment, Selection of Technology, Selection of Site, Organizational and Ownership Structure, Profit Planning in Small Enterprise: - Growth strategies and diversification

Unit III: Preparation of Business Plan, Financing the new enterprise, Financial Management for new ventures, Source of Finance. Contribution of Commercial Banks in promoting and servicing Small Business.

Unit IV: Marketing Management in a new enterprise, Human Resource Management in a new enterprise, Operations Management in a new enterprise, Small Business and Modern Technology.

Books Recommended: -

Entrepreneurship: Madhurima Lall

Management of Small Scale Industries by Shashi Bala

Entrepreneurship of Small Scale Industries by Manohar V. Deshpande

Development of Small Scale Industries by G.M. Bakal

Small Industry by Nirmala K. Gupta

IMS 553 - BASIC OF CONSUMER BEHAVIOR

Objectives-The course aims to provide insights into consumer behavior required for marketing decisions

COURSE OUTLINE

Unit I: Meaning and nature of Consumer Behaviour, Factors affecting Consumer Behaviour, Consumer Involvement and decision making, a simple model of decision making.

Unit II: Consumer Perception, attitudes, changes in attitudes, Consumer motivation.

Unit III: Models of Consumer Behaviour, Consumer Behaviour in India, difference between consumer buying and industrial buying, nature and factors affecting industrial buying.

Unit IV: Factors influencing purchase decision of a consumer, Personality, Self-concept, Life-style, Psychographics, Reference group.

Recommended book(s)

Kanuk & Shiffman, Consumer Behaviour.

Peter & Olson, Consumer Behaviour and Marketing Strategy.

Wilkie, William, Consumer Behaviour.

IMS 554 - OPERATIONS RESEARCH

COURSE OBJECTIVES

The basic objectives of this course are to impart knowledge of different quantitative methods & operations research techniques used in business decisions and management.

Unit I Introduction, advent & scope of operations research techniques their fields of specialized applications along with an overview of different techniques. Decision theory & introduction, structure of decision making problems, decision under uncertainty & decision under risk. Game theory & introduction, basic terminology, difference between pure strategy games & mixed strategy games, principle of dominance, solution of mixed strategy games.

Unit II : Linear Programming

Graphic method, Simplex method, Duality, Transportation problem, Methods for finding initial solution, North west corner method; Least cost method; Vogel's approximation method, Optimality test, Stepping stone method; Modified distribution method(MODI)

Unit III : Queuing (Waiting Line) Theory & Simulation

Introduction characteristics of elementary queuing systems, management aspects of queuing theory, patterns of arrivals & departures. Single channel service system with Poisson Arrivals & Poisson departure. Introduction, advantages & simple applications of statistical simulation techniques.

Unit IV : Assignment Problem

Introduction and mathematical models for assignment, Hungarian method for assignment problem, Special cases in assignment problems: Maximization case in assignment problem, Multiple optimal solutions.

SUGGESTED READINGS

Kapoor, V.K.: Operations Research
Sharma, J.K. :Operations Research
Taha, Hamdy A.: Operations Research, An Introduction
Kothary, C.R.: An Introduction to Operational Research
Gupta & Sharma: Operations Research

IMS 555(M) ADVERTISING & SALES PROMOTION

Objective: to acquaint management graduates with commonly used promotional methods

Unit – I Evolution of Advertising, role of advertising in market mix; types of Advertising; Economic, Social & Ethical Aspects of Advertising, Structure of the advertising industry, Advertising research ó objectives and market positioning, determination of target audience, advertising plan.

Unit – II Creativity and Advertising; Message development: Strategies and Methods, Copywriting, Art Direction and Production. Media Planning- Objectives and strategies, Types of Media, Budgeting and Evaluation; Advertising organization ó Selection, Compensation and Appraisal of an Agency

Unit – III Sales Promotion and Marketing Mix, Nature and types of Sales Promotion, Consumer Behaviour and Sales Promotion, Deal Prone Consumer, Economic Theories of Promotion, Sales Promotion, Impact of Sales, Evaluation of Sales Promotion.

Unit – IV Manufacturer Promotion Planning Process, Retailer Promotion Planning Process, Choice and Purchase Timing Models, Strategic Issues in Designing Promotional Strategies, Substantive Findings and Issues on Coupons Trade Dealings and Retail Promotions.

References: -

Foundations of Advertising, Chynawalla & Sethia, HPH
Advertising management Rajeev Batra, John G Myers & Aaker ó PHI
Advertising Basics, Vilanilam, Varghese, Response Books
Advertising, Sangeeta Sharma & Raghuvir Singh, PHI

IMS 556(M) - PERSONAL SELLING AND SALES FORCE MANAGEMENT

Objective: the paper intends to prepare marketing graduates with basic marketing skills

Unit I- Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations; Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

Unit II The Selling Process: Pre-approach : acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects ó sources of prospecting, conditions for qualification, Approach-Opening a sale ó methods, Sales presentation & Sales demonstration ó methods & planning effectively, use of sales tools, Handling objection ó types of objections, determining hidden objections, approaches for handling objections, Closing a sale ó trial close, closing techniques, Post sales follow up.

Unit III- Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force ó Recruitment, Selection, Training, Compensation and evaluation of sales force;

Unit IV- Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories

Suggested References:-

Still, Cundiff & Govani ó Sales Management, 5th Edition. Prentice Hall of India
Charles Futrell ó Fundamentals of Selling.
Ingram, Avila, Schwepker ó Sales Management.
Hair, Anderson & Mehta ó Sales Management.
Anderson ó Professional Sales Management.
What makes a good salesman, David Mayer and H M Greenberg.
Management of Sales force, Stanton, Bursnick and Spiro. 46

IMS 555(F) - MANAGING PERSONAL FINANCE

Objective: The course aims to prepare students for planning and managing their finances ensuring economic independence and growth of wealth.

Unit- 1

Personal Financial Basics, Time Value of Money, Financial Aspects of Career Planning, Money Management Strategy: Statements and Budgeting, Planning Your Tax Strategy

Unit-2

MANAGING YOUR PERSONAL FINANCES: Savings Plans and Payment Accounts, Introduction to Consumer Credit, Choosing a Source of Credit: The Cost of Credit Alternatives, Consumer Purchasing Strategies and Legal Protection

Unit-3

INVESTING YOUR FINANCIAL RESOURCES :Investing Fundamentals, Investing in Stocks, Investing in Bonds, Investing in Mutual Funds, Investing in Real Estate and Other Investment Alternatives ,The Housing Decision: Factors and Finances.

Unit-4

INSURING YOUR RESOURCES: Property and Motor Vehicle Insurance, Health, Disability, and Long-Term Care Insurance, Life Insurance, CONTROLLING YOUR FINANCIAL FUTURE: starting Early: Retirement Planning, Estate Planning

Suggested Readings:

Jack Kapoor-personal Finance, TMH
Shaikh M W- Personal Finance
Lokatia RN- Tax smart personal investment A-Z

IMS 556(F) - SPECIALIZED ACCOUNTING

Unit I Social Accounting and Environmental Accounting - meaning, importance, requirements. Social audit, objective, approaches to corporate social responsibility, social reporting systems, compilation of information for social Accounting, Social reporting models, limitations of social reporting, Social cost benefit analysis, its definition, investment decisions, procedures, techniques of cost benefit analysis. Environmental Accounting, audit, reporting.

Unit II Inflation Accounting, importance, limitations of historic Accounting techniques of Inflation Accounting - current purchasing power method, current cost accounting method, treatment of profit and loss items. Preparation of income statement, cost of sales adjustment, depreciation adjustments, monetary working capital adjustment, Stagflation Accounting.

Unit III Value Added Accounting - definition, generation of value added, application of value added, preparation of value added statements, High-tech Accounting and value added.

Unit IV Human Resource Accounting and Strategic Management Accounting. Human resources - definition, planning process, detailed approach to personal planning. Labour Turnover - meaning, measurement, cost treatment, cost benefit analysis of Training and Development. Models of HRA - Cost model, Present value models. Comparison of HRA models. HRA models and HRD. List of items of disclosure of human resources. Strategic Management Accounting - an introduction to Strategic Management Accounting.

Suggested Readings:

Corporate Accounting & Reporting: Jawaharlal
Financial Management: P Chandra
Management Accounting: Horngren

IMS 555(HR) - ORGANISATIONAL CHANGE AND DEVELOPMENT

Objective

To develop an understanding of why organizations require change and how organizations can be developed at individual, team and organizational level.

UNIT-I Introduction to Organizational Development: Concepts, Nature and Scope of OD: Historical Perspective of OD; Underlying assumptions and Values; The Nature of Planned Change.

UNIT-II Understanding Organizations: Approaches to Understanding Organizations - Key Organizational Designs, Procedures, Differentiation - Integration, Basic Design - Dimensions - Determination of Structure - Forces Reshaping Organization - Life Cycles in organization. Change management models, Resistance to change factors, Force field analysis.

UNIT-III OD Interventions: Team Interventions - Inter group Interventions - Personal, Interpersonal and Group Process Interventions - Comprehensive Interventions - Structural Interventions.

UNIT-IV Implementations and Assessments of O.D Implementation; Conditions for Failure and Success of O.D Efforts. Assessment of OD.

Organizational Development and Change: Organization Development - Alternative Interventions - Change Agents: Skills - Resistance to Change - Managing the Resistance - Lewins Change Model - Organizational Reality.

Recommended Books

Theory of Organization Development and Change by Thomas G Cummings and Christopher G Worli, Cengage

IMS 556(HR) - PERFORMANCE MANAGEMENT

Objective

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

UNIT I Fundamentals of Performance Management: Introduction to Performance Management; Defining and Measuring Performance; Historical Perspective of Performance Management; Goal Setting Theory and Expectancy Theory; Performance Management Model and System

UNIT II Performance Management Process I: Performance Planning; Performance Standards; Key Performance Areas and Key Result Areas; Competence and Competency Mapping; Performance Execution and Monitoring

UNIT III Performance Management Process II: Performance Appraisal; 360-Degree Appraisal; Performance Review and Feedback; Employee Development through Performance Management; Coaching, Counseling and Mentoring; Performance Related Pay

UNIT IV Team and Organizational Performance Management: Managing Team Performance; High Performance Work Teams; Balanced Scorecard; Integrated Performance and Concept of Maturity Alignment; Case Studies. Exposure to contemporary software used in this field

Recommended Books

Performance Management by C Appa Rao; Biztantra

IMS 555(IB) – INTERNATIONAL BUSINESS ENVIRONMENT

Objective: To provide an overview of the field of International business and give the student a feel of the competition in the global marketplace.

Course Outline

Unit I An Overview of International Business Environment; International Economic Environment, International commodity agreements ó quota agreements ó Cartels ó Bilateral & Multi lateral contracts.

Unit II Government Influence on Trade: Trade in merchandise ó Trade in services ó Global sourcing ó degree of dependence ó balance of payments ó trade and BOP of India.

Unit III International Investment : Types and significance of foreign investments ó factors affecting international investment ó growth and dispersion of FDI ó cross border mergers and acquisitions ó foreign investment in India ó The New Policy ó EURO/ADR issues ó M & A ó Indian companies going global.

Cultural contacts of global management ó Understanding the role of culture ó communicating across cultures ó cross cultural negotiations and decision making.

Unit IV Multi National Corporation : Definition and Meaning ó Importance and dominance of MNCs ó Code of conduct ó MNCs in India ó Transfer of Technology ó global competitiveness ó indicators of competitiveness - competitive advantage of nations ó Technology and Global competitiveness. Social Responsibilities and Ethics, MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act, Cases.

RECOMMENDED BOOK(S)

International Business Environment, by Sundaram & Stewart Black, PHI

International Business, Jaiswal Bimal, HPH

International Business environments and Operations, Daniel, Radebaugh, Sullivan, Pearson Edu.

International Management Managing Across Borders and Cultures, by Helen Deresky, PHI

Dynamics of successful International Business Negotiations, by Moran & Stripp, JAICO

The International Environment of Business, by Gerald M. Meier, Oxford press

IMS 556(IB) - FOREIGN TRADE OF INDIA

Objective: To expose the students to historical perspective as well as the current scenario on trends in India's foreign trade.

Course Outline

Unit-I Introduction: Trade its meaning and types, Difference between internal and international trade, Problems of international trade. Theories of International Trade ó Absolute Cost Theory, Comparative Cost Theory, Porter's Diamond Theory and Heckscher Ohlin's Theory of International Trade.

Unit-II Foreign Trade of India: Brief History before independence, Recent trends in India's foreign trade. Composition of imports and exports. Changes during planning period. Important constituents of exports & imports.

Unit-III Direction of India's Foreign Trade: Changes in directional pattern during planning period, India's major trading partners, State trading organizations, Financing of India's foreign trade, Role of EXIM Bank, ECGC and other institutions in financing of foreign trade.

Unit-IV Trade Policy in India: General development during planning period, imports substitution and export promotion, recent changes in foreign -trade policy, Trade agreements , Bilateral and Multilateral trade agreements, GATT, WTO and UNCTAD. India's Balance of Payment and Balance of Trade-trends during planning period, problem of BOP and corrective measures

Recommended book(s)

- 1) Jaiswal Bimal & A.K.Singh ó Foreign Trade of India
- 2) Praekar ó Trade of India
- 3) Salvi P.G. ó New Directions on India's Trade policy.
- 4) Cherrunilam F. ó International Trade Export Management
- 5) Singh, M ó India's Export trends
- 6) Varshney R.L. ó India's Foreign Trade
- 7) Bhagwati J. Srinivasan ó Foreign Trade regimes and Economics development

SEMESTER – VI

PAPER NO.	SUBJECTS
IMS 561	Introduction to HRM
IMS 562	Managerial Economics
IMS 563	Project Planning & Evaluation
IMS 564	Banking operation Management
Opt any one specialization area from the followings	
Marketing	
IMS 565(M)	Rural Marketing

IMS 566(M)	Retail Management
Finance	
IMS 565(F)	Merchant Banking & Financial Services
IMS 566(F)	Financial Systems
HR	
IMS 565(HR)	Compensation Management
IMS 566(HR)	Training And Development
IB	
IMS 565(IB)	Export- Import Procedure & Documentation
IMS 566(IB)	International Financial Institutions
LU 506	Comprehensive Viva Voce

IMS 561 - INTRODUCTION TO HRM

Objective

To provide students a complete and comprehensive theoretical and practical review of essential HR concepts. The aim of the course is to give students a strong foundation in HR concepts and techniques to do their jobs.

COURSE OUTLINE

UNIT-I Human Resource Management - Definition - Objectives - Functions - Scope - Importance - HRM in India - Evolution of HRM - Computer Application in Human Resource Management - Quality of a good Human Resource Managers - Human Resource Planning - Job Analysis, Job description and Job Specification.

UNIT-II Recruitment and Selection - Sources of Recruitment - Selection Process - Test Types - Interview Types - Career Planning - VS Man Power Planning and succession Planning - Career Planning - Process - Career Development - Placement and Induction.

UNIT-III Training - Methods of Training - Executive Development - Performance Appraisal - Methods of Performance Appraisal - Transfers - Promotion - Wage & Salary Administration - Wage Boards and Pay Commission - Wage Incentive - Fringe Benefits - Employees Welfare - Safety and Health Measures - Grievance Procedures - Redressal of Grievances.

UNIT-IV Industrial Relations - Meaning & Characteristics Industrial Relations - Parties to Industrial relations - Nature of Trade Unions - Problems of Trade Union - Measures to Strengthen Trade Union Movement in India - Causes for Industrial Disputes - Settlement of Industrial Disputes. Collective - Bargaining - Features - Pre-requisite of Collective Bargaining - Agreement at different levels - Workers Participation in Management - Objectives for Successful Participation.

Recommended Books

Human Resource Management Text and Cases by K. Aswathappa;5th edition; Tata McGraw Publication

Human Resource Management by Saiyadain; 4th edition; Tata McGraw Hill Publication

IMS 562 - MANAGERIAL ECONOMICS

Objective: To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

Course Outline

UNIT – I Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

UNIT – II Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

UNIT – III Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

UNIT – IV Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis ó concepts and its applications in business decisions, margin of safety, theories of firm ó Baumol, Williamson and Morris Model.

Recommended book(s)

JV Vaishampayan	Managerial Economics
Varshney & Maheshwari	Managerial Economics
Thomas & Maurice	Managerial Economics
A.Koutsoyiannis,	Modern Micro Economics
P. Samuelson,	Micro Economics
M.Adhikari,	Managerial: Economics
Cambell R.Mc Counell,	Economics

IMS 563 - PROJECT PLANNING AND EVALUATION

OBJECTIVE: To equip the students with understanding of project formulation, evaluation and implementation with practical prospective.

COURSE OUTLINE**Unit I : Basic Concept**

Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

Unit II : Project Formulation

Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting technical factors ó Material Inputs, technology, production, plant capacity, location and site, civil works, charts layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

Project Appraisal Criteria

Payback period, ARR, NPVI, IRR and social cost-benefit analysis, and risk analysis.

Unit III : Process of Project Appraisal

Technical, economic, financial, legal and social appraisal of the industrial projects, problems arising due to rate of discount, wage-rates, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

Unit IV : Implementation, Monitoring and Control of Projects

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

Recommended book(s)

Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation

P.K. Matto, Project Formulation in Developing Countries

Chitale, Project Viability in Inflationary Condition

Dass Gupta & Sen, Guidelines for Project Evaluation

Cleland and Kind, System Analysis and Project Management

Nagendra P. Singh, Emerging Trends in Entrepreneurship Development

D.K. Jain, Project Planning and Appraisal in Planned Economy

M. Mohsin, Project Planning and Control

IMS 564 - BANKING OPERATIONS MANAGEMENT

Unit I Indian financial System, Banking System in India, Financial sector reforms in India, RBI ó role, functions, monetary policy and credit control, commercial banking in India, Regulatory Environment for commercial bank in Indian core banking.

Unit II Operational Aspect of commercial banks in India, Relationship b / w Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Time Value of money ó calculation of interest on loan & deposits, EMIs, Present Value, future value and loan Amortisation.

Unit III Negotiable Instruments, Bills of Exchange and Promissory notes, Rights and liabilities of parties, Bills discounting and purchasing, ancillary Services of the Bankers.

Unit IV Employment of funds by Commercial Banks Financial statement analysis, Types of securities, mode of creating charge, Bank guarantees, Asset ó liability management in commercial Banks. Basel norms

Recommended Books:

M.L. Jhingan : Banking & International Trade

Bimal Jaiswal : Banking Operations Management

Shrelekhar : Banking

IMS 565(M) - RURAL MARKETING

Objective : the paper is directed to make students market ready for the growing areas

Unit I: Marketing Management Nature, scope and importance of marketing, Marketing Concepts, Social Marketing, Marketing of Services, Supply Chain Management, Distribution Channels ó Role of middleman, their relevance. Marketing Mix, Branding, Pricing Policies and Promotion. Consumer Behaviour ó Determinants of consumer behaviour, buying decision

Unit II: Concept, Types and Characteristics of Rural Markets Introduction to Rural Markets, Prospects, Constraints and Challenges, Rural Market Segmentation and Targeting, Features of traditional, tribal and modern rural markets, Regulated Marketing, Cooperative Marketing, Processed, Food Marketing (Food grains, dairy, meat, vegetable, fruits, oilseeds, sugarcane etc.)

Unit III: Rural Marketing Environment Government intervention in rural marketing ó STC, FCI, PDS, RPDS, NAFED, APEDA, NDDB, KVIC. Commodity Future/Forward Marketing. Legal Environment

Unit IV: Strategic Planning for Rural Marketing Marketing Information System for Rural Marketing, Planning for Marketing ó Components of Market Plan, Sales, Forecasting, Developing the Market Budget. Marketing Control ó Profitability analysis and strategic Control

References:-

Marketing Management Planning and Implementation V.S.Ramaswamy & S. Namakumari

Agricultural Marketing in India- NC Agrawal

Saxena Rajan : Marketing Management
Singh, Sukhpal : Rural Marketing

IMS 566(M) - RETAIL MANAGEMENT

Objective : The paper readies the marketing graduates for handling and managing retail based activities which is an ever growing market.

Unit I: Retailing: Role, Relevance, and Trends , retailing Definition, Characteristics, Evolution of Retailing in India, Emerging Trends , Factors Behind the change of Indian Retail Industry. Retail Formats by-Retail Sales, by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non traditional selling.

Unit II: Retail Marketing Mix:- Retail Mktg. Strategies, Retail Advertising & Sales Promotion, , Store Positioning, , CRM, Types of Retail Sales Promotion

Unit III: Store Planning, Design & Layout-Location Planning and its importance, Store design and the retailing image mix, Space Management. Retail Store Operations, Store Administration, Store Manager ó Responsibilities, Inventory Management, Management of Receipts, Customer Service.

Unit IV: Retail Merchandising, Buying function, shrinkage in Retail merchandise management Merchandise Pricing Concepts, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing. Retail Operation Elements- Staffing, Management of Retail Outlet/Store, Store Maintenance, Store Security; Future Of Retailing- Retailing Through Internet., FDI in retail, Career opportunities.

Suggestive References. :-

Cullen & Newman ó Retailing ó Environment & Operans.

Berman & Evarv ó Retail Management.

Bajaj, Tuli & Srivastava , - Retail Management- Oxford University Publications

Ogden & Ogden -Integrated Retail Management, Biztantra Publications

Gibson G Vedamani-Retail Management: Functional principles & practices, Jaico Publishing

IMS 565(F) - MERCHANT BANKING & FINANCIAL SERVICES

OBJECTIVE: To develop understanding of various financial services for managing long-term and short-term assets and liabilities.

COURSE OUTLINE

Unit I : Merchant Banking and Venture Capital

The concept of Merchant Banking Services in India: Rules Regulation's and categorization . The lead manager and its functions management of capital issues. Fixed Deposits and debenture issue. International finance underwriting, Venture capital; the concept and characteristics, process and problems of venture capital financing, growth of venture capital services in India.

Unit II : Leasing and Consumer Finance

Leasing concept - types, legal tax and accounting aspects. Financial evaluation of lease structuring, Qualitative factors in lease decisions. Lease agreements, import and cross border leasing. Hire Purchase agreement ó Types, difference between hire purchase and lease. Flat and effective rates of interest.

Unit III : Other Financial Services

Credit Rating ó Concept and types, functions of credit rating agencies, credit rating of Debt and other securities. Credit rating agencies in India - their rating scale and rating process. Factoring ó The concept and characteristics, Types of factoring, legal and financial aspects, factoring in India. Factoring and Bill rediscounting, Forfating.

Unit IV : Marketing of Financial Services

Concept, Nature, significance, types and environment. Marketing environment, financial services, Marketing Vs. Consumer and Industrial Goods Marketing, Planning, organising and analysis of Financial services marketing.

RECOMMENDED BOOK(S)

J.C. Verma, Merchant Banking

P. Chandra, Financial Management

J. Vanhorne, Financial Management & Policy

IMS 566(F) - FINANCIAL SYSTEMS

OBJECTIVE: The aim of the course is to enable the students to understand the structure and systems of financial markets and financial institutions.

Course Outline

Unit I : Financial Systems & Money Market

Definition, Significance and its relationship with economic development. An overview of the Indian Financial Systems. The constituents of a Financial System Markets, Financial Market as a part of Financial System. Its various components e.g. Call Money, treasury bill, commercial bill, commercial paper, financial guarantee, discount market etc. present position of Indian Money Market.

Unit II : Capital Market

Concept, characteristics and functions. The primary (New Issue market) and the secondary market. Instruments of Capital Market, Capital market institutions ó The stock exchange, its organisation, functions and control, capital market in India, SEBI, OTCEI and N.S.E & B.S.E.

Unit III : Banking Institutions

The RBI, Commercial banks function and present position; problems of capital adequacy, risk management in banks ó BASEL norms & other commercial banking reforms.

Unit IV : Non Banking Financial Intermediaries

Investment institutions like ó LIC, GIC, Mutual Funds and other non-banking financial intermediaries -ótheir objectives, functions, organisation and present position, international financial institutions.

RECOMMENDED BOOK(S)

Financial Markets and Institutions, by Bhole, M.K.,
Indian Financial Systems, by Khan, M.Y.,
Management of Indian Financial Institutions, by Srivastava, R.M.,
Corporation Finance, by Kuchal, S.C.,
Industrial Finance, by Khan, M.Y.,
Development Banking, by Desai, V.,
The Industrial Economy of India, by Kuchhal, S.C.,

IMS 565(HR) - COMPENSATION MANAGEMENT

Objective

To help the student understand the basics of compensation management and to gain an insight into the various components of remuneration.

COURSE OUTLINE

UNIT I Wages and Salaries determination-Difference between salary and wages-Basis for Compensation fixation-Preparation of pay roll. Fixed pay, Variable pay. Compensation of wages-Basis Wages-Overtime Wages; Dearness Allowance-Basis for calculation-Time Rate Wages and Efficiency Based Wages-Incentive Schemes (individual, group incentives) individual Bonus Schemes-Halsey, Halsey Weir, Rowan-Group Bonus Schemes.

UNIT II Components of salary. Other Benefits-Subsidized Transport-Subsidized food in canteen, uniform, LTA, Medical, Social security measures i.e. PF, ESIC, Gratuity, Group Insurance.

Non-monetary Incentives. Managerial Perquisite.

UNIT III Basic concepts of Income tax related to compensations: Cost to the company-Valuation PF Perquisites-Taxability of various components of salary and wages like Allowances, Gratuity, Leave Encashment, Receipts on Voluntary Retirement Scheme, Leave Travel Assistance, Medical Reimbursement, Employeesø Stock option Scheme.

UNIT IV Fixation of Tax Liability-Tax deduction at source-Deductions and tax rebates to be considered while deciding tax deducted at source-Tax Deduction Certificates. Fringe Benefit tax - on items not applicable to the employees but payable by the organization. Guidance on how to minimize Tax Burden on Employees.

Calculation of Income Tax for different categories (men, women, senior citizens)

Recommended Books

Compensation and Reward Management By B.D. Singh; Excel Books India

IMS 566(HR) - TRAINING AND DEVELOPMENT

Objective

To help understand the need for designing appropriate training and development schedules and to give an overview of relevant methods of T&D.

COURSE OUTLINE

UNIT I Introduction to training concept: definition, meaning, need for training, importance of training, objectives of training, concepts of education, training and development, overview of training functions, types of training.

UNIT II Process of training: steps in training, identification of job competencies, criteria for identifying training needs (person analysis, task analysis, organization analysis), assessment of training needs, methods and process of needs assessment.

UNIT III Designing And Implementing A Training Program: Trainer Identification, Methods and Techniques of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting of Training.

UNIT IV Evaluation of Training Program: Kirkpatrick Model of Evaluation, CIO Model, Cost-Benefit Analysis, ROI of Training. Learning: Principles of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance to Training. Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

Recommended Books

Training and Development by B Jankiram; Biztantra

IMS 565(IB) - EXPORT IMPORT PROCEDURES & DOCUMENTATION

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

Course Outline

Unit I: Export Documentation: Types of Documents, characteristics and relevance; getting ready for exports; Export contract and Inco terms; Procuring and processing of an export order; Methods and Terms of Payments for Exports; Documentary credit and collection; financing for export: Pre- and post-shipment credit.

Unit II: Export incentive and cargo handling: Cargo, Credit and Foreign Exchange Risks: Nature of risks, Cargo insurance: contract of cargo insurance, procedures and documentation for cargo loss claims; Role and schemes of ECGC and commercial banks, Procedure for filing claims. Quality control and Pre-shipment Inspection: Schemes, process and procedures; Excise and custom clearance regulations, procedures and documentation; Export incentives: major incentives and procedures for claiming them.

Unit III: Export Procedure: Procurement for Exports ó Planning and methods of procurement for exports; Procurement through imports, Financing imports - instruments and related procedures and documentation; Custom clearance of imports ó regulations, procedures and documentation, Managing risks involved in importing: transit risk, credit risk and exchange risk.

Unit IV: Import Documentation: Duty Exemption Schemes: Objectives, benefits, procedures and documentation; Schemes for import of capital goods: Procedures and documentation for new/second hand capital goods.

Institutional support: Export / trading/ star trading/ superstar trading houses: Objective criteria and benefits; procedures and documentation; Policy for EOU / FTZ / EPZ units : Objectives, criteria and benefits; procedures and documentation.

RECOMMENDED BOOK(S)

Paras Ram, Export : What, Where and How?, Anupam Publications, New Delhi, 1991.

Export ó Import Policy (latest).

Handbook of Procedures (Vol I & II).

ITC (HS) Classification of Export and Import Items (latest).

IMPEX Times, various issues.

Excise Law Times, various issues.

Customs and Excise Law Times, various issues

IMS 566(IB)- INTERNATIONAL FINANCIAL INSTITUTIONS**Course Objective**

To provide students the knowledge of international financial institutions, markets and operations, and also to acquaint them with the macro environment in which the international financial transactions are conducted.

Course Structure

UNIT- I Introduction to International Financial System-International Monetary System, Foreign Exchange, Balance of Payments, Current and Capital Account, Exchange Rate, Adjustment Processes, Long-term Capital Management: Understanding the Firm's Perspective.

UNIT ó II International Financial Institutions-International Banking and Central Banks, International Financial Order and the role of the IMF, Financial Institutions and Developing Domestic Economies, Rebuilding International Financial Institutions In Crises

UNIT – III International Financial Instruments-International Securities Markets, Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries; Financial swaps. Basics of derivatives, futures and options,

UNIT IV International Debt Problem- Problem of debt servicing and developing countries (with special reference to India)

REFERENCE

1. Apte, P. G. : Multinational Financial Management, Tata -McGraw Hill, New Delhi
2. Baker, J.C. : International Finance: Management, Markets and Institutions, Prentice Hall
3. Levi, Maurice : International Finance, McGraw Hill Inc.
4. Seth, A.K. : International Financial Management, Galgotia Publishing Company
5. Shapiro, Allen C. : Multinational Financial Management, Prentice Hall India Pvt Ltd.,
6. Sharan, V. : International Financial Management, Prentice Hall of India Private Ltd.

SEMESTER – VII

PAPER NO.	SUBJECTS
IMS 571	Business & Company Law
IMS 572	Applied Quantitative techniques
IMS 573	Business Environment
Opt any one specialisation area from the followings	
Marketing	
IMS 574(M)	Advanced Marketing Management
IMS 575(M)	Product And Brand Management
IMS 576(M)	Integrated Marketing Communications
IMS 577(M)	Marketing Research

IMS 578(M)	Consumer Behaviour
Finance	
IMS 574(F)	Strategic Management Accounting
IMS 575(F)	Fixed Income Markets
IMS 576(F)	Insurance And Risk Management
IMS 577(F)	Micro Finance And Social Banking
IMS 578(F)	Security Analysis & Portfolio Management
HR	
IMS 574(HR)	Hr Employment Laws-I
IMS 575(HR)	Human Resource Planning & Staffing
IMS 576(HR)	Human Rights
IMS 577(HR)	Human Resource Information System
IMS 578(HR)	Industrial Relations And Labour Welfare
IB	
IMS 574(IB)	Foreign Exchange Mgt
IMS 575(IB)	International Accounting
IMS 576(IB)	International Business Logistics
IMS 577(IB)	Cross Cultural Management
IMS 578(IB)	International Marketing Research
Lu 507	Language- Spanish/ Mandarin/German (Non Credit)
	A Visit to Industrial Place

IMS 571 - BUSINESS AND COMPANY LAW

Objective

The objective of the course is to impart basic knowledge of the important business laws corporate laws along with relevant case law.

COURSE OUTLINE

UNIT: I The Indian Contract Act 1872, Contract ó meaning, kinds, Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects. Discharge of contract.Contract of Indemnity and Guarantee, Contract of Bailment,

UNIT:II Law of Indian Sales of Goods Act, 1930. Contract of Sale of Goods ,sale and agreement to sell ,kinds of goods, conditions and warranties, transfer of property in goods, performance of contract of sale, right of unpaid seller.

UNIT:III Introduction: Formation of company pre-incorporation contract Concept of lifting of corporate veil. Types of companies, Memorandum of Association, Articles of Association, Prospectus,call and forfeiture of share, transfer and transmission of shares.

UNIT IV : Management ó Directors,, appointment, legal position, powers , duties and removal of directors, their dis-qualifications .Board meetings:Statutory meetings.Annual general meetings,extra ordinary meetings.Winding up ó concept and modes of winding up.

SUGGESTED READINGS :

Pandiyá, R.S. Singh, Avtar Singh, M.C. Kuchal, M.C. Anderson & Kumph Mulla, D.F.

Principles of Mercantile Law Principles of Mercantile Law A Manual of Mercantile Law Mercantile Law
Business Laws & Bare Acts Indian Contact Act

IMS 572 - APPLIED QUANTITATIVE TECHNIQUES

Objective: To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

Course Outline

Unit-I Calculas; Basic differentiation (First order and second order)and its applications, partial elasticities (Direct and cross)

Input-Output Analysis

Assumption,Technological Coefficient, Closed and Open Input-Output model.

Unit-II Decision theory: Introduction, Decision situations, Types of decisions-making environment, Decision making certainty, Risk and uncertainty, Decision tree analysis.

Game theory introduction, definitions, Two-person zero sum game pay off matrix, Pure strategies; games with saddle point, The rule of dominance, Mixed strategies; games without saddle point.

Unit-III Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

Unit-IV Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

Recommended book(s)

Business Mathematics, by Sancheti & Kapoor (Unit I)
 Statistics, by S P Gupta and M P Gupta (Unit III)
 Operations Research, by JK Sharma (Unit II & Unit IV)

IMS 573 - BUSINESS ENVIRONMENT

Objective: To facilitate the understanding of the various components of the environmental to be considered for decision making.

Course Outline

Unit I Introduction: The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors ó Porters model, the process of Environmental Scanning.. Responsibility of business to the society. Case studies.

Unit II The Politico-Legal Environment ó The relationship between business and government in India. Federal structure in India ó Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment. Money and capital markets.

Unit III Macro Economic Environment ó Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles ó meaning and phases. Economic growth & Poverty in India, HDI,

Unit IV Indian Economic Environment ó Features of Indian Economy ó primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic reforms ó liberalisation, globalisation and its impact on business environment. Problems of Indian business environment. Case studies.

Recommended book(s)

Cherunilum, Francis, Business Environment, Himalaya Publishing House
 Dutta and Sundaram, Indian Economy, S. Chand and Co.
 Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal
 Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

IMS 574(M) - ADVANCED MARKETING MANAGEMENT

Objectives

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services and to apply marketing theory and concepts to practical situations

COURSE OUTLINE

Unit I Core concepts of Marketing: Nature and Scope of Marketing, Marketing Philosophies, Value delivery, Marketing mix optimization, Holistic Marketing. Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing. Market Segmenting, Targeting and Positioning, Strategic Marketing Planning Process: Ansoff's product market expansion grid SBU analysis: BCG Matrix, Marketing Warfare Strategies: price route vs. differentiation

Unit II Consumer Buying Behaviour: meaning and scope, consumer specific factors influencing buying behavior, buying motives and buying habits, concept of consumer involvement level, buying decision process, participants in buying decisions and their roles. Organizational Buying Behaviour: classification of industrial products, buying centre, major buying situations and organisational buying process Marketing Research and Market Information.

Unit III Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Branding, Packaging and Labeling. Objectives and significance of price, Pricing Strategies: Setting Price, Factors influencing Price Determination, discount policies

Unit IV Channels of Distribution: channel functions, Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Logistics, Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.

Books recommended

1. Marketing management the millennium /by Kotler Philip, 10th edition, PHI,
2. Marketing An Introduction /by Kotler Philip, Gray and Armstrong, Pearson education, 7edition,2007
3. Marketing management/, by Rajan Saxena, TMH, 4th edition
4. Fundamentals of marketing/ by Stanton William J et al, MGH, 1996, editions
5. Marketing management: global perspective Indian context (4th ed.), by Ramaswamy, V. S., & Namakumari, S., 2009. New Delhi: Macmillan.

IMS 575(M) - PRODUCT AND BRAND MANAGEMENT

Objective: To provide detailed understanding of the concept of brand and ways of establishing brand equity and sustaining it.

Unit – I Introduction to product management, interrelationship between product and brand. Product and brand portfolio, product strategies, branding and its evolution, Brand Hierarchy, Brand Identity,

Unit – II Brand Personality, Brand Image, Brand Positioning Brand equity, brand customer relationships, brand loyalty and Customer Loyalty Managing Brands

Unit – III Brand creation, Brand extensions, Brand-product relationship, Brand Portfolio, Brand Assessment through Research-Brand Identity, Positioning, Image, Personality Assessment and Change

Unit – IV Brand Architecture, Brand Revitalization, Financial aspects of Brands, Branding in Different Sectors: Customer, Industrial, Retail and Service Brands

Recommended book(s) :

Aaker, David, A. Managing Brand Equity, New York, Free Press

Cowley, Don, Understanding Brand, London, Kogan Page

Murphy, J.A., Strategic Brand Management, New York, Free Press

Steward, P., Building Brands Directly, London, MacMillian

Keller , Strategic Brand Management, Pearson Pub.

IMS 576(M) - INTEGRATED MARKETING COMMUNICATIONS

Objective: The aim of the course is to acquaint and develop the requisite knowledge about the various marketing communications methods used in business environment to help achieve objectives.

UNIT 1. Concept and Process of Integrated Marketing Communications (IMC): Elements of IMC & Developing respective communication campaign :- Advertising ó Classification of advertising, types, advertising appropriation, advertising campaigns; Sales Promotion ó Different types of Sales Promotion, relationship between Sales promotion and advertising ; Publicity ó Types of Publicity, relationship between advertising and publicity , Personal Selling, Direct marketing and direct response methods

Unit 2 Event Management ; E-Commerce; Corporate Communication ; Public Relations ó Types of PR ; Media relations ; Community relations; Industrial relations and Government relations; Employee relations (House Journals / Newsletter) ; Crisis Management ; Trade Fairs and Exhibitions

Unit 3. IMC Message Design: AIDA model Considerations for creative idea Visualization (4) 3. Media Management - Media Process - Media Jargons - Media Buying - Strategies and execution (4)

Unit 4. Suppliers in IMC: Hoarding Contractors/Printers etc., Ad. Agency ó Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning . Ethics and social responsibility in IMC campaigns. Evaluating Marketing Communication Programs

Suggested reading:

Advertising and Promotions - Belch & Belch, Tata McGraw Hill ;

Advertising Management - Rajeev Batra, John G.Myers & David A Aaker-PHI ;

Otto Kleppner's advertising Procedure - PH ;

International Edition - Contemporary Advertising Irwin/McGraw óHill ;. Integrated Marketing Communications - Duncon-TMH ;

Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing

IMS 577(M) - MARKETING RESEARCH

Objective- The course designed for students to get familiar with techniques of designing, collecting, analyzing and drawing inference for making better business decisions.

Unit 1. Marketing Research ó Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system ; Research process ó Management dilemma (problem) ó decision problem ó research problem ó hypothesis statement ó characteristics of a good hypothesis ó drafting the research proposal ; Various sources of market Information ó Methods of collecting Market Information - Secondary data ó sources ó problems of fit and accuracy. Syndicated services. . Marketing research techniques: Market development research: Cool hunting ó socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting ó objective and subjective methods

Unit 2. Marketing Mix Research: Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking ó package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research ó Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research.

Unit 3.Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis , Exploratory designs ó Descriptive designs - Longitudinal and cross-sectional analysis, Qualitative research techniques ó a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation ; Causal research ó Basic experimental designs ó internal and external validity of experiments. ; Primary data ó Questionnaire design - Administration and analysis considerations in design - Attitude measurement ó scaling techniques. Observation method of primary data collection. Web based primary data collection ó issues of reach, analysis, accuracy , time and efficiency.

Unit 4. Sampling ó sampling methods ó sampling and non sampling errors ó sample size calculation (Numericals expected) ó population and sample size - large and small samples - practical considerations in determining sample size; Data analysis ó Univariate analysis ó Bivariate analysis ó Multivariate analysis. Simple and cross tabulation, simple and multiple regression, Factor analysis.; Hypothesis testing ó Types of tests and test selection, One sample test, TwoIndependent Sample tests, Two-

related sample tests. Chi-square test, tests for large and small samples. (with Numericals) ; Report writing ó forms of report ó fundamentals of a good report. Exposure to contemporary software used in this field

Suggested reading:

Marketing Research, Concept & Cases ó Cooper Schindler.;
 Research for Marketing Decisions ó Paul Green, Donald Tull, Gerald Albaurn ;
 Marketing Research ó Nargundkar. Marketing Research ó Beri ;
 Marketing Research ó Measurement & Methods ó Donald S.Tull, Del I.Hawkins ;
 Marketing Research óAakar, Kumar, Day

IMS 578(M) - CONSUMER BEHAVIOUR

Objective

To understand consumer psychology and ways of communicating effectively with various target groups in order to fulfill value added exchange of goods and services.

Course Outline

Unit I Study of Consumer. Meaning of Consumer, concept of consumer behaviour Consumer's Need and Motives, Consumer as a Perceiver and Learner, Influence of Personality and Attitude on Buying Behaviour; Determinants of Consumer Behaviour, Cultural, Social and Economic Factor Affecting consumer behaviour; Consumer attitude formation and change. Environmental Influences on consumer behaviour.

Unit II Individual Factors & Group Influences. Factors Affecting Purchase decision; Fundamental Group of sensation; Perception, emotion, motivation, Cognition. Group Influence; Role, Status, Norms; Family Influences; Life-Cycle Effects, Family Decision making.

Unit III Models of Consumer Behaviour . Organisational buying behavior, Models of individual and Industrial Buying Behaviour. Consumer Behaviour and market segmentation, consumer psychology, consumer motivation, research and techniques.

Unit IV Communication with Consumer. Two-step flow of Communication theory, Adoption, diffusion of innovation, cognitive Dissonance. Socio-economic and Cultural Aspects of Indian Consumer Market.

Recommended book(s)

Kanuk & Shiffman, Consumer Behaviour.
 Peter & Olson, Consumer Behaviour and Marketing Strategy.
 Wilkie, William, Consumer Behaviour.

IMS 574(F) - STRATEGIC MANAGEMENT ACCOUNTING

Objective: To equip the students with the Strategies knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

Course Outline

Unit I Strategic Management accounting: Concepts, functions and scope, Strategic Management Accounting Techniques , Activity based costing and management-Factors, activity based cost system, Determining the cost drivers for each activity, cost driver analysis ,assigning cost of activities , outgrowth of A, Implementing an ABC.

Unit II Strategic cost management; Introduction, basic concepts, strategic options, value system analysis, value chain analysis, activity analysis, cost drivers analysis, analysis of vertical linkages, Uniform costing and inter-firm comparison, Evaluation of divisional performance and transfer pricing, variances and their interpretation

Unit III Relevant costing and tactical decisions: differential opportunity and relevant cost, make or buy, joint products: decision to sell or process further, decision to accept or reject, special order, decision to continue or abandon a project, Evaluation of capital expenditure proposals and risk management, product planning.

Unit IV Emerging issues in management accounting: life cycle costing, target costing, value chain analysis, JIT, balanced score card, benchmarking; value analysis and cost reduction; cost benefit analysis; international issues in management accounting. Exposure to contemporary software used in this field

Recommended book(s)

Management Accounting, by Atkinson, Pearson / PHI
 Management Accounting, by Sudhindra Bhat, Excel Books
 Management Accounting, by Sharma, Sashi K Gupta Kalyani
 Cost Accounting, by Charles T Horngren, Pearson/PHI

IMS 575(F)- FIXED INCOME MARKETS

Objectives

This course is intended to analyze the fixed income securities markets and its implications for investments. It also covers the specific features of the Indian Fixed Income Securities Markets. The course will construct several Excel based techniques to analyze bond valuation, term structure, portfolio statistics and risk mapping

UNIT I: Fixed Income Markets, Institutional Arrangements, Market Participants, bonds & money market Instruments, Investors Perspectives & Market Conventions, features of a government securities market, Government securities auction & Bidding, Uniform vs discriminatory auction

UNIT II: Bond Valuation, Time Value of Money, Price and Yield Conventions, Bond Valuation under flat term structure, Yield & return, & horizon return, Valuation of other Bonds, Floating Rate securities, index bonds, illiquid bonds

UNIT III: Understanding market linkages, Risk Identification in Bonds: Duration, Convexity, and Immunization, Risk measurement in fixed income securities using value at risk, fixed income derivatives

UNIT IV: Corporate Debt, Valuation, valuation of convertibles, Yield Curve Analysis: Par Value, Zero, Spot Curve, Bootstrapping, spot & forward rates, (Nelson-Seigel model of the Indian NSE), STRIPS, Theories of Term Structure of Interest Rates, Markets for Asset Backed Securities, Prime and Subprime Mortgage-Backed Securities

RECOMMENDED BOOKS

IMS 576(F) - INSURANCE AND RISK MANAGEMENT

Objectives

This course will focus primarily on those concepts, techniques and issues in the context of a person aspiring for a career in insurance and risk management.

UNIT I: Risk: Alternative Definitions, Types of Risk, Risk Management Process and Methods, Objectives of Risk Management, fundamentals of corporate risk management- risk management and shareholder's wealth, Risk Pooling and Insurance including Review of Probability Concepts

UNIT II: Institutions for Insurance and Reinsurance - Economic Rationale and requirements, Insurance Laws and Regulation, principles of insurance contract- documentation/underwriting and claims.

UNIT III: Insurance Pricing, Asymmetric Information / Moral Hazard / Adverse Selection, Marketing of insurance products- Co-insurance, Life Insurance, Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance Commercial Insurance: Transport, Marine, Catastrophe, Liability etc

UNIT IV: Pension Plans, Corporate Risk Management and Insurance, Actuarial Mathematics

RECOMMENDED BOOKS

1. Risk and insurance of Denenberg, Eilers, Melone and Zelton.
2. Introduction to insurance of Dorfman.
3. Property and liability insurance of Huebner, Black and Cline.
4. Insurance principles and practices of Riegel, Miller and Williams.
5. Life insurance of Black and Skipper.

IMS 577(F) - MICRO FINANCE AND SOCIAL BANKING

Objective

The course is designed to sensitize the students to the key issues linked to the whole discourse on micro finance and rural banking including the challenges inherent therein, in the particular context of India, and to familiarize them (the students) with the initiatives taken in the country for addressing the said issues.

COURSE OUTLINE

Unit -1 Micro Finance: definitions, history, objectives and scope; mechanism of microfinance; Failure of formal financial institutions to provide inclusive growth; types of institutions involved in microfinance: current status and future; Micro finance Models; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India; approaches in micro finance delivery; microfinance products

Unit-2 Government initiatives for microfinance: outline the subsidy-linked credit programmes of the Government like PMRY, SGSY, SJSRY & SLRS, etc. 8. Initiatives of the Government (without subsidy-link) like Kisan Credit Card (KCC) scheme, Financing of Agriclincs /Agribusiness Centres etc. and the Differential Rate of Interest (DRI) scheme. Overview of Lead Bank Scheme (LBS) and Service Area Approach (SAA).

Unit-3 Innovations in micro finance: use and scope of technology; Role and scope for formal financial institutions and corporate; Key functional areas in microfinance institutions (MFI): Governance, R&D, Accounts and Internal audit and control; strategic issues in the growth of MFIs

Unit-4 Understanding pricing of interest rates in the context of Microfinance; Learning Internal Audits and control Mechanism.

Suggested readings:

IMS 578(F) - SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Objective

To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives.

Course Outline

UNIT I : NATURE AND SCOPE OF INVESTMENT DECISION, INVESTMENT & SPECULATION, TYPE OF INVESTMENT, INVESTMENT OPPORTUNITIES, INVESTMENT IN SECURITIES & OTHER INSTRUMENTS, RISK & RETURN, TRADE OFF; **INVESTMENT ENVIRONMENT**

Investment Environment, Investment process, Investment media, Procedure of investment in securities market, Stock Market Indices

UNIT II: EQUITY ANALYSIS & VALUATION: GENERAL VALUATION FRAMEWORK, TIME VALUE OF MONEY, DISCOUNTING & COMPOUNDING, VALUATION OF EQUITY & PREFERENCE SHARES DIFFERENT MODELS, EQUITY ANALYSIS, RISK AND RETURN (MEAN VARIANCE CRITERION, SINGLE INDEX MODEL), FUNDAMENTAL ANALYSIS, EFFICIENT MARKET HYPOTHESIS & ITS IMPLICATIONS TO INVESTORS. **BOND ANALYSIS BONDS:** CHARACTERISTICS, VALUATION, RISK & RETURN, BOND PRICE & INTEREST RATE RELATIONSHIP, BOND THEOREMS, BOND DURATION AND EMINIZATION

Unit III : Portfolio Management: Nature and Scope, Traditional Vs Modern Portfolio Management, Portfolio Risk and Return ó Diversification & Portfolio Risk, Mean Variance Criterion and Single Index Model. **Portfolio Construction:** Markowitz Theory, Portfolio Analysis & Construction- Feasible set and the efficient set of Markowitz drawing the efficient set with two securities, three securities, n securities, effect of risk free lending & borrowing, optimum portfolio for an investor, construction of optimum portfolio under single index model, EGP model

Unit IV : Pricing of capital Assets: Capital Market Theory, CAPM model- capital market line, security market line. Multi factor model, Arbitrage pricing theory. **Portfolio Revision & Performance Valuation:** Need for revision of portfolio, formula plans, portfolio performance evaluation, risk adjusted measures of portfolio performance evaluations, Fama& performance attribution model, managed portfolio & its performance evaluation. Exposure to contemporary software& used in this field

RECOMMENDED BOOK(S)

IMS 574(HR) - HR EMPLOYMENT LAWS-I

Objective

To give an idea of the various Acts which strengthen and help enforcement of proper practices.

COURSE OUTLINE

UNIT I The Contract Labour (Regulation & Abolition) Act, 1970: Introduction, Objectives & Applicability of the Act, Essential ingredients of Contract Labour (Regulation & Abolition) Act, 1970, Determination of "Appropriate Govt." under the Act, Registration of Establishment and who is/ would be a Principal Employer, License by Contractor, Granting certificate of registration, Circumstances in which application for registration may be rejected, Responsibility & Liability of Principal Employer in respect to wages, welfare etc to

Contract Labour, Inspecting staff, Prohibition of Contract Labour, Procedure for prohibition / abolition of Contract Labour system, Important case laws on Contract Labour Act.

UNIT II The Factories Act, 1948: Object of the Act, Chapter I ó Preliminary, Chapter II ó The Inspecting Staff, Chapter III ó Health, Chapter IV ó Safety, Chapter V ó Welfare, Chapter VI ó Working Hours Of Adults, Chapter VII ó Employment Of Young Persons, Chapter VIII ó Annual Leave With Wages, Chapter IX ó Special Provisions, Chapter X ó Penalties And Procedure.

UNIT III Workmen's Compensation Act, 1923: Objective of the Act Definitions - Dependant , Employer, Wages, Workmen, Workmen's compensation; Employer's liability for compensation, Amount of compensation; Procedure for compensation.

UNIT IV Child Labour (Prohibition & Regulation) Act, 1986: Objective of the Act; Constitutional Provision; Prohibition of Employment of Children in certain Occupation and Process; Regulation; Judicial View

Recommended Books

Bare Acts

IMS 575(HR) - HUMAN RESOURCE PLANNING & STAFFING

Objective

Planning people requirements is critical task of management as companies increasingly depend on intellectual capital as the basis for competitive advantage. This course aims at imparting relevant knowledge required to perform the functions of human resource planning within an organisation.

UNIT I Manpower Planning: Objectives (Micro and Macro Levels) ó Benefits, Advantages, Limitations and Problems HR Planning Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning

UNIT II Manpower Planning : Tools, Methods and Techniques: Job Analysis, Job Description, Job Specification; Skills Analysis/Skill Inventory; Performance Appraisal; Manpower Inventory - Quantitative Aspects, Qualitative Aspects. Computerised Manpower Planning Information System: Use and Applicability of Statistical and Mathematical Models in Manpower Planning - Cohort Analysis, Census Analysis, Markov Models.

UNIT III Organisation as a Matrix of Jobs: Organisation Structuring - Traditional Concepts, Recent Trends; Role Clarity Job Enrichment/Job Enlargement. Career Planning/Succession Planning. Succession Planning and Integrated Human Resource Planning (IHRP). Improving Manpower Utilisation and Manpower Control (Number Quality and Cost)

UNIT IV Manpower Planning Techniques and Formulation of Manpower for 1) Running Enterprises with No Major Expansion Plans 2) A Running Enterprise with Major Plans for Expansion, Modernisation, Diversification etc. National (Macro Level) Manpower Planning: Various Approaches; Progress in India and Abroad. Recent Trends in HR Planning

Recommended Books

Human Resource Planning by James W Walker; McGraw Hill Publications

IMS 576(HR) - HUMAN RIGHTS

Objective

To give an overview of what Human Rights are and to generate an understanding of various Human Rights efforts.

UNIT-I Definition of Human Rights - Nature, Content, Legitimacy and Priority - Theories on Human Rights - Historical Development of Human Rights.

UNIT-II International Human Rights - Prescription and Enforcement upto World War II - Human Rights and the U.N.O. - Universal Declaration of Human Rights - International Covenant on Civil and Political Rights - International Covenant on Economic, Social and Cultural Rights and Optional Protocol.

UNIT-III Human Rights Declarations - U.N. Human Rights Declaration. Amnesty International - Human Rights and Helsinki Process - Regional Developments - European Human Rights System - African Human Rights System - International Human Rights in Domestic courts.

UNIT-IV Contemporary Issues on Human Rights: Children's Rights - Women's Rights - Dalit's Rights - Bonded Labour and Wages - Refugees - Capital Punishment.

Fundamental Rights in the Indian Constitution - Directive Principles of State Policy - Fundamental Duties - National Human Rights Commission.

Recommended Books

J.C.Johari - Human Rights and New World Order.

G.S. Bajwa - Human Rights in India.

Amnesty International, Human Rights in India.

IMS 577(HR) - HUMAN RESOURCE INFORMATION SYSTEM

Objective

To acquaint the student with the necessity of working with Information Systems in the realm of Human Resource and to highlight the specific areas where IS can contribute and facilitate working.

UNIT-I Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology. Database Concepts and Applications in Human Resource Information Systems. Systems Considerations in the Design of an HRIS: Planning for Implementation. Human Resource Information Systems Needs Analysis.

UNIT II System Design and Acquisition. Project Management and Human Resource Management Advice for Human Resource Information Systems Implementation. HR Metrics and Workforce Analytics. Cost Justifying HRIS Investments.

UNIT III Change Management: Implementation, Integration, and Maintenance of the Human Resource Information System. Human Resources Administration and Human Resource Information Systems. Talent Management. Recruitment and Selection in an Internet Context

UNIT IV Training and Development: Issues and Human Resource Information Systems Applications. Performance Management, Compensation, Benefits, Payroll, and the Human Resource Information System. Human Resource Information Systems and International Human Resource Management. HRIS Privacy and Security. The Future of Human Resource Information Systems: Emerging Trends in HRM and IT. Exposure to contemporary software's used in this field

Recommended Books

Human Resource Information Systems : Basics, Applications, And Future Directions by Michael J. Kavanagh, Mohan Thite and Richard D Johnson; Sage Publications

IMS 578(HR) - INDUSTRIAL RELATIONS AND LABOUR WELFARE

Objective

To develop an understanding of the interaction pattern among labour, management and the State. To build awareness of certain important and critical issues in Industrial Relations and to impart basic knowledge of the Indian Industrial Relations System and its distinctive features

COURSE OUTLINE

UNIT-I Evolution of Personnel Management as a separate function in India - Role of Personnel Management in typical organization set up of personnel department.

Manpower planning - Recruitment - Selection - Methods of Selection - Use of tests of Interview techniques in selection.

UNIT-II Nature of Industrial Relations, Scope of Industrial Relations, Dunlop model, Trade unions; Role of Trade Unions in Pre & Post Liberalized era, Problems of Trade Unions, multiplicity, Internal leadership, Role of outsiders

UNIT-III Industrial relations in India - Code of Industrial Relations - Indian Code of Industrial Relations - Standing Orders. Collective Bargaining Definition Structure - Scope - Pre-requisites for successful bargaining - Problems involved - Role of Government in collective bargaining - Worker participation in management - Definition - Nature - Objectives - Functions - Works Committee - Joint management - Councils Shop councils - Joint councils - Indian conditions in collective bargaining.

UNIT-IV Industrial unrest - Co-operation and conflict - implications of industrial unrest - Employees dissatisfaction - Workers complaints and grievances - Disciplinary action - Domestic enquiry - Strikes - Lock - outs - Prevention of strikes and lockouts - Settlement of dispute.

Recommended Books

Bare Acts

Kapoor N.D. Elements of Industrial Law, Sultan Chand, 1998.

Srivastava, Industrial Relations and Labour Laws, Vikas, 4th edition, 2000.

IMS 574(IB) - FOREIGN EXCHANGE MANAGEMENT

COURSE OUTLINE

Unit I Concept and significance of foreign Exchange, Functions of Foreign Exchange Department, Exchange Control: objective and Methods of Exchange control, Exchange control in India. Foreign Exchange Market. International Financial Market & Institution.

Unit II Exchange rate concept and determination, Mechanism of currency trading, Exchange rate forecasting, Purchasing power parity, Fisher effect and Interest rate parity theory.

Unit III Exchange Arithmetics- Foreign Exchange Transactions, Exchange Quotations, Spot and Forward Rates, Bill Buying and selling rate, Cross rates, Arbitrage and two point arbitrage calculation.

Unit IV Fixed and Option Forward Contracts. Execution of Forward contract, Cancellation of Forward Contract, Extension of Forward contracts, Foreign Exchange Risk Exposure.

Books & Reference:

C. Jeevanandan- Exchange Management.

RBI- Foreign Exchange Manual.

NABHI- Foreign Exchange Manual.

Verghese, S.K. - Foreign Exchange and financing of foreign trade.

IMS 575(IB) - INTERNATIONAL ACCOUNTING

Objective: To acquaint the students with the accounting needs of companies having international business exposure for meaningful measurement, reporting and interpretation of financial statements.

Course Contents

UNIT I International dimensions of accounting ó conceptual development and comparative development patterns;

UNIT II Currency transactions; Managing international information systems; International perspective on inflation accounting;

UNIT III Financial reporting and Disclosure; Analysing foreign financial statements; Financial management of multinational entities;

UNIT IV Transfer pricing and international accounting ó International standards and multinational corporations.

Recommended book(s)

Arpon, Jeffrey S & Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York, John Wiley, 1985

Choi, Frederick D S and Mueller Gerhard G. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984

Evans, Thomas G. International Accounting & Reporting. London, MacMillan, 1985

Prodhan, Bimal. Multinational Accounting. London, Croom-Helm, 1986

Rathore, Shirin. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996

IMS 576(IB) - INTERNATIONAL BUSINESS LOGISTICS

Objective: To acquaint students with the issues related logistics involved in supply chain management of firm engaged in international business.

Course Outline

UNIT I Supply Chain Management & Logistics Framework: Concepts, Issues in Supply Chain Management; Customer Focus and Distribution Management; Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication; Supply chain management

UNIT II International Air Transport System: International set up for Air Transport, Freight rates, India's Export-Import Trade by air, problems and prospects.

UNIT-III Ocean Transport: World Seaborne Trade and Shipping Industry ó Characteristics and Structure; Liner Operation; Tramp Operations, Value, Volume and direction of seaborne trade; Liner freighting practices : Principles, structure and freighting practices; Chartering principles and practices : Types of chartering, contract of affreightment; Charter party agreement; forms and clauses; Developments in ocean transport ó unitization, containerization, intermodal and multimodal transport, C.F.S. & I.C.D.

UNIT- IV Indian shipping: Growth, policy and problems; Port and Port Trust: their role and responsibility.; Cargo Intermediaries: Ship agents, broker, freight forwarder, cargo booking ante stevedore and longshoremen, terminal operators.; Carriage of Goods by Sea, Air and Combined transport ó National law and International Conventions; Maritime frauds and unethical practices: causes and precaution. Exposure to contemporary software's used in this field

Recommended book(s):

Daniel Marks, Shipping Carterls,

J. Bes, Dictionary of Shipping and Chartering Terms,
 M. S. Ram, Shipping.
 H. B. Desai, Indian Shipping Perspectives, Anupama, Publications, Delhi.
 J. D. Jansson and D. Shneerson, Liner Shipping Economics. Liner Shipping Economics.
 J. F. Hagff, Physical Distribution.
 J. Bes, Chartering Practices.
 Limited Nations/ESCAP, Use of Maritime Transport.
 UNCAT, Shipping Documents.
 Journals (The Marine Times; Indian Shipping; Containerization International; & Indian Shipping and Transport, Bombay; Sea Trade Week, New York; ICAO Journal, London; Road Transport, Calcutta).

IMS 577(IB) - CROSS CULTURAL MANAGEMENT

Objective: To develop skills for managing a firm comprising of organizational members from different cultural background.

Course Outline:

Unit I: International Management:

Trends, challenges and opportunities; Organizational design and structure of international corporations, Locus of decision making; Headquarter and subsidiary relations in international firms.

UNIT II: INTERNATIONAL PERSPECTIVE ON ORGANIZATION BEHAVIOR & HRM

Motivating employees in international context, Perception and attitudes across cultures, leadership, communication, conflict and negotiation across cultures, Selection, development, performance appraisal and compensation, Managing groups across culture; International human resource strategy

UNIT – III: Indian Business Foreign Strategies, Operations Of Foreign Subsidiaries In India; Internationalization Of Indian Business Firms And Their Operations Abroad, International Mergers And Acquisitions

Unit – IV: International Business Strategy: Creating Strategy For International Business; Management Of Production, Services Technology And Operations; Marketing Financial, Legal And Political Dimensions; Ethics And Social Responsibility Of Business

Recommended book(s):

Hodgetts, International Management, Tata McGraw Hill
 McFarlin, Dean B., International Management : Trends, Challenges and Opportunities, International Thomson Publishing
 Thakur, Manab; Burton, Gene E. and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw Hill
 Taggart, James H. and McDermott, Michall L., The Essence of International Business, Prentice Hall of India
 Nagandhi, Anant R., International Management, Prentice Hall of India

IMS 578(IB) - INTERNATIONAL MARKETING RESEARCH

Course Objective:

The objective of the paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international trade.

COURSE OUTLINE

UNIT-I Introduction : Nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS)

UNIT-II Marketing Research Process: An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.

UNIT-III Questionnaire preparation: Ethic and emic dilemma; Sample design- sampling methods and sample size determination; Fieldwork and data collection; Sampling and non sampling errors.

Multi-country Data Analysis and Interpretation: Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques-Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi-country data analysis-Data comparability and validity problems; Report preparation and presentation.

UNIT-IV Cross-cultural Consumer research: Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research. Exposure to contemporary software used in this field

REFERENCE

1. Aaker, David A, V.Kumar arki George S Day, Marketing Research, John Wiley and Son.
2. Douglas, S.P. and C. C. Samuel, International Marketing Research, Prentice Hall of India Private Ltd., New Delhi
3. Kumar, V. International Marketing Research, Prentice Hall.
4. Malhotra, Naresh K., International Marketing Research- An Applied Orientation, Pearson.
5. Sak Onkvisit and John Shaw : International Marketing-Analysis and Strategy : Taylor & Francis
6. Varshney & Bhattacharya : International Marketing Management , Sultan : Chand & Sons,
7. S.C. Jain : International Marketing Management, Kent: Publishing Company,.
8. Svend Hollensen : Global Marketing-A Decision Oriented Approach, Prentice Hall,
9. Warren J. Keegan : Global Marketing Management, Pearson Education India.

10. Czinkota, M.R. : International Marketing, Cengage Learning
11. Fayerweather, John : International Marketing, Prentice Hall Inc.,
12. Sarathy, R and V. Terpstra : International Marketing, Dryden Press,
13. Bhattacharya, B. : Export Marketing Strategies for Success, Global Business Press, New Delhi.

LU 504 - GERMAN LANGUAGE

Course objective: The aim of this course is to equip candidates with a sound understanding of German language.

Unit 1 Verbs - All simple and compound tenses, imperative and reflexive verbs, impersonal, separable/inseparable verbs, modal verbs, passive voice (all forms), infinitive construction, noun and pronoun.

Unit 2 Parts of speech- Adjectives, prepositions, conjunction and interjection, Name of days, seasons, months, colours, garments, body parts, self-introduction, introducing friends, family and persons. Topical writing, essays, description of persons, place, things, class, city, country, house, plan a weekend, excursion.

Unit 3 Drafting a resume, interviews, letter writing, rejecting-accepting, Proposals, Invitation, dialogues, Comprehension ó oral and written comprehension, translation from German/ English & vice Versa, phonetics and pronunciation.

Unit 4 Popular German recipes, food & beverages, german entertainments, hobbies, festivals, traditions, writers, poems, songs, famous monuments, places, seasons, rivers, mountain, territories, neighboring countries and oceans.

LU 504 - SPANISH LANGUAGE

Course objective- The aim of this particular course is to provide to the students a basic idea of Spanish so that they develop a comprehensive understanding of language and its usage.

Unit 1 Verbs - All simple and compound tenses, imperative and reflexive verbs, impersonal, separable/inseparable verbs, modal verbs, passive voice (all forms), infinitive construction, noun and pronoun.

Unit 2 Parts of speech- Adjectives, prepositions, conjunction and interjection, Name of days, seasons, months, colours, garments, body parts, self-introduction, introducing friends, family and persons. Topical writing, essays, description of persons, place, things, class, city, country, house, plan a weekend, excursion.

Unit 3 Drafting a resume, interviews, letter writing, rejecting-accepting, Proposals, Invitation, dialogues, Comprehension ó oral and written comprehension, translation from Spanish/ English & vice Versa, phonetics and pronunciation.

Unit 4 Popular spanish recipes, food & beverages, spanish entertainments, hobbies, festivals, traditions, writers, poems, songs, famous monuments, places, seasons, rivers, mountain, territories, neighboring countries and oceans.

LU 504 - MANDARIN LANGUAGE

Course objective- The aim of this particular course is to provide to the students a basic idea of Mandarin so that they develop a comprehensive understanding of language and its usage.

Unit 1 Verbs - All simple and compound tenses, imperative and reflexive verbs, impersonal, separable/inseparable verbs, modal verbs, passive voice (all forms), infinitive construction, noun and pronoun.

Unit 2 Parts of speech- Adjectives, prepositions, conjunction and interjection, Name of days, seasons, months, colours, garments, body parts, self-introduction, introducing friends, family and persons. Topical writing, essays, description of persons, place, things, class, city, country, house, plan a weekend, excursion.

Unit 3 Drafting a resume, interviews, letter writing, rejecting-accepting, Proposals, Invitation, dialogues, Comprehension ó oral and written comprehension, translation from Mandarin/ English & vice Versa, phonetics and pronunciation.

Unit 4 Popular Chinese recipes, food & beverages, Chinese entertainments, hobbies, festivals, traditions, writers, poems, songs, famous monuments, places, seasons, rivers, mountain, territories, neighboring countries and oceans.

SEMESTER – VIII

PAPER NO.	SUBJECTS
IMS 581	Production & Operations Management
IMS 582	Business Policy & Strategic Alliances
IMS 583	International Business
Opt any one specialisation area from the followings	
Marketing	
IMS 584(M)	Sales And Distribution Management
IMS 585(M)	Global/ International Marketing
IMS 586(M)	Industrial Marketing
IMS 587(M)	Customer Relationship Management
IMS 588(M)	Event Marketing And Management
Finance	
IMS 584(F)	Stock Market Operations And Management
IMS 585(F)	Corporate Restructuring
IMS 586(F)	Financial Derivatives
IMS 587(F)	International Financial Management

IMS 588(F)	Financial Risk Management
HR	
IMS 584(HR)	Hr Employment Laws-II
IMS 585(HR)	Stress Management
IMS 586(HR)	International Human Resource Management
IMS 587(HR)	Interpersonal And Group Dynamics
IMS 588(HR)	Negotiation And Counseling
IB	
IMS 584(IB)	Int. & Global Marketing
IMS 585(IB)	Global HRM
IMS 586(IB)	Global Outsourcing
IMS 587(IB)	Mgt. Of Multi Nationals
IMS 588(IB)	Int. Business Laws & Diplomacy
LU 508	Viva- Voce exam of Industrial Visit
	Summer Training

IMS 581 - PRODUCTION & OPERATIONS MANAGEMENT

Objective: To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

Course Outline

Unit I Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

Unit II Materials managements ó its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

Unit III Productivity ó definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

Unit IV Development of efficient work methods, work measurement ó concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

Recommended book(s)

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub

Production & Operations Management, by Upendra Kachru, Excel Books.

Operations Now, by Byron J Finch, Tata Mc Grawhill

Operations Management, by Gaither & Fraizer, Thomson South Western.

Theory and Problems in Production and Operations Management by S.N. Chary

IMS 582 - BUSINESS POLICY AND STRATEGIC ALLIANCES

Objective

This course aims to provide an organization perspective and integrates functional areas. This helps in understanding how organizational strategies are formulated and implemented in a changing global environment.

UNIT I: Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives

UNIT II: Environmental Appraisal: Environmental Scanning, Appraising the Environment; Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

UNIT III: Company level strategies: Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; Business Level strategy: Business-level, Generic Business & Tactics for Business Strategies.

UNIT IV: Strategic Analysis and Choice: Corporate-level (*BCG Matrix & GE 9 cell Matrix*) and business-level (*Life Cycle Analysis, Porter's Five Forces of Industry Analysis*). *Concept of Strategic Decision Making. Subjective Factors in Strategic Choice and Process of Strategic Choice.* Routes to Competitive advantage

Recommended Books

Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.

Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education

Strategic Management by Azhar Kazmi, Tata McGraw Hill

IMS 583 - INTERNATIONAL BUSINESS

Objective

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

Unit I - An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization. Country risk analysis, Asian culture-japan, Korea & Taiwan.

Unit II -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories ó stopler ó Samuelson theorem, International Product life Cycles. Investment Theories ó Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory; other theories, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit III - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes ó Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity, Mint Parity, Interest rates, other Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates, Currency hedging.

Unit IV - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF-GDR & SDR, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

SUGGESTED READINGS

- 1) Agarwal Raj - International Trade (Excel, 1st Ed.)
- 2) Jaiswal- International Business (Himalya Publication)
- 3) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)
- 4) Hill C.W. - International Business (TMH, 5th Ed.)
- 5) Daniels - International Business (Pearson, 1st Ed.)
- 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013)
- 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

IMS 584(M) - SALES AND DISTRIBUTION MANAGEMENT

Objective- To provide in depth understanding for organisation of effective sales force and distribution systems to reach the target customers. Course Outline

Unit – I Nature and scope of Sales Management, Selling and Formulating Personal Selling Objectives, Recruiting and Selecting Sales Personnel, Developing and Conducting Sales Training Programmes, Diversity of selling situation/process, Monitoring and performance evaluation.

Unit – II Designing and administering compensation plans, supervision of salesmen, motivating sales personnel, sales meetings and Sales Contests, Designing Territories and Allocating Sales Efforts

Unit – III Objectives and Quotas for Sales Personnel, Developing and managing Sales evaluation programme, Sales cost and cost analysis, An Overview of Marketing Channels, their structure, Functions and Relationships, Channel Intermediaries-Wholesaling and Retailing

Unit – IV Logistics of distribution, channel planning, Organizational Patterns in Marketing channels, Managing marketing channels, Marketing channel policies and legal issues, Information system and Channel Management, Assessing performance of marketing channels, International Marketing Channels

Recommended Book(S) Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. Buskirk, R. H. and Stanton, W.J. Management of Sales Force, Homewood Illinois, Richard D. Irwin, Dalrymple, D.J. Sales Management: Concepts and Cases, New Yourk, John Wiley

IMS 585(M) - GLOBAL/ INTERNATIONAL MARKETING

Objective: The course is focused towards imparting requisite awareness amongst the marketing students for conducting and managing international marketing activities, thereby handling challenges in this competitive global world.

Unit 1. Importance and Challenge of International Marketing-Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Analysis of International Marketing Environment and Identifying Foreign Markets - Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.

Unit 2 International Marketing Intelligence and Research - Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.

Unit 3. International Product Policies - Strategic Considerations in Making Multinational Product Decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions. International Pricing Decisions-Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.

Unit 4 International Distribution System and Logistics-International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution. International Marketing Communication-Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising. Emerging Issues and Developments in International Marketing
Suggestive readings:.

International Marketing by Cateora
Global Marketing Management by Warren Keegan
Global Marketing Strategies by Jeannet
International Marketing Management by Subhash Jain
International Business Environment-Francis Cherunilam;
Global Marketing-Foreign Entry,Local Marketing and Global Management- Johny K.Johanson;
Varshney & Bhattacharya : International Marketing Management, Sultan Chand & Sons ;
S.C. Jain : International Marketing Management, Boston : Kent Publishing ;
S. Hollensen, A. Thornhill, P. Lewis : Global Marketing-A Decision Oriented Approach, Pearson Edu. Limited

IMS 586(M) - INDUSTRIAL MARKETING

Objective: To developing an understanding of issues involved in marketing of industrial products .

Course Outline

Unit – I The environment of Industrial Marketing, Industrial Marketing Perspective. Dimensions of Organizational Buying, Organizational Buying Behaviour, Access marketing opportunities, Industrial Marketing Planning.

Unit – II Managing the Industrial Product Line, Industrial Marketing Channels : Channel Participation, Industrial Marketing Channels : Design and Management, Industrial Marketing Channels : Logistical Interface, Pricing Strategy.

Unit – III Advertising and Sales Promotions, Managing the industrial advertising effort, supplementary promotion tools, personal selling, models for industrial sales force management.

Unit – IV Industrial Marketing Research. Evaluation of Industrial Marketing Strategy, Norms and Standards, Control and Monitoring of Industrial Marketing process.

Recommended book(s) :

Alexander Cross and Hill, Industrial Marketing.
Webster, F.E., Industrial Marketing Strategy.
Hass W., Industrial Marketing Management.
Cox, E., Industrial Marketing Research.
Meyers, Industrial Relations in India.
Reider and Reider, Industrial Marketing.

IMS 587(M) - CUSTOMER RELATIONSHIP MANAGEMENT

Objective: The syllabus is designed to develop the knack of attracting, retaining and growing the customers and their loyalty ; while understanding the concepts and practices of CRM.

UNIT -I CRM Fundamentals- Theories, Evolution , Stages of relationship, Issues , Purpose of relationship marketing; Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation

UNIT -II Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction

UNIT -III Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, Virtual Customer Representative, Customer Relationship Portals,

UNIT IV Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM Softwares. CRM Emerging Perspectives: Employee-Organisation Relationship, Employee-Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural CRM, , customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry

Suggestive reading- . Simon Knox, Adrian Payne, Stan Maklan, Customer Relationship Management Routledge Inc.

Alok Kumar Rai, Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning.

Kristin Anderson, Carol Kerr, Customer relationship management, McGraw-Hill Professional.

Federico Rajola, Customer Relationship Management: Organizational & Technological Perspectives, Springer.

H Peeru Mohammed & A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing.

Sheth J N, Parvatiyar A. and Shainesh G., Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education

IMS 588(M) - EVENT MARKETING AND MANAGEMENT

Objective: The objective of the paper is to equip the students with the requisite level of event management and marketing ability to handle such activities at a broad and small case

UNIT 1 Definition, Scope of Event Management, Introduction to Conventions, Exhibitions, Meetings --- definition & components, Nature and demand of Conference market. Growth and development of event industry, Economic and social significance.

UNIT 2 Typology of planned events, Varieties & importance of events ,Characterisitcs and Key elements, Key steps to successful events and complexities of events Checklist for different events, planning schedule & actions agenda

UNIT 3 Conference program -designing, timing, supervision, presentation, Catering and hospitality, Transportation, teleconferencing, recording & publishing. Budegeting, Sponsorship , sponsors , organizers, customers & guests. Event planning- Aim of event, Develop a mission, Establish Objectives Preparing event proposal, Use of planning tools, Key characteristics, Pre-event responsibilities, legal issues, negotiations ,Safety and Security in Events

UNIT 4 Event Management and Marketing strategies, Events and Tourism, Business tourist, Tourism & Culture, Incentive tours Risk Management, Safety and Global Issues in Event Management. Case Studies and Presentations

Recommended Book(S)

Event Management in leisure & tourism, David Watt
Conferences, Tomy Rogers
Event marketing and management, Sanjaya Singh, Vikas Publication

IMS 584(F) - STOCK MARKET OPERATIONS & MANAGEMENT

Objective: To acquaint the students from current secondary market trading and investment environment with investment strategies.

Course Outline

Unit-I: Primary market- introduction, linkage of primary and secondary market, Emergence and growth of Secondary Market in India, Role of Secondary Market in Economic development, Secondary Market instruments, Market participants- depositories, Brokers, Stock exchanges, commodity exchanges & market indices

Unit-II: Financial Derivatives-trading, valuation and growth of derivative trading in India, SEBI, Role of regulatory agency in Secondary Market, security laws.

Unit-III: Trade settlement system, source of information & data collection, sector wise market analysis, Fundamental & Technical analysis, Strategic investment decision.

Unit-IV: Linkage with foreign stock markets, DOW JONES, HANGSENG & other prominent indices, FII & current trends. Exposure to contemporary software used in this field

Recommended Book (S)

Frank J. Fabozzi: Secondary Market Operation & Management.

IMS 585(F) - CORPORATE RESTRUCTURIG

Objective: To provide an in-depth understanding of all aspects and intricacies of law affecting and arising out of corporate restructuring.

Course Outline

Unit I Introduction: Meaning of corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario.

Mergers and Amalgamations: Concept, need and reasons, legal aspects, procedural aspects relating to commencing of meetings and presentation of petition including documentation, economic aspects including effect on the interest of small investors; accounting aspects, financial aspects including valuation of shares, taxation aspects, stamp duty and allied matters, filing of various forms.

Unit II Takeovers: Meaning and concept, types of takeovers, legal aspects - SEBI takeover regulations, procedural aspects, economic aspects, financial aspects, accounting aspects, taxation aspects, stamp duty and allied matters, payment of consideration, bail out takeovers, takeover of sick units.

Revival and Restructuring of Sick Companies: The problem of sick industries and their revival with special reference to the law relating to sick industrial companies.

Unit III Funding of Mergers and Takeovers: Financial alternatives, merits and demerits, funding through various types of financial instruments including preference shares, non-voting shares, buy-back of shares, hybrids, options and securities with differential rights, employer stock options and securities with differential rights, takeover finance, ECBS, funding through financial institutions and banks, rehabilitation finance, management buyouts.

Valuation of Shares and Business: Introduction, need and purpose; factors influencing valuation; methods of valuation.

Unit IV Corporate Demergers/Splits and Divisions: Difference between demerger and reconstruction; modes of demerger ó by agreement, under scheme of arrangement, by voluntary winding up; tax aspects, tax reliefs, Indian scenario, reverse mergers.

Post Merger Re-organisation: Accomplishment of objectives - criteria of success, profitability, gains to shareholders; post merger valuation; measuring post merger efficiency; factors in post merger reorganisation.

Financial Restructuring: Buy-back of shares ó concept and necessity; SEBI guidelines; Government's guidelines, procedure and practice for buy-back of shares.

Alliances: Integrating alliances into corporate strategy; preparing for alliance, cross cultural alliances; implementing and managing the alliances. Legal Documentation.

Recommended book(s)

Value Creation From Mergers And Acquisitions, by Sudi Sudarsanan ó Pearson Education

Valuation for mergers Buyouts & Restructuring, by Arzak ó Wiley India (P) Ltd.

Merger Acquisitions & Corporate Restructuring, by C.K. Murthy & S.R. Vishwanath ó Sage Pub.

Takeovers, Restructuring & Corporate Governance, by Weston, Mitchel & Mulherin ó Pearson Edu.

Corporate Growth through Mergers & Acquisitions, by Shiv Ramu ó Response Books

IMS 586(F) - FINANCIAL DERIVATIVES

Objective: To provide understanding of various derivatives instruments and their respective markets.

Course outline:

UNIT I : INTRODUCTION

Meaning and definition of derivatives, characteristics of derivatives, forward contracts, meaning and problems in forward contracting future contract, mechanism and participants in future market.

UNIT II : OPTION TRADING

Meaning, definition and features of options contract, distinction between futures and options, important terms, advantages and disadvantages of options. Factor affecting the pricing of options, call and put options, trading strategies involving options.

UNIT III : OTHER DERIVATIVES

Credit derivatives, SWAPS, uses of derivatives, types of margins, risk associated with derivatives, risk management through derivatives, Black and Scholes option pricing model- assumptions of the model and valuation of put options with the model

UNIT IV : STOCK INDEX FUTURES

Features of stock Index Futures and its uses, reasons for its popularity, Derivatives Market in India, Criteria for derivatives Trading, types of traders

RECOMMENDED BOOK(S)

IMS 587(F) - INTERNATIONAL FINANCIAL MANAGEMENT

Objective: To give insights relating to financial management applications in the realm of international business with special reference to international financial markets systems & operations of MNCs

Course Outline

Unit I : International Financial Environment

The rise of Multinational Corporation, International Financial System. The Foreign exchange market, the determination of exchange rates. The international monetary system & international economic linkages.

Unit II : Foreign Trade Financing & Foreign Exchange Risk Management

Payment terms in international trade ,Balance of payment & categories, the international flow of goods services & capital, Financing technique in international trade ,Export Financing & Credit insurance , Counter trade , Foreign exchange risk Management with special reference to Financial Management .

Unit III : International Financial Market & International Financing

Financing Foreign Operations, International financial markets, the Euro Markets, the Development Banks e.g IMF, World Bank & Asian development bank . Short term Financing-objectives, Options & strategy, Special financing vehicles - International leasing, Interest rate & Currency swaps . LDC - Debt equity swaps the GDRs Foreign Direct Investment . International Currency Asset Management - International Cash , Accounts Receivable & Inventory Management , Inter Company fund flow mechanism .

Unit IV : Foreign Investment Analysis

Corporate Strategy and FDI , Designing a global expansion strategy , Capital budgeting for the Multinational Corporation - Issues in foreign investment analysis , foreign project appraisal, political risk analysis & its Management . Cost of capital for foreign Investments . Exposure to contemporary software's used in this field

RECOMMENDED BOOK(S)

Varn Horn, Financial Management & Policy, PHI

Wod d Bryne J, International Business Finance, Mc Millan

Rita m Rodrigues, International Financial Management, PHI

Zeneoff D & Zwick J, International Financial Management, PHI

Shapiro A.C., International Financial Management, PHI

IMS 588(F) - FINANCIAL RISK MANAGEMENT

Objective: The course offers an introduction into the evolving and expanding practice of financial risk management. Risk management is a complex process of identifying, measuring, and controlling risk exposure. The course addresses how to control for market and credit risks. Liquidity, operational, and legal risks are discussed.

Unit- 1 Introduction to Derivatives, Options, Fixed Income Securities, Fixed Income Derivatives, Equity, Currency, and Commodity Markets

Unit-2 Introduction to Financial Risk Management, Market Risk Management: Measurement: VaR and Monte Carlo Simulation, Sources of Market Risk, Hedging Linear Risk and Nonlinear Risk, Modeling Risk Factors VaR Methods, Volatility and Correlation Models

Unit-3 Credit Risk Management: Introduction to Credit Risk, Measuring Credit Risk, Credit Exposure and Managing Credit Risk, Credit Derivatives

Unit-4 Operational Risk Management: Operational Risk and Risk Capital

Suggested Readings:

Philippe Jorion (2008), **Financial Risk Manager Handbook**, Fifth Edition, GARP, Wiley Finance (hereafter, PJ).

John Hull (2008), **Options, Futures and Other Derivatives**, 7th Edition, Prentice Hall (hereafter, JH).

IMS 584(HR) - HR EMPLOYMENT LAWS-II

Objective

To give an idea of the various Acts which strengthen and help enforcement of proper practices.

UNIT I The Payment of Bonus Act, 1965: Computation of Gross Profit and Available Surplus Disqualification for Bonus; Payment of Minimum / Maximum Bonus; Set-on and Set-off of Allocable Surplus; Reference of Disputes under the Act; Penalty Special Provision with respect to Payment of Bonus Linked with Production or Productivity

UNIT II Employees Provident Funds (and Misc. Provisions) Act, 1952: Exempted Establishments; Employee Family Pension Scheme; Employees' Deposit Linked Insurance Scheme; Mode of Recovery of Money due from Employers; Protection against Attachment; Priority of Payment of Contribution over other Debts; Employer not to Reduce Wages etc.; Liability in Case of Transfer of Establishment.

UNIT III Employees' State Insurance Act, 1948: Contributions; Administrative arrangements; Benefits - Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependents Benefit, Medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement; Administration of Disablement Benefit, Provision of Medical Treatment by State Government, Penalties

UNIT IV Payment of Gratuity Act, 1972: Objective of the Act; Payment of Gratuity - Compulsory Insurance of Employers' Liability for Gratuity, Recovery of Gratuity; Cognizance of Offence; Protection of Gratuity against Attachment

Recommended Books

Bare Acts

IMS 585(HR) - STRESS MANAGEMENT

Objective

To equip the student in understanding the triggers of stress and in better managing stress.

UNIT I Concept of Stress: Origin - a) Basic concepts of the theory of H. Selye (Stressors; Basic Stress-reactions; Distress); b) Principles of Adaptation: From Darwin up to modern military psychology (Degeneration, Idioadaptation, Aromorphosis; Hierarchy of needs and orgiastic principle; Diagnostics of adaptation in a group; Adaptation to extreme activity conditions)

UNIT II Individual and popular concepts of stress, Exercises on definition of actual models of stress and its reduction, Stress and psychological disorders (Sleep disorders; Eating disorders; Emotional disorders)

Practical skills of stress management: SM in positive psychotherapy (Comprehension vs. Estimation; National features of dealing with stress);

UNIT III Stress management in NLP (Words- and formulas- parasites; their genetics and morphology; Stress-patterns: discovering; breaking; transformation; Reframing of habitual stress-reactions; Question of psychological ecology)

UNIT IV Extreme approaches to SM: military techniques of self-control a) Regulation of sleeping regime b) Muscular tension reduction c) Emotional tension reduction

Recommended Books

1. Ann Edworthy, *Managing Stress*, Open University Press, Buckingham, Phildephia.

2. K.Hari Gopal, *Organizational Stress*, University Press.

3. Dr.Rakesh Chopra Santosh Sharma, *The stress Cyclone Suffer or Emerge out: The choice of yours*, Institute of corporate Management, Excel Books.

IMS 586(HR) - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objective

Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

UNIT I Introduction to IHRM

Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM.

Recruitment, Selection and staffing in International context

International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods

using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

UNIT II Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

UNIT III Training and development in International context: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Re-entry issues:

UNIT IV International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

International Labour Relations: Key issues, response of labour unions to MNCs

HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

Recommended Books

International Human Resource Management: Managing People in a Multinational Context by Peter J. Dowling, Marion Festing, Allen D. Engle; Cengage Learning

International Human Resource Management by R V Badi and S G Hundekar; Vrinda Publications

IMS 587(HR) - INTERPERSONAL AND GROUP DYNAMICS

Objective

To give the student an understanding of group functioning and tools for ensuring an effective and efficient team performance.

UNIT-I Group Dynamics - Understanding Groups, Phases of Group Development - Group Cohesion and Alienation - Conformity and Obedience. Group and its formation - Formal and Informal Groups - Functions Fulfilled by Group Variables Affecting the Integration in Groups of organizations Groups and Personal Needs.

UNIT-II Training for Effective Group Membership. High performing teams, team work culture, Engaging employees, Employees' Engagement Calendar, Process of Decision Making in Groups - Problems and Approaches for Consensus formation - Effective Meetings.

UNIT-III Personality- Concept, Theoretical perspective- Trait & Type Approach (Brief); Self Concept, Meaning & Nature, Self Growth Movement, Type A, B, C, Personality, Healthy Personality (All portø Mature), Jungs Personality Indicators. Theory and Model of Interpersonal Behaviour of C. Willian Shutz - FIRO - B. Test - Its Application - Achieving Group Compatibility - Problems in reaching Compatibility.

UNIT-IV Use of Groups in Organisations vs Industrial Performance - Inter group Problems in Organisations - Inter Group Competition - Reducing Competition through Training - Conflict - Management of Conflict - Preventing Interpersonal Conflict and inter group Conflict. Achieving Group - Team work development. Diversity programmes at MNCs, Challenges in virtual teams

Recommended Books

Understanding Group Dynamics by Donelson R Forsyth, Cengage Learning India

Interpersonal Underworld - G. William Shutz

IMS 588(HR) - NEGOTIATION AND COUNSELING

Objective

To promote understanding of the concept and theories of negotiation, negotiation prerequisites and to generate an understanding of counseling process.

UNIT I Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation. International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation

UNIT II Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation. Developing Negotiation package, seating arrangements during negotiation. Best Practices in Negotiation ó Fundamental Structure of negotiation and BATNA.

UNIT III Managerial Counselling: Process, Steps in Counselling, Goals, Expectations Counselling Skills, Communication Skills Verbal & Non-Verbal Communication, Managerial Counselling/Counselling for Managers, Counselling: Concept, Nature & Type, Related Concepts :Helping, Consultation, Advice, Psychotherapy, Counselling Process: Steps in Managerial Counselling (8 Step model), Counselling Environment, Expectations and Goals, Approaches to Counselling (Directive, Behaviouristic, Humanistic, and Existential)

UNIT IV Counselling Skills: Verbal Communication Skills and Non Verbal, Listening, Questioning, Empathy, Relationship, Silence as Therapeutic Tool, Crisis Intervention, Process and Steps, Counseling in Industrial Setting. Group Therapy and Brief Counselling

Recommended Books

Counselling and Negotiation Skills for Managers by Premvir Kapoor; Biztantra

IMS 584(IB) - INTERNATIONAL & GLOBAL MARKETING

Objective: The paper aims at making the student understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

UNIT- I Introduction: Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process ó an overview.

International Marketing Environment : Influence of physical, economic socio - cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing information system.

UNIT- II International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.

International Product Planning: Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

UNIT-III Pricing for International Markets : Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing.

International Distribution Decisions : Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

UNIT-IV

International Promotion Strategies : Communications across countries-complexities and issues; International promotion tools and planning ó Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Standardisation vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.

International Marketing Planning, Organising and Control: Emerging trends in international marketing; International Marketing through Internet; Ecological concerns and international marketing ethics.

Suggested Readings:

1. Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991.
2. Cateora, Phillip R. and John L. Graham, International Marketing, 10 th ed., Irwin McGraw Hill, Boston, 1999.
3. Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing ó International Thompson Publishing Company. Cincinnati, 2004.
4. Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi.

IMS 585(IB) - GLOBAL HRM

Course Objective:

The present course aims at familiarizing the participants with various aspects of HRM on international level. It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of HRM in a comprehensive way .

UNIT-I Introduction to IHRM-Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management

Strategies for International Growth-Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances

UNIT –II Recruitment, Selection And Staffing In International Context-International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

UNIT-III Performance Management-A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Training And Development In International Context-Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

UNIT-IV International Compensation-Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

International Labour Relations- Key issues, response of labour unions to MNCs

HRM Practices in Different Countries- Japan, USA, UK, Middle East, India and China.

REFERENCE

1. The Global Challenge : Framework for International Human Resource Management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. International Human Resource Management: Peter J Dowling, Denise E Welch, Cengage Learning
3. International Human Resorce Management : K Aswathappa, Sadhna Das, Mc Graw Hill Companies
4. International Human Resource Management: Tony Edwards, Chris Rees, Pearson Education
5. International Human Resource Management: Monir H Tayeb ó Oxford University Press.
6. International Human resource Management :PL Rao, Excel Books

IMS 586(IB) - GLOBAL OUTSOURCING

Objective: To provide an understanding of the mechanism and management of global outsourcing.

Course Outline

Unit-I International Tendering: Meaning and nature; Bidding for international contracts ó methods and strategies. International Sourcing: Importance and strategy alternatives; sourcing decisions and process; Value chain analysis.

UNIT-II Commodity Trading: Concept and salient features; Major internationally traded commodities and trends in their production and trade.

UNIT-III International Commodity Agreements ó Working of important commodity exchanges; Commodity futures

UNIT-IV Management structure and shareholding patterns of trading companies; Cartels and their role; Role of speculative/fly by night operators; Case studies of Japanese, U.S., Korean trading experiences. Exposure to contemporary softwareø used in this field

Recommended Book(S)

Philips, Louis, ed., Commodity, Futures and Financial Markets, Kluwer Academic Publishers

IMS 587(IB) - MANAGEMENT OF MULTI-NATIONAL

Objective: To provide understanding of issues in managing a Multinational company.

Course Outline

Unit I International Management: Trends, challenges and opportunities; Different schools of thought of international management. Growth and Development of MNCs: Role and Significance of MNCs ó Pattern of Growth ó Country of Origin ó Different Management Styles ó Strategic Issues involved.

Unit II Comparative Management : Importance and scope; Methods of comparative management ; management styles and practices in US, Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

Unit III International Business Strategy: Creating strategy for international business; Management of production, Services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

Unit IV Indian Perspectives and Policy: Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIs and FIIs

RECOMMENDED BOOK(S)

Management of Multinational Corporation by MS Khan - Himalaya Publications

IMS 588(IB) - INTERNATIONAL BUSINESS LAW & DIPLOMACY

Objective: To acquaint the students with the legal dimensions of international business and enable them to formulate strategies compatible with laws and treaties governing international business operations.

Course Outline

Unit-I: Legal Framework of International Business:

Nature and Complexities; Code and Common Laws and their implications to business; Legal Provisions; Payment Terms; International Sales Agreements, Rights and Duties of Agents and Distributors; Contract of Enforcement and Dispute Settlement, International Commercial Arbitration

Unit II: Regulatory Framework of WTO:

Basic Principles and Charter of GATT/WTO; GATT/WTO Provisions Relating to Preferential Treatment of Developing Countries, Regional Groupings, Subsidies, Technical Standards, Antidumping Duties, and other NTBs, Custom Valuation, Dispute Settlement; Implications of WTO to Important Sectors ó GATS; TRIP; TRIMs.

Unit –III: Regulations and Treaties

Regulations and Treaties Relating to Licensing, Franchising, Joint Ventures, Patents & Trade Marks, Technology Transfer, Telecommunications, Taxation Treaties. Regulatory Framework Relating to Electronic Commerce

Unit IV: Indian Laws and Regulations

Indian Laws and Regulations Governing International Business Transactions ó FERA/FEMA, Taxation of Foreign Income, Foreign Investments, Setting up Offices and Branches Abroad, Restrictions on Trade in Endangered Species and Other Commodities.

RECOMMENDED BOOK(S)

1. Robert W. Emerson : Business Law
2. Roger Le Roy Miller, Gaylord A. Jentz: Fundamentals of Business Law, South Western Pub
3. Jeffery F. Beatty, Susan S. Samuelson: Introduction of Business Law, South- Western College
4. John E. Adamson, Amanda Morrison: Law For Business And Personal Use, Cengage Learning,
5. Alix Adams : Law For Business Students, Pearson Education, Limited

SEMESTER – IX

PAPER NO.	SUBJECTS
IMS 591	Corporate Evolution & Strategic MANAGEMENT
IMS 592	Taxation
IMS 593	Business Research Methods
Opt any one specialisation area from the followings	
Marketing	
IMS 594(M)	Marketing Of Services
IMS 595(M)	Planning And Managing Retail Business
IMS 596(M)	Internet And Social Media Marketing
IMS 597(M)	Logistics And Supply Chain Management
IMS 598(M)	Laws Related To Marketing
Finance	
IMS 594(F)	Corporate Tax Planning
IMS 595(F)	Global Financial Analysis
IMS 596(F)	International Accounting
IMS 597(F)	Management Control System
IMS 598(F)	Management Of Financial Institutions
HR	
IMS 594(HR)	HR Issues In Mergers And Acquisitions
IMS 595(HR)	Personal Effectiveness And Self Leadership
IMS 596(HR)	Psychometric Testing And Competency Mapping
IMS 597(HR)	Quantitative Human Resource Management
IMS 598(HR)	Strategic HRM
IB	
IMS 594(IB)	Int. Economics
IMS 595(IB)	Int. Banking & Financial Services
IMS 596(IB)	Int. Business Modeling & Strategy
IMS 597(IB)	Business Intelligence & Data Mining
IMS 598(IB)	International Advertising And Brand Management

IMS 591 - CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT

Objective

Aim is to help students learn the concepts related to Strategic Management so as to understand how a successful Business Policies and Strategies are framed at different levels of Management for organizational success and smooth functioning of an organization in today's dynamic environment.

UNIT I: Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of Strategic Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

UNIT II: *Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.*

Functional /Operational Implementation: An overview of: Functional Strategies.

UNIT III:

Strategy Evaluation and Control (*Mc Kinsey's 7s Framework*).

Tailoring Strategy to Fit Specific Industry and Company Situations:

Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.

UNIT IV: Mergers and Acquisitions: Takeover and Defense Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions. Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

Recommended Books

Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.
Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
Strategic Management by Azhar Kazmi, Tata McGraw Hill
Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

IMS 592 - TAXATION

OBJECTIVE: TO PROVIDE STUDENTS IN-DEPTH KNOWLEDGE OF LAWS AND ACCOUNTS RELATING TO INCOME TAX AND OTHER TAXES IN INDIA.

COURSE OUTLINE

Unit I Income Tax I

The concept of Income, Heads of Income, Aggregation and clubbing of income, computation of total income and tax liability of individuals, Hindu undivided families and firms.

Unit II Income Tax II

Computation of Total income and tax liability of companies. Income Tax authorities, assessment procedures, appeals revision and settlement, deduction of tax at source and advance payment of tax.

Unit III Wealth Tax

The concept of Net wealth, deemed wealth exemptions and computation of Net wealth.

Unit IV Indirect Taxes

Main provisions of the Law relating to Excise Duties, Custom Duties and Central Sales Tax Act.

RECOMMENDED BOOK(S)

Income Tax Law & Practice, by Mehrotra, H.C.
Direct Taxes, by Prasad, Bhagwati
Income Tax Guide, by Singhanian, V.K.
Simplified Approach to Income Tax, by Girish Ahuja & Ravi Gupta
Bare Acts, Income Tax Act 1961, Wealth Tax Act, 1957, Excise & Custom Duties Acts. Central Sales Tax Act.

IMS 593 - BUSINESS RESEARCH METHODS

Course Objectives: To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

Unit-I Introduction to Research Methodology

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview

Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

Unit-II Research Design and Sampling Design

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design

Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

Unit-III Data Collection and Preparation

Methods of data collection, developing instruments used in data collection,

Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

Unit-IV Data Analysis and Presentation of the Results: Univariate, Bi-variate and Multivariate analysis of data, Testing of Hypothesis: Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report

Writing: Objective, types, Format of a report, essentials of a good report.

Prescribed Texts:

Business Research Methods, William G. Zikmund, Thomson Publication
Business Research Methods, Cooper and Schindler, TMH Publication
Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI
Marketing Research-Text and cases, Nargundkar
Research Methods, William and M.k. Trochim
Research Methodology, R. Panneerselvam
Business Research Methodology, Srivastava and Rego
Complete Business Statistics, Amir D Aczel
Statistics for Management, Levin & Rubin

IMS 594(M) - MARKETING OF SERVICES

Objective: To provide in- depth understanding of nature, peculiarities and demands on service provider for effective design of marketing strategies for a service business.

Unit – I Marketing of Services : Nature, scope, conceptual framework and special characteristics of services. Classification of Services. Technological development in services marketing, Consumer Involvement in Services Processes.

Unit – II Role of Marketing in Services organizations, Research Application for Services Marketing. Internal marketing concept in the area of services marketing. Targeting consumers, Creating Value in competitive markets, Positioning a service in market place Managing relationships and building loyalties.

Unit – III The services marketing mix, Creating the service product and pricing strategies. Consumer education and Service Promotion. Role of physical evidence. Managing people in services organizations. Developing Service quality and quality standards, Complaint handling and service recovery

Unit – IV Marketing of financial Services, Marketing of educational and Consultancy Services, Marketing of Hospitality and Tourism Services, Marketing of Health and Insurance Services. Exposure to contemporary software used in this field

Recommended book(s) :

Helen Woodruffe, Services Marketing.

Zieithaml Valerie, Parasuraman A. and Leonard L. Berry, Delivering Quality Services.

Shetty Y.K. and J.E. Ross, Quality and its Management in Services.

Lovelock Christopher H., Service Marketing.

Rathmell John, Marketing in the Service Sector.

IMS 595(M) - PLANNING AND MANAGING RETAIL BUSINESS

Objective: Retail being the most prospective sector requires the managers to have specific knowledge and skill sets and this papers aims to develop the same for future growth

Unit 1 Overview of Retailing-Retailing Defined, Functions of Retailing, Retail Theories, Models, & Formats, Global Retail Industry, Drivers and Challenges for Indian Retail Industry.

Unit 2. Retailing Strategy-Factors Influencing the Retail Shoppers, Branding Strategy, Pricing Strategy, SCM Strategy

Unit 3. Retail Location-Levels of Location Decision, Trading-Area analysis, Factors Affecting the Attractiveness of a Site Store Layout, Design and Visual Merchandising-Importance of Design, Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent.

Unit 4. Merchandise Management - Merchandise Assortment-Concept of the Private Label, Category Management ó Concept, Role of the Category Captain, Category Management Business Process, Assortment Planning Process.

Suggested references: Berman B and Evans J R : Retail Management, Prentice Hall ; Michael Lervy M and Weitz B W : Retailing Management, Tata McGraw- Hill ; Newman A J and Cullen P- Retailing : Environment and Operations, Harcourt Publishers Ltd.; Varley R and Rafiq M : Principles of Retail Management, Palgrave Macmillan, Basingstoke;. A.J. Lamba : The Art of Retailing , McGrawHill ; Swapna Pradhan : Retailing Management ó Text & Cases, McGraw-Hill; Suja Nair : Retail Management, Himalaya Publication

IMS 596(M) - INTERNET AND SOCIAL MEDIA MARKETING

Objective: The course aims to impart the in-depth knowledge of internet marketing and social media world and helps to identify the ways to maximize the benefits using them thereof.

Unit 1 Introduction to Internet Marketing a. concepts of online Marketing (7Ps, STP) ; Strategy and Planning for Internet Marketing; The Website : Analysis of websites.&. Search Engine Optimization; Online Advertising: Display Advertising; . Pay-Per-Click Marketing; Email Marketing; Blogging, Podcasting, RSS; Social and Business Networking. Product Opinion Sites

Unit 2. Purchase Behavior of Consumers in internet Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior; Forums; Affiliate Marketing and Syndication on the Internet, Internet Enabled Retailing- customizing the offering, Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics ó Time-based Online Pricing - Personalized Pricing - Bundle Pricing.

Unit 3. Traditional Offline Businesses in the Online World , Website Designing - Website Content - Forms of Search Engines ó Working of Search Engines - Revenue Models in Search Engine Positioning ó SEO - Display Advertising - Trends. The technology behind Internet Marketing, complexities/ snares in running the online business.

Unit 4. Integrating Online Communication into IMC Process - Online Advertising ó Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks Global Internet Marketing. Localization and Customization, Measuring Internet Marketing Effectiveness: Metrics and Website Analytics Trust in Internet Marketing. Ethical and Legal Issues. Exposure to contemporary software used in this field

Suggested reading-

Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business

Butterworth Heinemann, USA 2. Strauss Judy, E-Marketing, Prentice Hall, India

IMS 597(M) - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objective: To familiarize students with the procedures and methods used in managing supply chain and the techniques used in logistics management.

Unit – I: Understanding the supply chain and logistics management, Decision phases in supply chain, Process view of a supply chain, supply chain drivers and obstacles

Unit – II: Designing in supply chain network: Role of distribution in supply chain, factors influencing distribution in network design, design options for a distribution network, role of network design in supply chain, selection of vendors, relationship with vendor, factors affecting network design decisions, role of supply inventory in supply chain, measuring product availability supply chain, measuring cycle availability, evaluating cycle service level and fill rate and safety inventory.

Unit – III: Planning and transporting: Role of transportation in supply chain, factors affecting transportation decisions, modes of transportation.

Unit – IV: Technology in supply chain: Role of information technology in the supply chain, supply chain information technology network, future of information technology in supply chain, role of e-business in supply chain, E-business framework, E-business in practice. Exposure to contemporary software used in this field

Recommended Book(S)

1. Chopra & Meindl Supply Chain Management ó Strategy, Planning and Operation, Pearson/PHI
2. Coyle, Bardi, Longley The management of Business Logistics ó A supply Chain Perspective, Thomson
3. Janat Shah, Supply Chain Management , Pearson Publication

IMS 598(M) - LAWS RELATED TO MARKETING

Objectives- To give the students an understanding of various laws related to marketing and selling of goods and services.

Unit I Legal Issues Relating to Product Quality and Material Movement- Conditions and warranties, Implied Conditions, Laws Relating to Services Marketing- Concept of Service, Deficiency in Service, Sale of Goods Act, 1930, Definition of Sale, Goods, Distinction between Sale and agreement to sale, Distinction between condition and warranty Doctrine of ÆNemo dat quad, Non habetø Caveat emptor and its exceptions. Rights of an unpaid seller

Unit II Trade Marks Act ,1999, Procedure for registration of a Trade Mark, effects of Registration, (Sections 3 to 17, 18 to 26, 28 to 32), Offences, penalties (Sections 101 to 108), Consumer Protection Act, 1986

Unit III Definitions of Complainant, Complaint, Consumer, Consumer dispute, Provisions regarding District Forum, State Commission , National, Commission, Information Technology Act,2000, Negotiable Instruments Act, 1881.

Unit IV mPromissory Note, Bill of Exchange, Crossing of cheques, Rights of True owner, Penalties in case of dishonor of certain cheques for insufficiency of funds (Sections. 138 to 142), Value Added Tax : Fundamental provisions, implications for marketing, Legal provisions related to the following: Copyright, patents and trademark, Labeling and packaging, food and drug adultration, vets and measures

Books Recommended

1. Marketing and the laws M. A. Sujan and Haish Sujan
2. Business and Economics Laws H. K. Saharay
3. Mercantile Law N. D. Kapoor
4. Trade and Merchandise Marks Act T. R. Shriniwas
5. Elements of Mercantile Law M. C. Shukla
6. Commercial and Industrial Law Arun Kumar Sen, Jitendra Kumar Mitra

IMS 594(F) - CORPORATE TAX PLANNING

Course Objective

To provide in- depth understanding of corporate tax laws for facilitating tax planning for a company form of organsiation.

Course outline

Unit I : Introduction

The concept of Tax Planning. The scope of tax planning, tax evasion, tax avoidance and tax planning. Tax obligations of Management System of Accounting, Tax-audit, Statutory obligations and Tax procedure.

Unit II : Tax Planning through Organisation Set-up

Comparative tax obligations of different forms of business organisation-individuals, partnership firms and companies. Tax planning for employee remuneration.

Unit III : Tax Planning for Managerial Decisions

Corporate Capitalisation, Dividend Policy, Depreciation policy, Inventory policy, make or buy, repair or renovate, own or lease, export & domestic sale, foreign Collaborations. Amalgamation, Mergers.

Unit IV : Tax Planning through Incentives

Classification of Income and expense, capital gains, other exemptions, deductions, rebates & relief for residential status location, size, set off and carry forward of losses. Exposure to contemporary software used in this field

RECOMMENDED BOOK(S)

- Srinivas, E.A., Corporate Tax-Planning
 Agarwal, J.D. & Agarwal, R.K., Tax Planning for Industrial Units
 Agarwal, R.K., Tax Obligations under Income-Tax Law
 Prasad, Bhagwati, Law and Practice of Income-Tax in India
 Singhanian, V.K., Direct Tax Planning and Management
 Mehrotra, H.C., Income Tax Law and Practice
 Shah, D.D., A treaties on Tax-Planning

Santhanam, R., Tax Planning in respect of Capital Gains
S.P. Goel, Direct Tax Planning and Management

IMS 595(F) - GLOBAL FINANCIAL ANALYSIS

Global Financial Analysis

Objective: The objective of this course is to acquaint students with an in-depth knowledge of the working of international financial markets.

Course contents:

Unit I: History of the international financial system: the risk and fall of Bretton Woods, globalization and the growth of derivatives, the crash of 1994-96 and beyond. Eurocurrency market, Euro-banking and Euro-currency centers, deposit dealing and the term structure of Euro-currency rates, Euro-currency futures and options, syndicated Eurocredits.

Unit II: International bond markets: introduction, new issue procedures in the Eurobond markets. Eurobond valuation and hedging. Interest rates and currency swaps, pricing option, features of international bonds, forecasting and the image of the future.

Unit III: Central banks and the balance of payments. The European monetary system and other regional artificial currency areas.

Unit IV: Miscellaneous: new instruments in international capital markets, international banking and country risk, international portfolio diversification, international transfer pricing. Exposure to contemporary software used in this field

Suggested readings:

1. Bhalla, V.K.: international financial management, 2nd ed. New Delhi, Anmol, 2001.
2. Bhalla, V.K.: managing international investment and finance, New Delhi, Anmol, 1997.
3. Buckley, Adrian: multinational finance, 3rd ed. Englewood Cliffs, Prentice hall inc. 1996.
4. Johnson and Giaccotto: options and futures, St. Paul, West, 1995.
5. Kim, Suk and Kim, Seung.: global corporate finance: text and cases, 2nd ed. Miami, Florida, 1993.
6. Shapiro, Alan C.: multinational financial management, New Delhi, Prentice hall of India, 1995.
7. O'Connor, Dennis J.: international dimensions of financial management.

IMS 596(F) - INTERNATIONAL ACCOUNTING

Objective: To acquaint the students with the accounting needs of companies having international business exposure for meaningful measurement, reporting and interpretation of financial statements.

Course outline

UNIT I International dimensions of accounting ó conceptual development and comparative development patterns;

UNIT II Currency transactions; Managing international information systems; International perspective on inflation accounting;

UNIT III Financial reporting and Disclosure; Analysing foreign financial statements; Financial management of multinational entities;

UNIT IV Transfer pricing and international accounting ó International standards and multinational corporations.

RECOMMENDED BOOK(S)

- Arpon, Jeffrey S & Radebaugh, Lee H., International Accounting and Multinational Enterprises, New York, John Wiley, 1985
Choi, Frederick D S and Mueller Gerhard G., International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984
Evans, Thomas G., International Accounting & Reporting. London, MacMillan, 1985
Prodhan, Bimal, Multinational Accounting. London, Croom-Helm, 1986
Rathore, Shirin, International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996

IMS 597(F) - MANAGEMENT CONTROL SYSTEMS

Objective: To provide in- depth knowledge to the students regarding financial planning and management control systems particularly in a large organisation.

Course outline

Unit I : Control System

Concept, nature, scope and significance of Financial Planning and control. General concept of control, organisational, operational and management control, characteristics of management control system. Designing of management control system.

Unit II : Control Structure

Responsibility accounting and management control. The concept of responsibility centres ó their organisation structure, types and performance evaluations.

The expense centre ó its concept, controllability of expense, responsibility reporting. The profit centre ó its role in an organisation, evaluation of its performance, Profit centre as a motivation tool. The investment centre-measuring the performance, the investment base and its measurement. Key variables as indicators of control.

Unit III : Management Control in Decentralised Organisation

Evaluating division/segment performance, the problems of transfer pricing, methods of transfer pricing, transfer pricing practices, decentralisation and performance evaluation. Inter-divisional pricing, compensation for divisional performance. Perspective Planning.

Unit IV : The Process of Control

Programming and budgeting, budget classification & preparation of budgets. Performance budgeting, Flexible Budgeting and zero base budgeting. Analysis and reporting of budgetary information. Performance evaluation, designing Performance and Evaluation report.

Recommended book(s)

P. Anthony & Govind Rajan, Financial Planning and Control Systems.
Lynch and Williamson, Accounting for Management Planning and Control
Horngren, Charles T., Management Accounting
Welsch, et. Al., Budgeting Profit Planning Control
Anthony & Govind Rajan, Management Control Systems Text & Cases
Subhash Sharma, Management Control Systems
Ronald W Hilton, Managerial Accounting

IMS 598(F) - MANAGEMENT OF FINANCIAL INSTITUTIONS

Objective: To provide in- depth understanding of nature and functions of various financial markets, institutions and instruments.

Course Outline

Unit I : Management of Apex- Level Financial Institution

Concept of Apex-Level Institutions, its objectives. Organisation & functions, resource mobilisation Co-ordinational & supervisory role, Financing of other financial Institutions, Direct Financing, Miscellaneous problems.

Unit II : Management Of Commercial Banks

Objectives, Functions & Organisational setup , Management of deposits, Mobilisation of Funds, Management of cash position & liquidity, Nature & functions of primary & secondary reserves, Considerations influencing reserves , Management of loan, advance & other investments Management of income, Prudential norms.

Unit III : Management Of Development Banks

Concept, Objectives, Nature, Function & Promotional role of development banks . Organisation of a development bank resource planning & mobilisation of funds, Management of funds, policies & practices of All India development banks regarding loans , underwriting & investment etc. loan syndication. Changing role of developmental bank in present environment, Development banks in India.

Unit IV : Management of Non-Banking Financial Institutions and Mutual Funds

Policies & practices regarding mobilisation & management of funds in NBFCs their performance .Types & functions of Mutual funds, their legal & accounting aspects, SEBI & mutual funds ,Investment & marketing Strategies of mutual funds, performance review of mutual funds currently in India .

Recommended book(s)

IMS 594(HR) - HR ISSUES IN MERGERS AND ACQUISITIONS

Objective

To familiarize the students with the Conceptual framework relating to M&A and Organization integration and to enable students to understand Human and cultural related issues arising out of M&A

UNIT I Conceptual Framework: Concepts of M&A; Organizational Growth through M&A; M&A in historical perspective; The Indian Scenario of M&A; An overview of HR contributions towards M&A

UNIT II Understanding the Strategic Dynamics of M&A: Developing integration models; Human Due diligence; Implementing the integration plan

UNIT III HR Related Issues in M&A: Organizational Vision and Mission; Developmental structures and systems; HR policies; Managing Ambiguity; Attracting and retaining high performers; Managing lift-outs; Utilizing and managing excess manpower; Establishing of continuity and integration of culture; Managing insecurity and stress; Organizational Renewal

UNIT IV HR Role in Managing M&A: Managing Change; HR Role in Managing change through M&A; M&A Phases and HR Role; Preliminary stage (establishing people and culture fit), M&A phase, Post M&A roles

Recommended Books

Mergers and Acquisitions: Managing Culture and Human Resources by Günter Stahl and Mark Mendenhall; Stanford Business Books

Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

The Human Side of Mergers and Acquisitions by Anthony F. Buono and James L. Bowditch; Beard Books

IMS 595(HR) - PERSONAL EFFECTIVENESS AND SELF LEADERSHIP

Objective

To generate an understanding of one's personal leadership style and ways of developing personal effectiveness.

UNIT I Understanding your Thinking Process. Identifying the Filters on your World. Enriched Communication through Sensory Specific Language. Managing your Internal Dialogue. Perceptual Positions for Assertiveness

UNIT II Anchoring a Resourceful Stage for yourself to Manage Conflicts. Creating Rapport. Powerful Persuasion Strategies. Personality Typing using Enneagram. Introduction to Briggs-Myers Personality Types

UNIT III Neuro-Linguistic Programming (NLP) Test. Selling with NLP. Managing with the Power of NLP. Life Planning: Personal Mission and Vision. Principle Centered Leadership

UNIT IV Emotional Intelligence. The Road Less Travelled. The Seven Habits of Highly Effective People. Effective Life and Time Management. Spiritual Foundations of Personal Effectiveness

Recommended Books

The art of self-leadership: Strategies for personal effectiveness in your life and work by Charles C Manz; Prentice Hall

The Seven Habits of Highly Effective People by Stephen R Covey

Unlocking Self-expression through NLP: Integrated skills activities by Judith Baker; Mario Rinvoluturi; Delta Publication

IMS 596(HR) - PSYCHOMETRIC TESTING AND COMPETENCY MAPPING

Objective

To instill the need of identifying unique human competencies and to give an idea of how these may be used for improving manpower capabilities.

UNIT I Methodology of competency mapping: Competency models, people capability maturity model ,developing competency framework , competency profiling , competency mapping tools , use of psychological testing in competency mapping , the five Cø model for evaluating employees, uses of psychological tests, when should assessment instruments be used, choosing a psychometric instrument, characteristics of a good test, classification of tests.

UNIT II Psychometric testing: principles of psychological testing, process of test construction, nature and use of psychometric test, classification of psychometric tests, limitations of psychological testing. Attitude measurement: industrial morale: meaning & measurement, job satisfaction, motivation; ability testing: personality testing: self ó report inventories

UNIT III Assessment and development centre : concepts , importance and uses of assessments centres in selecting employees , identifying potential ,measuring development needs , succession planning , difference between assessment and development centre. Concepts of competence , competency approach to development , assessment centre approach to competence building , designing the assessment centre , assessment centre assignments : management games , in basket exercises , role plays , written exercises , job simulations , individual presentations , psychometric tests , interviews: documentation in a typical assessment centre; preparation of assessment center report.

UNIT IV Personality inventories: measurement of personality, personality models: Cattell's 16PF, Myers Briggs personality types theory (MBTI model), FIRO-B personality assessment model, the 'big five' factors personality model. Exposure to contemporary softwareø used in this field

Recommended Books

Psychological Testing and Assessment: An Introduction to Tests and Measurement by Ronald Jay Cohen, Mark E. Swerdlik, Medha M. Kumthekar; McGraw Hill Education (India) Private Limited

IMS 597(HR) - QUANTITATIVE HUMAN RESOURCE MANAGEMENT

Objective

To bring forth the importance of measuring and quantifying human resource practices and to encourage a study of returns on investment in varied HR activities.

UNIT I Principles of HR research and quantitative HRM- Defining HR research and Quantitative HRM- significance and relevance. Types of HR research. Advantages of measuring HRM. Consequences of not measuring HRM, Common problems with metrics.

UNIT II Attrition metrics- techniques used to calculate attrition, manpower planning metrics- push model (markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.

UNIT III Development metrics- Training ROI, measuring employee satisfaction, attitude measurement and survey, training evaluation models, tracking the value of career management, measurement , performance metrics, performance matrix- Shingo prize model, EFQM , and Bald Ridge criteria calculation 6-sigma, assessing the training organization , customer focused metrics, BSC, HR scorecard, performance measurement using ranking and rating systems , scales for evaluation of performance HRø role in value chain, HR Accounting.

UNIT IV Compensation metrics- connecting it to revenues and expenses, calculating various wage / salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation ó percentiles, cost-benefit analysis, and coma-Employee benefits, calculation of incentives, measuring the impact of weak incentives.

Recommended Books

Human Resource Research Methods by Dipak Kumar Bhattacharyya, Oxford University Press

HR Metrics by BVS Prasad & K.Sangeetha, Icfai Publications

IMS 598(HR) - STRATEGIC HRM

Objective

To develop critical thinking where Strategic insights are linked with Human Resource practices.

UNIT I:Introduction to strategic HRM

Definition, need and importance; introduction to business and corporate strategies; integrating hr strategies with business strategies; developing HR plans and policies

Human Resource Environment

Technology and structure; workforce diversity; demographic changes temporary and contract labour; global environment; global competition global sourcing of labour; WTO and labour standards

Global HR strategies

Introduction to global HR strategies; developing HR as a value added function

UNIT II Recruitment and retention strategies

Online recruitment; employee referrals; recruitment process outsourcing; head hunting; executive education; flexi timing; telecommuting; quality of work life; work - life balance; employee empowerment; employee involvement; autonomous work teams

Training and development strategies

Creating a learning organization; competency mapping; multi-skilling; succession planning; cross cultural training

UNIT III Performance management strategies

Defining key result areas (KRA); result based performance; linking performance to pay; merit based promotions.

Reward and compensation strategies

Performance based pay; skill based pay; team based pay; broad banding; profit sharing; executive compensation; variable pay

UNIT IV Retrenchment strategies

Downsizing; voluntary retirement schemes (VRS); HR outsourcing; early retirement plans; project based employment

Human aspects of strategy implementation

Behavioral issues in strategy implementation; matching culture with strategy, Human side of mergers and acquisitions; leadership, power and politics; employee morale; personal values and business ethics

Recommended Books

Strategic Human Resource Management and Development by Richard Regis; Excel Publication

Strategic Human Resource Management: An Indian Perspective by Anuradha Sharma and Aradhana Khandekar; Sage Response

IMS 594(IB) - INTERNATIONAL ECONOMICS

Objective: To build foundation of International economics required for managing complexity of International Business.

Course Outline

Unit I Introduction to International Economics: Concepts of trade, Offer curves, production possibility curves, theories of international trade, absolute cost, comparative cost, factor endowment theory, Heckscher-Ohlin Model, Fleming Mendell Open Economy Model.

Unit II International Financial Transactions: Concept of Balance of Trade and Balance of Payments, Current and Capital Account, International capital movement ó FDI, FII, Foreign Exchange market, Foreign Exchange rates ó Fixed and floating rates, Spot and forward rates, IMF and its role in ensuring world financial stability. Purchasing Power Parity Theory.

Unit III International Trade Policies and Organisations: Bilateral and multilateral trade agreements, WTO ó its objectives, functions and other issues ó Trade in goods, Trade in services. Trade policies ó tariffs, quotas and other trade restrictions, -optimaløtariffs.

Unit IV International Economic Integration: Meaning, advantages, disadvantages and its various economic stages, working of European Union, FTA. International Economic Associations ó NAFTA, SAFTA, ASEAN, EMU, SAARC, G-10, G-20, G-7.

RECOMMENDED BOOK(S)

Managerial Economics, Maheswari

Managerial Economics, Varshney

Managerial Economics, K.K.Dewett.

Managerial Economics, Samuelson.

International economics, Krugman & Obstfeld

IMS 595(IB) - INTERNATIONAL BANKING & FINANCIAL SERVICES

Course Objective: The paper focuses on the activities of international banking and financial services which help the students to understand the mechanics and application of International Financial system.

Course Structure:

UNIT- I Introduction: Importance of the study of Banking Systems. Developed and Less developed Money Markets, Importance of Developed Money Market in a Banking System. English Banking System ó Bank of England, Origin and growth, organizational Structure, Functions, London Money Market.

UNIT- II Federal Reserve System: Origin, Organizational Structure and Working, Unit Banking and factors for its growth in USA. German Banking System: Deutsche Bundes Bank -German Central Bankø Organization, structure and functions. Bank of Japan- Structure and Working, Commercial Banking system of Japan, Reserve Bank of India: Functions, Monetary and Credit Policy-its evaluation; Achievements and failures of R.B.I.

UNIT-III Major Recommendations - of the various Expert Group on Forex Markets. Various facilities to Exporters and Importers including forfeiting and factoring. Correspondent Banking - Bank Accounts - NOSTRO and VOSTRO accounts - SWIFT, CHIPS, CHAPS, FEDWIRE, international bank wire.

UNIT-IV Introduction to International Financial Services - Products and Services, Cash Management

REFERENCE

1. W. Mullineux, Victor Murinde : Handbook of International Banking Edward Elgar , Publishing
2. Rupnarayan Bose : Fundamentals of International Banking Macmillan Publishers India
3. IIBF : International Banking Operations Macmillan , Publishers India
4. R.S Sayers : Modern Banking Oxford. University Press
5. S.K Basu, : Contemporary Banking Trends, Calcutta: Book , Exchange
6. OP Agrawal : International Banking And Finance , Himalaya, Publishing House
7. Machenize, K. : Banking Systems of Great Britain, France, Germany and U.S.A., Macmillan
8. S.L.Hayes : Financial Services- Perspective & Challenges , Harvard Business School
9. Jain, Peyrard & Yadav : International Financial Management Macmillan , India
10. Murice D.Levi : International Finance Tata McGraw Hill

IMS 596(IB) - INTERNATIONAL BUSINESS MODELING & STRATEGY

Objective: To acquaint the students with the aspects of crafting an international business strategy

Course Outline

Unit I: Global Strategy; What are Global Strategy, Nature, Scope and Significance; Modeling of Global Strategy; Decentralization Federation Model; Co-coordinated Federation Model; Centralization Hub Model; Transnational Model; Porter Competitive Advantage Theory

Unit II: External Environment Analysis, Environment Analysis for Strategic Condition, Country Evaluation and Selection, International Strategic Choice, Determining the Company's Preparedness for International Operations, Considering the Mode of Entry, Choice of Entry Mode, Developing Competitive Strategy and strategic Options, Factors influencing competitive Success and average industry profitability

Unit III The experience Curve innovation Vs followers, An interactive approach to competitive strategy, Technology collaboration and transfer, Gap Analysis, Technological life style, The link between strategy and analysis, M & A and Strategic alliance, Harrigan dynamic model of joint venture activity

Unit IV: Analysis of international Competition, Meaning of competition, Understanding competition in international markets, Assessing potential competitor, International HRM and policy, International investment source and avenues, Competitive alliance to enter international markets, Production and operations in international markets; Managing international marketing operations.

Recommended book(s):

McFarlin, Dean B., International Management : Trends, Challenges and Opportunities, International Thomson Publishing
Thakur, Manab; Burton, Gene E. and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw Hill
Taggart, James H. and McDermott, Michall L, The Essence of International Business, PHI
Davidson, William H., Global Strategic Management, John Wiley & Sons

IMS 597(IB) - BUSINESS INTELLIGENCE AND DATA MINING

Course Objective:

To provide you with a theoretical and practical understanding of core data mining concepts and techniques; and to provide you with hands-on experience in applying these techniques to practical real-world business problems using commercial data mining software.

Course Structure:

UNIT I Introduction to data Mining-Overview, goals of data mining, Myths about data mining, The Data Mining process, **Data Extraction and Manipulation**-the Relational Data Model and Relational DBMS, Enterprise Reporting, Relational Algebra, SQL: The Relational Query Language

UNIT- II OLAP and Multidimensional Data Analysis-Data ware housing and Multidimensional Databases, Data Quality, Summarization and Data Cubes, OLAP Tools and Pivot Tables

UNIT- III Data Exploration and Dimension Reduction-Data Summarization and Visualization, Association & Market-Based, Analysis, Frequent Item set and Association Rule Mining, Sequential patterns

UNIT- IV Classification and Predictive Modeling-Decision Tree induction, Model Evaluation and Interpretation, Predictive, Modeling Using Neural Networks, Introduction to Neural Networks, Neural Networks vs. Regression, Using XL Miner for Association Rule Mining, Finding clusters with XL Miner, Using XL Miner to build decision trees. Exposure to contemporary software's, used in this field

REFERENCE

1. Ali ABM Shawkat and Wasimi Saleh A : Data Mining; Method and Technique, Cengage Publication
2. L. T., Moss, S. Atre, A. Wesley : Business Intelligence Roadmap: The Complete Project Lifecycle for Decision- Support Applications, Information, Technology Series.
3. Ralph Hughes : Agile Data Warehousing; Delivering World-Class Business Intelligence Systems Using Scrum and XP, Ceregenics Inc.
4. S. Rizzi & M. Golfarelli : Data Warehouse Design; Modern Principles and Methodologies, Tata McGraw-Hill Education

IMS 598(IB) - INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT

Objective: The objective of the paper is to expose students to the rigors of advertising and brand management and equip them to be able to manage the advertising and branding activities in the international markets.

UNIT-I Advertising: Its importance and nature; Communication model; Persuasion Process ó perception, learning and attitude change; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.

Developing Advertising Campaign: Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning ó media selection and scheduling Advertising through Internet.

UNIT-II International Advertising: Complexities and issues; Developing international advertising campaign; Advertising of India products abroad.

Basics of Branding: Importance of branding; Basic Branding concepts ó Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. corporate branding; Major branding decisions.

UNIT-III Brand Creation and Development: Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

UNIT-IV Managing Brand Equity and Loyalty: Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet.

Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Suggested Readings:

Section A: Advertising

1. Akaker, David A., Batra, Rajeev and Myers, John G., Advertising Management, Prentice Hall, New Jersey, 1996.
2. Bergh, Bruce, Vanden, G. and Katz, Helen, Advertising Principles: Choice Challenge, and Change, NTC Business Books, Illinois, 1999.
3. Dunn, S. W. and Barbar, A. M., Advertising: Its Role in Modern Marketing Dryden Press.
4. Hard, Norman, The Practice of Advertising, Butter worth Heinemann, Oxford, 1995.
5. Parente, Danald, Advertising Campaign Strategy: A Guide to marketing Communication Plan, 2nd ed., The Dryden Press, Fort Worth, 2000.

SEMESTER- X

PAPER NO.	SUBJECTS
LU 510	Preparation of Business Plan
LU 511	Business Research Project Report & Presentation
LU 512	Comprehensive Project Report & Viva-voce exam of
	Summer Training