

IMBA-I

SEMESTER

Principles of Management

Course Code: IMBA18101CR
IMBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The basic aim of this course is to expose the student to the basic concepts of management in order to help them to understand how an organization manages its functions in a complex and dynamic business environment.

UNIT-I

Nature, Meaning, and Significance of Management, Managerial functions, Principles of Management, Evolution of Management Thoughts-Traditional, Behavioral, Systems, Contingency and Quality viewpoints. Contemporary management practices, Managing in global environment. Japanese approach to management.

UNIT-II

Nature & Elements of Planning, Planning types and Models, Planning in learning organizations; Decision making styles; Process of decision making. Management by Objectives (MBO), SWOT Analysis.

UNIT-III

Nature of Organizing, Basic issues in organizing. Organization Design: Organization Structure and types, interdependence and its mechanism, locus of decision making. Work Specialization, chain of command, Delegation, Decentralization, Span of Management, Line-staff Authority and Decentralization.

UNIT-IV

Nature of Evaluation, Design and Problems – Appraising Techniques– Developing Compensation Plans, Direction, Co-ordination, Quantitative and Qualitative measures of Control, Feedback Management; System and Process of Controlling, Control techniques.

Note:-

Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Robbins, S.P., Management Concepts, Pearson Education India, New Delhi.
2. Koontz, Weillhrich & Cannice, Management: A Global and Entrepreneurial Perspective, McGraw Hill.
3. Jones and George, Contemporary Management, McGraw Hill.
4. Richard L. Draft, The New Era of Management, Cengage India
5. Stoner, Jetal, Management, Prentice Hall of India., New Delhi
6. Chandan, J.S., Management Concepts and Strategies, Vikas Publishing House.

Financial Accounting

Course Code: IMBA18102CR
IMBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The course has been designed to equip the students with the knowledge of accounting process and preparation of final accounts.

UNIT-I

Accounting: Conceptual Framework; Nature, Development and Need of accounting, Accounting and other disciplines, Branches of Accounting, Accounting Principles: GAAP; Accounting Standards in India; Accounting as MIS.

Capital & Revenue: Classification of Income, Expenditure and Receipts.

UNIT-II

Accounting Transaction; Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Ledger Posting; Rules regarding posting; Sub division of journal; Trial Balance – objectives and methods of preparation.

UNIT-III

Final Accounts: Meaning, features, uses and preparation of Manufacturing Account, Trading Account, Profit & Loss Account and Balance Sheet - Adjusting and Closing entries.

Errors and their Rectification - Types of Errors - Rectification before and after preparations of final Accounts - Suspense Account- Effect of Errors on Profit.

UNIT-IV

Depreciation – Concept and Causes- objects of providing for depreciation –Factors affecting depreciation - Accounting Treatment- Methods of providing depreciation -Straight line method - Diminishing Balance Method. Depreciation of replacement cost; Depreciation policy as per Accounting Standard, Provisions and Reserves - Reserve Fund – Different Types of Provisions and Reserves.

Accounting Concept of Income: Accounting Concept and Income Measurement.

Note:-

1. ***This paper shall have 70% numerical and 30% theoretical questions.***
2. ***Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.***

Suggested Readings:

1. Gupta, RL and Radhaswamy, M : Financial Accounting ; Sultan Chand and Sons
2. Maheshwari, Introduction to Accounting, Vikas Publishing
3. Anthony, RN and Reece, JS : Accounting Principles; Richard InwinInc
4. Ramchandran&Kakani : Financial Accounting for Managers; Tata McGraw-Hill
5. Heitger LE and Matulich Serge Financial Accounting. McGraw Hill, New York.

Managerial Economics

Course Code: IMBA18103CR
IMBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objective of this course is to provide the students an understanding of the concept and tools of economic analysis in relation to Management decision making and to enable them to understand economics forces governing industry business.

UNIT-I

Managerial Economics, Nature, Scope and role of Managerial Economics. Basic Concepts Demand and supply. Management of Elasticity of demand and its measurements Indifference Curve analysis, Law of distinguishing Managerial Rate of substitution. Demand Analysis and theory of demand estimation and demand forecasting. Utility Analysis.

UNIT-II

Theory of Production. ISO quant and its properties, Least Cost combination. Law of variable properties, Returns to scale. Concepts of Cost, Cost input scale relationship. Cost Analysis and its aid to decision making.

UNIT-III

Market Structure and theory of revenue curve. Pricing and Marketing Structure. Perfect and imperfect competition. Monopolies- Price output and determination Monopoly. Discriminating Monopoly Monopolistic Competition. Oligopoly. Duopoly.

UNIT-IV

Introducing Macroeconomics- Meaning and Concept Nation income-Measurement & its problems. Nation income in close and open economy. Trade Cycles. Inflation Cause and Consequences Concept of profit and its Theories. The New Economy- Definition and Characteristics. Managerial economics – Analysis, Policies and cases.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Joel Dean Managerial Economics, Heritage Publishers
2. Sanpat Mukerjee Managerial Economics, New central book agency ltd. 8/1 Chinatamoni Das lane Calcutta
3. Suma Damodarann Managerial Economics, Oxford Publishers
4. H L Ahuja, Macroeconomics, S Chand & Company

Computer Applications In Management

Course Code: IMBA18105DCE
IMBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the basic concepts of computers, various input, output, and storage devices, software and operating systems and MS-office.

UNIT-I

Introduction to computers, Block Diagram of Computer, Advantages and Disadvantages of computers
Evolution (Generations) and classification of computers (super, mainframe, Mini, Micro etc)
Common I/O devices and their characteristics. Primary and secondary memory: RAM and ROM, Hard Disk, Magnetic Tape and Optical devices.

UNIT-II

Computer software: Classification and Types. Generations of computer Languages
Operating System: Functions, types-Multiprogramming, Multiprocessing, Timesharing, Real time, Online and Batch Systems, Booting process

UNIT-III

Windows Basics: The Desktop, My Computer, Working with files and Folders.
Windows Explorer, Windows Help and Support center, Searching in Windows and System utilities.
Start Menu, Accessories like Notepad, Paint and WordPad.

UNIT-IV

Word Processing with MS Word: Working with Word documents, Working with Text- fonts, size, formatting etc,
Working with tables, checking spelling and grammar, Adding Graphics to documents
Spreadsheets and MS Excel, Working with Excel workbook and worksheets, Formulas and functions, inserting charts, MS-Power point- preparing power point presentations

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. ITLES ,”Introduction to Information Technology”, Pearson Education.
2. Peter Norton ,”Introduction to Computers”, PHI.
3. Sanders M, “Computers in Business: An introduction” Mcgraw Hill

Business Communication

Course Code: IMBA18106DCE
IMBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objective of this paper is to equip the students with Business Communication Skills to enable them to effectively communicate and present the technical report/presentations.

UNIT-I

Communication in Business, the process of communication, models of communication, principles of communication, barriers of communication, Strategies for overcoming Barriers.

UNIT-II

Channel effectiveness, Channel limitations. Media of communication approaches to effective communication, Essentials of non-verbal communication, types: kinesics, proxemics, paralanguage, time language, color, report writing organization and techniques, Short& Long Formal Reports.

UNIT-III

Group communication through committees, conference and other formal communication with public at large, interviews, seminar, symposia and conferences. Specific business communication: essentials of effective business communication .structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustment, credit and status inquires, agency letters and sales letters.

UNIT-IV

Strategies to improve - reading skills, speaking skills, listening skills; Guidelines to effective public speaking; developing job application – Covering letter, Resume; Essentials of Interviewing; Negotiating the job offer.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Lesikar, Petit & Lesikar's, Basic Business, Tata McGraw
2. Poe & Fruchling, Basic Communication, AITBS
3. Diwan & Aggarwal Business Communication Excel
4. Baugh, Frayer & Thomas, How to write first class Business Correspondence, Viva Books

Business Mathematics

Course Code: IMBA18107DCE
IMBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -The aim of the paper is to expose students to the application of mathematics in a business context and help them understand the need for mathematical models as tools of increasing the efficacy of decision making process.

UNIT-I

Theory of Sets: Meaning, elements, types, presentation and equality of sets; Union, intersection, compliment & difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory.

Quadratic equations: solutions by factorization and formulae methods.

Arithmetic and geometric progressions their means and sums to n terms.

UNIT-II

Matrix Algebra- Definition, Matrix Operations- Addition, Subtraction, and Multiplication of matrices, Types of

Matrices: Square, Diagonal, null, Transpose of a matrix; Determinant of a Square matrix; Singular and non-singular matrix; Co- factor matrix, ad-joint of a matrix; Inverse of a matrix; Solution of simultaneous equations by using matrices and determinants; Properties of determinants.

UNIT-III

Differential Calculus: Differentiation, Differentiation of a product of two functions, Differentiation of a quotient of two functions, Differentiation of a function of function, Differentiation of a logarithmic and exponential function, Differentiation of implicit function, Maxima and Minima Applications for determining sales revenue, profits and cost in business situations.

UNIT-IV

Integral Calculus: Fundamental Rules of Integration, Integration by substitution, integration by parts, Integration by decomposition into a sum using partial fractions (Simple Problems), Simple business applications.

Permutations, combinations and binomial theorem (positive index)

Note:-Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Sancheti, D.C., A.M. Malhotra & V.K. Kapoor, Business Mathematics, Sultan Chand & Sons, New Delhi.
2. Zameerudin, Qazi, V.K. Khanna & S.K. Bhambri, Business Mathematics, Vikas Publishing House Pvt. Ltd, N. Delhi.
3. Reddy, R.Jaya Prakash, Y. Mallikarjuna Reddy, A Text Book of Business Mathematics, Ashish Publishing House, New Delhi.

Event Management

Course Code: IMBA18108DCE
IMBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To develop an understand of the structure of the event industry and the factors that shape this industry so that the students are equipped to design and manage different types of events as per the economic, culture and Market trends.

UNIT-I

Nature and Significance of Event Management, Types of Events, Roles & Responsibilities of Event Management in Different Events, Requirement of Event Manager, Analyzing the events, Scope of the Event, Decision-makers, Technical Staff, Developing Record-Keeping Systems, Approach towards Events

UNIT-II

Preparing a Planning Schedule, Organizing Tasks, Assigning Responsibility, and Communicating, The Budget, Overall Planning tips, Checklists, Expert Resources, People on the Event, Locating People, Clarifying Roles, Participant Tips, Reference Checks, Requirement Forms, Introduction, Fees & Honorariums, Expense Reimbursement, Travel Arrangements, Worksheets, Computer Software Required

UNIT-III

Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis – Key drivers influencing strategic planning and execution of different types of events – Branding issues for events; Dealing with agents, **+Promoters and event executors; Marketing research on event related issues.

UNIT-IV

Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal; Campaigning for events, Event advertising- Festivals – Conventions – Exhibitions - Public relations – Interpersonal relationship – Media management – Role of regulatory +authorities.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Devesh Kishore, Ganga Sagar Singh, Event Management: A Blooming Industry and an Eventful Career - Har-Anand Publications Pvt. Ltd.
2. Swarup K. Goyal, Event Management - Adhyayan Publisher
3. Savita Mohan, Event Management & Public Relations, Enkay Publishing House
4. Leonard H. Hoyle, Event Marketing : How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons.
5. Lieberman, Patricia Esgate, Pat Esgate, The Entertainment Marketing Revolution : Bringing the Moguls, the Media, and the Magic to the world, FT Press.

IMBA-II

SEMESTER

Organizational Behaviour

Course Code: IMBA18201CR
IMBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objective of this paper is to enable the students to understand the multiplicity of interrelated factors which influence the behavior and performance of people as members of work organizations.

UNIT-I

Concept, need and importance of Organizational Behavior; Nature and scope of organizational behavior; Framework for the study of OB; Organizational Behavior Models.

UNIT-II

Personality - Types - Factors influencing personality –Theories; Learning - Types of Learners - The Learning Process - Learning Theories; Organizational Behavior Modification; Attitudes - Characteristics - Components - formation - measurement. Perception - Importance - Factors influencing perception - Interpersonal perception; Motivation - Importance - Types - Effects on work behavior.

UNIT-III

Organisation Structure – Formation ; Groups in Organisations - Influence - Group Dynamics - Emergence of informal leaders and working norms - Group Decision Making Techniques - Interpersonal relations - Communication - Control

UNIT-IV

Meaning and Importance; Leadership styles and Theories; Leaders vs Managers; Sources of Power - Power Centers –Power and Politics. Organizational change - Importance - Stability vs change - Proactive vs Reactive change - The change process - Resistance to change - Managing change.

Note: *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Stephen P. Robbins, Organisational Behavior, Prentice Hall of India.
2. Hellriegel, Slocum and Woodman, Organisational Behavior, South-Western, Thomson Learning.
3. Schermerhorn, Hunt and Osborn, Organisational Behavior, John Wiley
4. Fred Luthans, Organisational Behavior, McGraw Hill Book Co.

Managerial Costing

Course Code: IMBA18202CR
IMBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course provides the students an understanding of the application of cost accounting techniques for managerial decision making.

Contents:

UNIT-I

Cost Accounting: Nature and significance; Various cost concepts; Cost Components; Ascertainment and control of cost. Difference between cost, financial and management accounting. Installation of costing system.

UNIT-II

Materials: Issue, pricing and control. Labour: Cost and its control, Time keeping band Time booking and methods of wage payment. Overheads: Concept, Apportionment, Absorption and Control of overhead.

UNIT-III

Costing Methods: Single or Output Costing: introduction and computation of total cost, Job/Order Costing: Accounting for completed and work-in-progress job costing, Process Costing: Preparation of process accounts.

UNIT-IV

Standard Costing: Concepts, Significance and limitations, Analysis of Variances (Material, Labour and overhead variances). Absorption and Marginal Costing, Cost –Volume –Profit Analysis, Breakeven Analysis.

Note:-

- 1. This paper shall have 70% numerical and 30% theoretical questions.*
- 2. Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Khan M Y & Jain P K: Cost Accounting, ,TataMcGrawhill.
2. Arora, Cost Accounting, Vikas Publishing House.
3. Nigam B M L & Sharma G L: Advanced Cost Accounting – Himalya Publishing House.
4. LalJawahar, Cost Accounting, Tata McGraw Hill Publishing Co., New Delhi.
5. Ravi M. Kishore, Cost Accounting, Taxmann Allied Services Pvt. Ltd. New Delhi.

Business Statistics

Course Code: IMBA18203CR
IMBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The purpose of this paper is to inculcate an analytical ability among the students.

UNIT-I

Statistics: concept. Statistical data and statistical methods; Scope and functions of statistics; Collection of data – primary and secondary data. Data Processing- editing and classification; Tabular and Diagrammatic presentation of data.

UNIT-II

Measures of central tendency: concept and features; computation and implication of mean, median and mode. Measures of Dispersion: Significance and properties; computation and implication of range, quartile deviation, mean deviation and standard deviation; coefficient of variation. Skewness.

UNIT-III

Correlation: Meaning and uses; various methods of calculation of coefficient of correlation –Karl Pearson's correlation coefficient – Spearman's Rank correlation and concurrent deviations-probable error. Regression analysis: Meaning and utility; comparison between correlation and Regression; Regression Equations-Interpretation of Regression Co-efficient.

UNIT-IV

Time series analysis: concept and its application in business decision making; Components and methods of measurement; trend and Seasonal Variations. Index Number: Concept and its uses; Method of constructing index number. Probability- Basic concepts, Approaches to estimate probability.

Note:-

1. *This paper shall have 50% numerical and 50% theoretical questions.*
2. *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Beri- Statistics for Management, Tata McGraw-Hill.
2. Chandran J S- Statistics for Business and Economics, Vikas
3. Sharma J K - Business Statistics, Pearson Education
4. Gupta C B- An Introduction to Statistical Methods Vikas
5. Levin Rubin- Statistics for Management Pearson, New Delhi.

Economic Environment of Business

Course Code: IMBA18204DCE
IMBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course aims at making students aware of the economic environment in which businesses operate.

UNIT-I

Some basic propositions Business Environment, Economic Environment of Business, Non-economic environment. Micro and Macro environment internal environment value system-corporate Culture and style of top Management Strategy.

UNIT-II

Macro Environment: Economic growth & Economic Development -inflation –Demand pull, Cost pull-Employment, Unemployment, Keynes on Employment & Unemployment, Balance of payment-on current account and capital account, Business cycles.

UNIT-III

Circular flow of Union and National income accounting, Circular Income flow with saving & investment-circular flow in the sector economy-four sector open economy National income & National Produce –Measurement of National Income.

UNIT-IV

Demand for money-Theories fisheries Cambridge Keynes, Fredman -Supply of money & its determents, Money market equilibrium-Monetary policy for stabilization.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Adhikari M- Economic Environment of Business, Excel Books, Sultan Chand.
2. Ghosh- Economic Environment of Business, Vikas.
3. Morrison J- The International Business Environment, Palgrave.
4. Agarwal R- Business Environment, Excel Books
5. Bedi S K- Business Environment, Excel Books.
6. George A and Steiner G A- Business, Government and Society, Macmillan

Data Base Management Systems

Course Code: IMBA18205DCE
IMBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course aims at making students conversant with the basic concepts of DBMS, its characteristics and architecture, SQL, Recovery and security of DBMS.

UNIT-I

Basic concepts: Entity, Attributes, Keys, Relationship, Association, Database, DBMS, Data Independence, Three Level Architecture.

Data Base Components - Classification of DBMS Users, DBMS Facilities, Structure of DBMS, Advantages and Disadvantages of DBMS.

Types of DBMS - Hierarchical, Network, Relational, Entity Relationship and Object-Oriented Data Base Models.

UNIT-II

Relational Databases - Codd's Rules, Integrity Rules, Database Anomalies -Update, Insertion, Deletion

Relational Algebra - Union, Difference, Intersection, Cartesian Product, Projection, Selection, Join, Division

Relational Data Base Design - Full/Partial Functional Dependency, Partial Dependency, Transitive Dependency

UNIT-III

Normalization – Un-normalized Relations, First, Second, Third, BCNF, Fourth Normal Lossless Join and Dependency Preserving Decomposition.

SQL-Date Definition (Create/Drop a Table, View, Index), Data Manipulation (Select, Update, Delete, Insert), forms and Reports in MS-Access.

UNIT-IV

Deadlock Detection, Recovery And Avoidance, Recovery Techniques – Types of Failures, Audit Trails, States Of Transaction, Recovery Concepts (Logs, Checkpoints, Archive Database), Database Backup And Recovery From Catastrophic Failures.

Security – Security and Integrity Threats, Defence Mechanism

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Desai, B., "An Introduction To Database Concepts", Galgotia Publications.
2. Elmsari & Navathe, "Fundamentals Of Database Systems", PearsonEdu. New Delhi.
3. Hoffer, "Modern Database management", Pearson Edu. New Delhi.
4. Date, C. J. , "An Introduction to Database Systems", Addison Wesley.
5. Ullman, J. D., "Principals of Database Systems", GalgotiaPublicationsW H Inmon, Building the data warehouse, Wiley Computer Publishing.

Business Laws

Course Code: IMBA18206DCE
IMBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course aims to acquaint the students with fundamental understanding of various laws related to the business.

UNIT-I

Indian Contract Act 1872: Definition of contract, Essentials of valid contract, offer and acceptance, consideration, capacity to contract, free consent, void and voidable contract, performance of contract, discharge of contract, breach of contract, remedies for breach of contract

UNIT-II

Sale of Goods Act 1930, sale and agreement to sell, essentials of contract of sale of goods, conditions and warranties, transfer of property, performance rights of unpaid seller, partnership act 1932, definition, formation of partnership, reliance of partners, dissolution of partnership and terms

UNIT-III

Companies Act 1956: Definition, Distinction with other firms of Business organisations, Kinds of companies, types of companies, corporate veil, formation of company memorandum of Associations, Articles of Association, share capital management and Administration, Accounts and Auditors, winding up

UNIT-IV

Negotiable Instrument Act 1881: Definition and types of negotiable instruments, parties to negotiable instruments, presentation of negotiable instruments, Dishonour Remedies, discharge Consumer protection Act 1986: General introduction, definition, constitution of forms – their functions and powers.

Note:-Case studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:-

1. Shukla, M. C. A Manual Of Merchantile Law. S. Chand.
2. Kapoor, N. D. Mercantile Law. Sultan Chand & Sons.
3. Singh, A.. Law of Contract. Eastern Book Co.
4. Singh, A. Indian Company Law. Eastern Book Company.

Management of Office Operations

Course Code: IMBA18207DCE
IMBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course aims to familiarize the students with the functions of planning and organizing an office and how to control office operations to work effectively with people.

UNIT-I

Meaning & definition of office, nature of office Work, Meaning, functions and importance of office management; office management and organization. Principles of office management and organization. Principal departments of modern office. Centralization vs. decentralization of office services. Functions, duties & qualities of office manager.

UNIT-II

Meaning & importance of system & routines, system Vs. Routines. Organization structure :- meaning & Definition of organization structure , importance of Organization structure, types of organization, Structure, advantages and disadvantages of Different types of structures.

UNIT-III

Meaning & importance of office accommodation , Factors influencing choice of office Accommodation. Meaning and definition of working Environment, factors affecting working Environment.

UNIT-IV

Meaning , definition & scope of record management, Principles of record keeping , filing :- meaning, Definition & different types of filing system. Indexing :- meaning, definition & different types of Indexing .Meaning, importance of safety & security. Measures To ensure safety and security.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Chopra & Chopra, Office Management, Himalaya Publications
2. Sharma & Gupta, Office Organisation& Management, Kalyani Publications.
3. Krishna Murthy, Office management, S. Chand publications
4. Odgers and Keeling. Administrative Office Management, Complete Course. South-Western Educational Publishing.

IMBA-III

SEMESTER

Management Accounting

Course Code: IMBA18301CR
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course provides the students an understanding of the application of accounting techniques in managerial decision making.

UNIT-I

Management Accounting: Meaning, nature, scope and functions of management accounting; Role of management accounting in decision making; Management accounting vs. financial accounting; Tools and techniques of management accounting.

UNIT-II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement.

UNIT-III

Budgeting for Profit Planning and Control: Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Performance budgeting.

UNIT-IV

Emerging Issues in accounting: Responsibility accounting – Concept and Objectives, Responsibility Centers. Human Resource accounting: Concept and approaches: Inflationary accounting – concept, impact of inflation on corporate financial statements; Techniques of Inflation accounting – Replacement Cost and Current Purchasing Power.

Note: *1. This paper shall have 70% numerical and 30% theoretical questions.*
2. Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.
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Suggested Readings:

1. Anthony, Robert & Reece, et al: Principles of Management Accounting; Richard Irwin Inc.
2. Jain S.P.& Narang K.L: Cost Accounting; Kalyani, New Delhi
3. Khan M.Y.and Jain P.K: Management Accounting; Tata McGraw Hill, New Delhi.
4. Kaplan R.S. and Atkinson A.A.: Advanced Management Accounting; Prentice Hall India, New Delhi.
5. Sahaf M A Management Accounting – Principles & Practice, New Delhi, Vikas Publishing House

Operations Research

Course Code: IMBA18302CR
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective:

To develop an understanding of the concepts and the techniques of operations research as applied in business decision making.

UNIT-I

Significance, scope and applications of Operation Research in managerial decision-making ; Decision-making under certainty, uncertainty and risk situations; EMV and value of perfect information; Uses of Decision tree, Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Dominance Method and Graphical Method for solving Mixed Strategy Game.

UNIT-II

Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; Transportation problem: Various method of finding Initial basic feasible solution and optimal solution; Assignment model: Hungarian Method and its applications.

UNIT-III

Queuing Theory: Characteristics of basic Queue model; Applications of Queue model for better service to the customers; Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems; Replacement Problem: Replacement of assets that deteriorate with time, and that fail suddenly.

UNIT-IV

Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Probability considerations in PERT networks; Crashing and resource levelling of operations; Basic concepts and applications of Simulation and Markova analysis; Basic understanding of Software Applications.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Vohra- Quantitative Techniques in Management (Tata McGraw-Hill).
2. Peter C Bell- Management Science/ Operations Research, Vikas
3. Kothari- Quantitative Techniques (Vikas).
4. Akhilesh K B and Balasubramanyam S- Quantitative Techniques, Vikas
5. TahaHamdy- Operations Research- An Introduction, Prentice-Hall

Corporate Governance and Ethics

Course Code: IMBA18303CR
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The basic objective of the course is to expose students to the ethical dimensions of business decisions and to develop an understanding of corporate social responsibility and corporate governance in order to equip students to frame and institutionalize ethical business strategies.

UNIT-I

Nature and Significance of Business Ethics; Ethical Dilemmas, Personal Ethics, Morality, Religion, Etiquette, Law, Economics, Management, Professional Code; Moral and Non-moral Standards; Ethical Relativism; Moral Development and Moral Reasoning; Ethical Decision Making Model; Globalization and Business ethics- Eastern Values and western Business systems,

UNIT-II

Business Ethical Principles – Role and Types of Ethical Theories- Teleological, Deontological and Virtue; Egoism, Utilitarianism-classical, act and rule; Free Market and Utilitarianism; Kant's Ethics, Rights and Duties, Justice and Fairness-Distributive, Egalitarian, Capitalistic, Socialistic, Libertarian, Retributive and Compensatory Justice; Ethics of care; Virtue Ethics; Ethical Dimensions of Marketing, Human Resource, Production and Financial Decisions; Environmental Protection;

UNIT-III

Corporate Social Responsibility- Nature of Corporations; Corporation as Morally Responsible Agent; Nature and significance of Corporate Social Responsibility, Social Responsiveness and Social Performance; Corporate Philanthropy; Corporate Citizenship; Social Responsibility Model; Free Market Theory and Profit Maximization; Shareholders Theory, Stakeholders Theory, Social Contracts Theory;

UNIT-IV

Corporate Governance: Nature and Significance; Property Rights and Social Institution Theory, Agency Theory; Corporate Governance Model; Corporate Governance Failure; Corporate Scam; Whistle Blowing; Indian Corporate Governance; Role of Board of Directors, Auditors, and Shareholders; Accounting and Regulatory frame work, committees in India and abroad, Corporate Ethics Programme; Social Audit; Corporate Performance-Balanced Score Card, Triple Bottom Line.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Manuel G Velasquez: Business Ethics, Pearson Publications Ltd
2. John R Boatright: Ethics and the Conduct of Business, Pearson Publications Ltd.
3. Willaim H Shaw: Business Ethics, Thomson Publications.
4. Andrew Crane & Dirk Matten: Business Ethics, Oxford Publications.
5. Daniel Albuquerque: Business Ethics, Oxford Publications Ltd
6. Thomas Clarke: International Corporate Governance, Routled Publications

Business Environment

Course Code: IMBA18305DCE
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course aims to acquaint students with the environment in which businesses operate.

UNIT-I

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning.

UNIT-II

Legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: Consumer Protection Act; Changing dimensions of these laws and their impact on business. Political scenario of India.

UNIT-III

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and Labour.

UNIT-IV

Technological and socio-cultural environment: Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures Impact of culture and values: Salient features of Indian culture and values and their implications for industrialisation and economic growth.

Note: *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Adhikari M- Economic Environment of Business, Excel Books, Sultan Chand.
2. Ghosh- Economic Environment of Business, Vikas.
3. Agarwal R- Business Environment, Excel Books.
4. Bedi S K- Business Environment, Excel Books.
5. George A and Steiner G A- Business, Government and Society, Macmillan

Business Process Re-engineering

Course Code: IMBA18306DCE
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the basic concepts of Business Process Re-Engineering.

UNIT-I

Introduction to BPR: Concept of Reengineering, Need for Reengineering, Reengineering and Its Relationship with Functional Areas of Business, History of Reengineering, Benefits and pitfalls of BPR, Concept of Business Processes, Planning the process re-engineering project

UNIT-II

Implementation Process: Business Process analysis, Redesign of Business Processes, Key Enablers of BPR, Technology for BPR, Critical Success Factors, Cross Functional Teams, Mentoring, Facilitating, Models and Methodologies of BPR, Tools and Techniques of BPR.

UNIT-III

BPR with other management concepts: Total Quality Management, Quality Function Deployment, ISO standards, Enterprise Resource Planning (ERP), Software reengineering, BPR in Manufacturing Industry, BPR and Industrial engineering

UNIT-IV

Making effective Reengineering efforts: Management of Change in BPR, Strategic aspects of BPR, Virtual Ingredient – People, Top Management's Involvement, Involvement of Consultants, Empowerment and Autonomy, The IT 'Black Hole', Simulation and Key Performance Indicators, Future course of BPR in Indian organizations.

Note: *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Srinivasan, R., Business Process Reengineering, Tata McGraw Hill.
2. Laguna, Manuel, Business Process Modeling, Simulation and Design, Pearson.
3. B.R. Dey, Business Process Reengineering and Change Management, Wiley.
4. Carter, Tony, The Aftermath of Re-engineering, Viva Books.
5. Edsomwan, J.A., Organizational transformation and process re-engineering, British Library Cataloging in Pub.data.

Macro Economic Policies

Course Code: IMBA18307DCE
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -The objective of the paper is to enhance the level of knowledge of the students so as to enable them in the application of tools and techniques of macroeconomic Theory & Policy in business decision making

UNIT-I

Concepts of Macroeconomics. Monetary Standards - Gold and Paper Standards. Value of Money- Measurement and its Standards, Index Numbers - Classification, Construction and difficulties in construction and its Significance.

UNIT-II

National Income - Concept and Methods of estimation and deflation. Monetary Policy- Tools of monetary policy, Targets and effectiveness, Fiscal Policy- Instruments and application. Integration of fiscal and monetary policy.

UNIT-III

Demand for Money- Constituents and determinants. Supply of Money: Concept, Constituents and determinants. Velocity of Money- Determinants and factors influencing Velocity, Theories of Velocity of Money. Money multiplier, Quantity theory of Money- Fisher's approach and Cambridge Cash balance approach.

UNIT-IV

Saving Function- Meaning and determinants. The Paradox of Thrift. Consumption Function- Meaning, technical attributes, determinants, significance. Measures to raise propensity to consume. Investment Function- Concept of capital and investment. Classification and determinants. Investment multiplier. MEI and MEC. Measures to stimulate investment.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. R. R. Paul: Monetary Economics, Himaliya Publishing House,
2. D. M. Mithani: Money, Banking, International Trade and Public Finance, Himaliya Publishing House.
3. Gibson Williams: Macro-Economic Theory and Policy, Tata McGraw Hills.
4. Raj Kumar: Managerial Economics, UDH Publishers and Distributors Limited.
5. M. L. Jhingan and J. K. Stephenson, Vrinda Publications (Pvt) Ltd.

Business Analysis and Valuation

Course Code: IMBA18308DCE
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To provide hands on experience in valuation especially using financial analysis. This course also aims to provide students who expect at some point in their careers to evaluate the performance, prospects and value of a business.

UNIT-I

Framework for Business Analysis and Valuation Using Financial Statements: role of financial reporting in capital markets, Business activities and financial statements, Financial statements and business analysis; Strategy Analysis: Industry analysis-degree of actual and potential competition, potential sources in an industry analysis, personal computer analysis, competitive strategy analysis.

UNIT-II

Overview of Accounting Analysis: Institutional framework for financial reporting, factors affecting accounting quality, steps in doing accounting analysis, accounting analysis pitfalls.

Implementing Accounting Analysis: recasting financial statements, asset distortions, overstated assets, understated assets, liability distortions, equity distortions; approaches to valuation and identifying value drivers; Estimating the discount rate, growth rates and cash flows

UNIT-III

Business Analysis and Valuation Tools: Financial Analysis-Ratio analysis, cash flow analysis; Prospective Analysis- forecasting; prospective valuation theory and concepts; prospective analysis valuation implementation

UNIT-IV

Business Analysis and Valuation Applications: Equity Security Analysis; Credit analysis and distress prediction; Corporate financing policies; Mergers and Acquisitions- motivation for merger or acquisition, acquisition pricing, acquisition financing, acquisition outcome, communication and governance.

Note: *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Arthur J. Keown, Jhon D. Martin, David F. Scott, Financial Management: Principles and Applications, Prentice Hall of India Pvt. Ltd., New
2. Financial Engineering, Jhon F. Marshall and Vipul K. Bansal, Prentice Hall of India Pvt. Ltd. New Delhi
3. Sheridan, T., Jhon D. Martin and Anshuman, V.R., Valuation : Analysing Global Investment Opportunities, Pearson Education, New Delhi
4. Earl K. Stice and James D. Stice, Financial Accounting : Reporting and Analysis, Thmson New Delhi
Cornell, Bradfor d, Corporate Valuation, Burr Ridge, IL:Irwin Professional

Disaster Management

Course Code: IMBA18309DCE
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To acquaint students with natural & man-made disasters; disaster preparedness & mitigation; disaster recovery & response and disaster rehabilitation & reconstruction.

UNIT-I

Natural Disaster: Meaning and nature, types of natural disasters in India; Man-made Disaster: Nature and Causes, types of man-made disasters, effects of Disasters, Important terms and theoretical framework of disasters.

UNIT-II

Disaster Management: Nature and importance, disaster management cycle, Institutional framework of disaster management; Disaster management: Prevention, Preparedness and Mitigation: concept and significance.

UNIT-III

Disaster Response: Meaning, Need and importance, Disaster response Plan at Central, state and district level, managing human behaviour and response.

UNIT-IV

Meaning and Nature, Relief-Rehabilitation development continuum; Damage assessment; Development of infrastructure; Funding arrangements for Reconstruction.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Reading:

1. Bhattacharya Tushar, Disaster science and management, McGraw Hill Education pvt Ltd.
2. Singhal J. P., Disaster Management, Laxmi publications.
3. Rajan C. K and Pandharinath Navale, Earth and atmospheric disaster management: Nature and man made, B.S. Publication.
4. Pandey Mrinalini, Disaster Management, Wiley India pvt Ltd.

IMBA-IV

SEMESTER

Financial Management

Course Code: IMBA18401CR
IMBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To acquaint students to the fundamental concepts of managerial finance and policy with view to apply rich body of financial theory in corporate decision making and in creating value for shareholders.

UNIT-I

Introduction to Finance: concept, principles that form the basics in financial management, nature and scope of financial management, role of finance function in an organization, goal of the firm; Time value of money- future value and present value computation; Cost of Capital-concept, significance, determining cost of specific sources of capital, weighted average cost of capital.

UNIT-II

Capital Investment Decisions: concept and types of capital expenditures, capital budgeting process, Estimation of Cash Flows for investment analysis, Capital budgeting decision criteria:-pay-back period and post pay-back method, present value and net present value method, internal rate of return.

UNIT-III

Capitalization-Meaning, Significance, theories of capitalization, over and under capitalization; Capital Structure and Leverage- concept, factors affecting capital structure; Relevance theories of capital structure –net income approach and traditional approach; Irrelevance theories of capital structure-net operating income approach and MM hypothesis; EBIT EPS analysis; Indifference point computation; Financial and Operating Leverage, Analysis and impact of leverage.

UNIT-IV

Dividend Decision & Value of Firm: Purpose of dividend decision, objectives of dividend policy, different dividend policies, forms of dividends, Dividend relevance theories: Walters Model, Gordon's Model; Dividend irrelevance- M M Hypothesis; Corporate dividend behavior and value of firm.

Note:-

This paper shall have 60% numerical and 40% theoretical questions.

Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Reading

1. Copeland, T.E. "Financial theory and corporate policy", Pearson Education, New Delhi.
2. James, Van Horne, "Financial management policy", Pearson Education, New Delhi
3. Keown A.J. "Financial Management" Prentice Hall Of India
4. Pandey I.M., "Financial Management" Vikas Publishing House Pvt. Ltd.
5. Khan and Jain, "Financial Management" Tata Mcgraw Hill

Human Resource Management

Course Code: IMBA18402CR
IMBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The basic objective of this course is to help the students to acquire and develop decision making skills in relation to managing people in organizations and to create an understanding of the various policies and practices of human resource management.

UNIT-I

Human Resource Management. - Nature, Objectives and Significance; Challenges facing HRM; HRM in a Changing role in India; Functions of HRM- Managerial and Operative functions.

UNIT-II

Human Resource Planning-Concept and process. Job Analysis, methods and purpose of job analysis- job description, job specification and job evaluation. Recruitment Search-process, sources and methods of recruitment.Selection Process.

UNIT-III

Performance Appraisal System-Concept and Needs.Performance Appraisal Methods.Appraisalerrors.Manpower Training and Development – Concept and objectives; Determination of training needs.Methods for operatives training and management development programmes. Evaluation of effectiveness of training Programmes.

UNIT-IV

Compensation; wages, salaries and rewards.Discipline and grievance handling Mechanism.Industrial relations, Causes for good and poor industrial relations.

Note:-Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. E. Schuster Human Resource Management ,Concept ,Cases And Readings ,PHI
2. Garg Dessler , Human Resource Management, Pearson Education
3. Udai Pareek ,Training Instruments In Hrd And Od ,Tata Mac Graw Hill
4. M.S. Saiyadian , Human Resource Management, Tata Mac Graw Hill
5. Shell and Bohlander , Human Resource Management, Cengage Learning
6. Lata & Nair Personnel Management & Industrial Relations ,S.Chand

Marketing Management

Course Code: IMBA18403CR
IMBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To help students to understand about Marketing concepts, Marketing Strategies, Buyer Behavior and Marketing Trends.

UNIT-I

Changing nature of Marketing, Marketing concept, Marketing environment: Internal and External; Marketing in global environment– Prospects and Challenges; Marketing Information System-nature, significance and components, Marketing research-nature, scope and process

UNIT-II

Understanding industrial and individual buyer behaviour; influencing factors, Brief review of Buyer Behaviour Models; Selection of Target Market: Differentiated and Undifferentiated Marketing, Segmentation, targeting and positioning.

UNIT-III

Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle – strategic implications; New product development and consumer adoption process; Branding: nature and strategies; Nature and significance of pricing, Factors affecting price determination, Pricing policies and strategies.

UNIT-IV

Nature, functions, and types of distribution channels; Channel management decisions; Vertical Marketing System; Retailing and wholesaling. Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class..

Suggested Readings:

1. Philip Kotler and Kevin Lane, Marketing Management, PHI
2. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning
3. Boyd Walker, Marketing Management, McGraw Hill
4. Dalvymple, Marketing Management, Wiley India Pvt Ltd
5. Keith Flether, Marketing Management and Information Technology, Prentice Hall

Service Operations

Course Code: IMBA18404DCE
IMBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The Key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

UNIT-I

Emergence and Nature of Services, Importance of Service Sector, Role of Services, Service Tripod, Service Classification, Characteristics of Services, Service Types, Service Process- components and types, Service process model, Designing of service operations,

UNIT-II

Service Operations vs Manufacturing Operations, Location and layout Decisions for service operations, Service Environment, Employee Training and Skill development, Use of Technology in service operations, Outsourcing of services and online service delivery.

UNIT-III

Capacity Management in Services - Yield Management, Scheduling Decisions, Service Scheduling, Waiting Lines, Inventory Management, Service Operational Planning and Control, Process Analysis, Complaint Management, Service Recovery, Costing of services- Methods and Approaches.

UNIT-IV

Service delivery system – Service Blue-printing, Generic Approaches, Walk-through Audit, Service Quality-SERVQUAL & Gap Model, Designing for Service Quality – Fail-safe Service, Front-office Back-office Interface, Service cape-Implication for Service Design, Service Package, Service Facility Location

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Richard Metters, Kathryn King-Metters, Madeleine Pullman “Service Operations Management”, Thomson
2. Cengiz Haksever, Roberta S. Russell, Barry Render, Robert G. Murdick, “Service Management and Operations, 2/e”, Pearson Education,
3. Fitzsimmons, James, “Service Management: Operations, Strategy, Information Technology”, McGraw-Hill.

Decision Support System

Course Code: IMBA18405DCE
IMBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the basic concepts of Decision Making and Decision support systems (DSS), its characteristics and architecture, tools and techniques of DSS.

Unit-1

- Introduction to – Concepts of Data, Information, Information Systems & End Users.
- Systems Concepts: Open System, Closed System; Information Systems and Systems Concept.
- Building Information System: System Analysis and Design - Systems Development Cycle (Identification of Requirements, Feasibility Study, System Analysis, Design And Implementation)

UNIT-II

- Management Information System – Basic Ideas, Concepts, Evolution of MIS, Information Technology (IT) and MIS
- Managerial Decision Making – Decision Making Process, Types of Decisions, Group Decision Making features of CBIS
- Decision Support Systems: An Overview Of DSS, Characteristics of DSS; Capabilities of DSS, Classification of DSS, Relevance of Relational Database Design in Decision Making

UNIT-III

- Components of Decision Support Systems: Model Base Management Subsystem, Database Management Subsystem, Knowledge Management, User Interface (Dialog) Management Subsystem.
- Constructing A DSS: Development Process (SDLC, Prototyping), DSS Generators, Programming Languages and Software Tools used in DSS Development.
- Model Base Management System: Types of Models – Certainty, Uncertainty, Risk Structures, and Simulation Technique.

UNIT-IV

- Knowledge Base Management System: Knowledge, Knowledge Base, Expert Systems and Components of Expert Systems.
- Inference Techniques: Forward Chaining, Backward Chaining.
- Knowledge Representation Techniques: Rules, Frames, Semantic Networks
- Data warehousing: Concepts in Data warehouse, Data mart, Data mining, Online Analytical Processing (OLAP)

Note:-Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Turban, Efrain, Decision Support & Intelligent Systems, Pearson Education
2. Marakas, George.M, Decision Support Systems in the 21st century, Pearson Education
3. Laudon, “Managing A Digital Firm”, Pearson Publishing.

Management of Public Enterprises

Course Code: IMBA18406DCE
IMBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The basic aim of this course is to expose the student to the unique challenges and role of public enterprises in a complex and highly dynamic business environment of India.

UNIT-I

Concept and growth of Public enterprises in India, Objectives and role of Public Enterprises; Forms of Public enterprises: Departmental undertaking, Statutory Corporations, Government Companies including holding companies, joint sector enterprises; New Economic Policy: Impact on Public Sector.

UNIT-II

Management of Public Enterprises in India: composition, Powers, functions and types of Board of Public Enterprises, Bureau of Public Enterprises; Accountability and control of Public Enterprises:- Parliamentary, Ministerial and Audit controls.

UNIT-III

Performance Assessment of Enterprises: Measurement of Efficiency, Profitability and contribution to nation's economy; Pricing and Public Enterprises.

UNIT-IV

Issues in Public enterprises: The Performance Contract system (MOU), Privatization, Procedure and assessment; The Environment: Financial Public Relations, Public relationship with Government and consumer.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. A.N. Aggarwal: Indian Economy, Delhi: Wiley Eastern Ltd.
2. Dutt and Sundharam: Indian Economy, Delhi: S. Chand & Co.
3. V.V. Ramanadhan (ed.), Public Enterprises and Developing World, London: Groom Helm.
4. A.H. Hansen: Public Enterprises and Economic Development, London: Rutledge and Kegan.
5. LaxmiNarain: Principles and Practice of Public Enterprises Management, New Delhi: S. Chand & Co.
6. S.C. Kuchhal: The Industrial Economy of India. Agra: Chitanya Pub. House.

Tourism Management

Course Code: IMBA18407EDCE
IMBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The aim of the course is to help students in understanding the nature of tourism phenomenon, role of international and national tourism organisation, travel agency and tour operation business and basic of hospitality operations.

UNIT-I

Tourism Fundamentals: Concept, Definition and Significance of Tourism, Components and Types of Tourism (International and Domestic Tourism, Outbound Tourism & Inbound Tourism), Types of Mobility (Visitor, Excursionist and Tourist).

UNIT-II

Tourism Organizations: World Tourism Organization(WTO), International Air Transport Association(IATA), Pacific Area Travel Association(PATA), International Civil Aviation Organization(ICAO), Universal Federation Of Travel Agents Association (UFTAA), Travel Agents Association of India (TAAI), Ministry of Tourism, Govt. of India, Department of Tourism, Govt. of J&K, Jammu And Kashmir Tourism Development Corporation(JKTDC).

UNIT-III

Tourism Business: Growth of Travel Agency, Modern Travel Agency, Functions of Travel Agency (ticketing, facilitation, special services, bookings and cancellations), Package tour and its types. Packaging a Tour, Tour Brochure, Approval procedure for Travel Agents & Tour operators.

UNIT-IV

Hospitality Management: Concept of Hospitality and its role in the development of tourism, Type of accommodations available, Different categories of hotels, Different departments of hotel (Front Office, Food and Brewages, and House Keeping), Types of hotel plans, Different types of restaurants.

Note: *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Aggrawal, Surinder: Travel Agency Management: Communication India.
2. Brymer, Robert A.: Introduction to Hotel and Restaurant Management, Hub Publications, Co., Iowa.
3. Burkart&Madlik: Tourism- Past, present and future, Heinemann, London.
4. Christopher J. Holloway: The Business of Tourism: Macconald and Evans.
5. Cooper, Fletcher et al, Tourism Principles & Practices, Pitman.

IMBA-V

SEMESTER

Production and Operations Management

Course Code: IMBA18501CR
IMBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective:

The course is designed to acquaint the students with decision making in Planning, scheduling and control of Production and Operations function, productivity improvement in operations through layout engineering and quality management etc.; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

UNIT-I

Production and Operations Management- an overview; Nature and scope of Production/ Operations Management; Historical perspective of Operations Management; Operations as a System:- Continuous and Intermittent production system, flow, batch and job type of production; Operations strategy and elements of operations strategy; Facility location: Factors affecting plant location, Brown and Gibson Model of plant location

UNIT-II

Manufacturing systems and layouts: Product, Process and cellular layouts, layout planning and Analysis; Production Process Planning and Design: factors affecting process design; Assembly Line Balancing; Production Planning and Control – An overview; types of Production Planning and Control; Aggregate planning:- Concept, strategies and costs

UNIT-III

Materials Requirement Planning (MRP)-I & II, Enterprise Resource Planning (ERP): Concepts & objectives; Master Production Scheduling (MPS): objectives and procedure for developing master production schedule; Materials Management: An overview; Basic concepts of Material Handling; Material Planning and Inventory Control; Inventory Control: Costs and objectives; Inventory control techniques; ABC Analysis: Just in Time (JIT); Economic Order Quantity Models and their applications under normal and discount considerations.

UNIT-IV

Quality Management and Quality Assurance: Statistical process control–Control Charts for Attributes and Variables; Acceptance sampling: - Concept and significance; Six Sigma: concept & significance; Total Quality Management (TQM) ; ISO-9000- Concept and Significance; Value Engineering:- Basic Concepts; Maintenance Management – Preventive and Breakdown Maintenance; Purchase Management and Purchasing Procedure;

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Adam, E.E. & Ebert, R.J. Production and Operations Management. New Delhi, Prentice Hall of India.
2. Amrine Harold T. Manufacturing Organizations and Management. Englewood Cliffs, New Jersey, Prentice Hall.
3. Buffa, E.S. Modern Production Management, New York, John Wiley.
4. Chary, S.N. Production and Operations Management, New Delhi, Tata McGraw Hill,
5. Dobler, Donald W and Lee, Lamar. Purchasing and Materials Management. New York, McGraw Hill.
6. Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore, McGraw Hill.

Income Tax Law and Practice

Course Code: IMBA18502CR
IMBA 5th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the basic concepts of Income Tax Law and Practice, so that same are later on used in corporate tax planning.

UNIT-I

Introduction: Introduction to Income Tax Law; Scheme of Taxation; Important concepts necessary for understanding the frame work of the Income Tax Act, 1961; Concept of Income; Exempted and partially exempted incomes. Scope of Total Income and Residential Status: Concept of Total Income; Meaning and Treatment of Agricultural Income; Incidence of Tax; Residential Status of an Individual, a Firm/Association of Persons and a Company; Deduction from Gross Total Income.

UNIT-II

Income from Salaries: Conditions for Chargeability of Salary; Basis of Charge; Meaning, Types and Taxability of Allowances; Meaning, Types and Taxability of Perquisites; Meaning, Types and Taxability of Provident Funds; Treatment of Retirement Benefits; Deduction from Salaries and Computation of Taxable Salary. Income from Capital Gains: Chargeability; Meaning and Types of Capital Assets; Concept of Transfer of Capital Asset; Cost of Acquisition; Computation of Capital Gain/Loss; Exemptions.

UNIT-III

Income from House Property: Chargeability; Determination of Annual Value; Treatment of Unrealized and Arrears of Rent; Computation of Income from Let Out and Self Occupied House Properties; Deductions from Income from House Property. Income under the Head Profits and Gains of Business and Profession: Chargeability; Treatment of Business Incomes: Deduction and Allowances for Expenses, Expenditures and Losses; Provisions for Depreciation on Assets; Computation of Taxable Business and Profession Income. Income from other Sources: Chargeability; Meaning, Types and Taxability of Specific and General Incomes; Computation of Income from Other Sources.

UNIT-IV

Assessment of Individuals: Computation of Total Income and Tax Liability of an Individual; Assessment of Partnership Firms: Computation of Total Income and Tax Liability of Partnership Firms. Provisions regarding Set-off and Carry Forward of Losses used while making Assessment of Individuals, and Partnership Firms.

Note:-

- 1. This paper shall have 60% numerical and 40% theoretical questions.***
- 2. Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.***

Suggested Readings:

1. Dr. Bashir Ahmad Joo and Dr. Khursheed Ahmad Mahajan, "Income Tax Law and Practices", Pragati (Vikas) Publishers.
2. Income Tax Act, BARE Act, Taxman Publications, New Delhi.
3. Singhania, V. K., "Direct Tax Law and Practice", Taxman Publications, New Delhi.
4. Singhania V.K., "Students Guide to Income Tax", Taxman Publications, New Delhi.
5. Gaur, V.P. et.al., "Income Tax Law and Practice" Kalyani Publishers, New Delhi
6. Arvind Tuli and Neeru Chadha, "Income Tax and Wealth Tax" Kalyani Publishers, New Delhi

Entrepreneurship Development

Course Code: IMBA18503CR
IMBA 5th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objective of this course is to equip students with the basic understanding of entrepreneurship development and to enable them to provide an insight into the entrepreneurship development and new venture management.

UNIT-I

Evolution and development of entrepreneurship; Challenges of entrepreneurship, Functions of an Entrepreneur; Classification of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurial opportunities; Innovations and Entrepreneurship; Success factors for entrepreneurs.

UNIT-II

Entrepreneurial growth in India; sources of entrepreneurship in India; Entrepreneurial development programmes in India- concept, need and phases; Institutions conducting entrepreneurial development programmes in India; Problems in institutional framework; evaluating development programmes.

UNIT-III

Role of an entrepreneur in economic growth as an innovator ; Generation of employment opportunities; Complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and Import Substitution; Forex earning and augmenting & meeting local demand.

UNIT-IV

Nature and characteristic of small business; steps for starting a small industry; Forms of ownership-Sole proprietorship, partnership, company and cooperative society; Factors influencing the choice; Procedure and formalities for registration; incentives and subsidies –need and problems; Incentives for development of backward areas. Institutions assisting entrepreneurs.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. David A.Kirby, “ Entrepreneurship “ Tata McGraw Hills
2. JasmersinghSain, Entrepreneurship and small Business” Deep and Deep publication
3. Holt- Entrepreneurship: New Venture Creation , Prentice-Hall.
4. Singh P and Bhanderkar A- Winning the Corporate Olympiad: The Renaissance Paradigm, Vikas
5. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business, Palgrave.

Organizational Effectiveness and Change

Course Code: IMBA18505DCE
IMBA 5th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objective of this course is to familiarize the students with basic organizational process to bring about organizational effectiveness and change.

UNIT-I

Organizational Effectiveness: concept, need and importance. Approaches to organizational effectiveness. Steps in organizational effectiveness. Relationship between organizational design, leadership and effectiveness.

UNIT-II

Factors contributing to organizational effectiveness. Strategies to improve effectiveness. Strategic role of Human element (employers, employees) in developing effectiveness. Effect of organizational structure on effectiveness.

UNIT-III

Organizational change: Definition and process, types and forms of change. Forces for change. Resistance to change. Tools for effectively introducing and sustaining change.

UNIT-IV

Issues and complexities in managing organizational change. Strategic role and impact of change on organizational performance. Ethical issues related to change. Role of vision in organizational change.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Cummings and Worley, Theory of Organization Development and Change CENGAGE Learning, New Delhi
2. French and Bell, Organizational Development Prentice Hall of India, New Delhi
3. Bennis. W.G. Changing Organizations, Tata McGraw Hill, New York
4. Richard L. Daft, Organization Theory, Change and Design CENGAGE Learning, New Delhi
5. Khandwalla, Organization Design for Excellence, Tata McGrawhill, New Delhi

Environmental Science

Course Code: IMBA18506DCE
IMBA 5th Semester

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course aims at making students conversant with the basic concepts of Environmental Science

UNIT-I

Understanding Environment: Environment: Definition, Scope and Importance, Components of Environment: Physical, Biological and Social, Concept of Ecological Balance in Nature, Ecosystem: Definition, Structure and Function, Producers, Consumers and Decomposers, Food chains, Food webs and Ecological pyramids, Energy flow in an Ecosystem, Characteristic features of a/an, Terrestrial Ecosystem, Aquatic Ecosystem.

UNIT-II

Natural Resources. Land resources: Causes of land degradation and desertification, Concept of Waste land reclamation, Forest resources: Use and consequences of over-exploitation, Water resources: Use and over-utilization of surface and ground water, water harvesting and watershed management, Mineral resources: Use and exploitation and its impact on environment. Food resources: World food problems, Concept of Sustainable Agriculture, Energy resources: Renewable and non-renewable energy sources, Role of an individual in conservation of natural resources and sustainable development

UNIT-III

Definition and levels of Biodiversity, Values of biodiversity: Commercial, ecological, social and aesthetic, Biodiversity at Global, National and Local levels. Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, Concept of Threatened species, Concept of Endemic and Exotic species, Conservation of Biodiversity: In-situ and Ex-situ conservation of biodiversity

UNIT-IV

Environmental Pollution and Issues. Human population growth and environment, Definition, Causes, consequences and control of Air pollution. Water pollution, Soil pollution. Noise pollution, Solid waste: Urban and Industrial wastes, Concept of Natural Disasters, Greenhouse gases, Global Warming, Climate Change, Acid rain and Ozone layer, Depletion

Note:-Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Bharucha, Erach, Text Book of Environmental Studies. Universities Press (India), Hyderabad.
2. Joseph, Benny, Environmental Studies. McGraw Hill Companies
3. De, Anil Kumar and De, Arnab Kumar, New Age International Publishers
4. Kanagasabai, S Textbook on Environmental Studies. PHI Learning

Hospital Administration

Course Code: IMBA18507DCE
IMBA 5th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To understand the areas and concepts of hospital administration in order to address the needs of beneficiaries at one end and hospital as a corporate organization at the other end.

UNIT-I

Definition of hospital, Philosophy and Objectives of the hospitals, Types and Classification of Hospitals, Organizational Structure, Hospital as a System, Hospital as a social system, Intramural and Extramural Functions of Hospital, Hospital Community Relationship.

UNIT-II

Meaning and Nature of Administration, Philosophy of Administration, Principles of Administration, Behavioral Concept in Administration, Overview of Hospital administration, Medical and Ancillary Services, Nursing Services, Supportive Services, Utility Services, Safety and Security in Hospitals.

UNIT-III

Meaning of Hospital Administration, Roles of Hospital Administrators, Managerial activities of Hospital Administrators, Skills of Hospital Administrators, Rationale of Hospital Administrators, Types of Hospital Administrators, Professional bodies of Hospital administrators, Code of Ethics for Hospital Administrators.

UNIT-IV

Evaluation of Hospital Services, Recent advances in Hospital Administration, Management techniques in hospitals, Understanding the counseling and Time management skills, Concept of corporate social responsibility.

Notes: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. B.M.Sakharkar, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi
2. D.C.Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi
3. G.D.Kunders, Facilities Planning and Management, Tat McGraw Hill, New Delhi
4. B.T.Basavanthappa, Nursing Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi
5. D.K.Sharma and R.C.Goyal, Hospital administration and Human Resource Management, PHI Learning Pvt. Ltd., New

System Analysis and Design

Course Code: IMBA18508DCE
IMBA 5th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the basic concepts of System Analysis and Development cycle.

UNIT-I

System Development Methodologies– System Development Life Cycle (Waterfall Model), Requirement Analysis, Feasibility Study, System Analysis, And System Design, Link Program Testing, System Testing, Conversion And Installation, System Review And Evaluation, Maintenance, Prototyping.

Identifying And Selecting System Development Project, Feasibility Study- Operational, Technical, Economical.

Tools For Analysis And Design Of Business Systems

Methodology Available: Need For Structured Techniques; Structured Techniques Available.

UNIT-II

System Requirement Specification And Analysis; Documentation Techniques For System Analysis – Context Diagram. Activity Diagrams Or Data Flow Diagrams. Activity Sheets, Data Flow Sheets, Data Stores Sheets, Data Item Sheets, Data Dictionaries; Decision Trees And Tables; Expansion, Explosion And Normalization.

UNIT-III

Detailed Design; Modulation; Module Specification; File Design; Data Base Design; Dialog (User Interface) Design, System Control And Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls And Audit Trails; System Administration And Training; Conversions And Operations Plan, Final Installation & Maintenance

UNIT-IV

Hardware And Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Managing Data Processing In An Organization; Data Processing Setup, Project Management Techniques For Managing Software Projects.

Note: *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Jeffrey. Hoffer, “Modern Systems Analysis and Design”, Pearson Edu., New Delhi.
2. Awadh. Elias M. Systems Analysis and Design. IIInd ed., New Delhi Prentice Hall of India. Coad, Peter & Edward, Yourdon. Object- Oriented Analysis .IIInd ed. Englewood Cliff, New jersey, Yourdon Press
3. Hawryszkiewycz, I.T. Introduction to system Analysis & Design IIInd ed., New Delhi Prentice Hall of India.
4. Marco. T.D. Structure Analysis and systems specification New Delhi, Yourdon Press.

IMBA-VI

SEMESTER

Research Methodology

Course Code: IMBA18601CR
IMBA 6th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The course aims at familiarizing the students with the principles of scientific methodology in business enquiry and to develop analytical skills of business research, data analysis and professional communication.

UNIT-I

The Hallmarks of scientific research – The Research Process for Applied and Basic Research – Concepts in Research- Constructs, Theory, Concepts, Variables, Model; Research Question; Research Problem; Hypothesis-concept, types and development; Research design, Exploratory, Descriptive, – Cross sectional and Longitudinal, Causal- Experimental Research Design.

UNIT-II

Secondary Data Sources - Types and Purpose; Primary Data; Data Types Nominal Ordinal Interval and Ratio, Measurement of Data – Sources of error in Measurement, Nature of measurement Scales; Validity, Reliability and Practicality of Measurement scales; Scale Development- Comparative and Non-Comparative Scales; Questionnaire Designing– Guidelines; Electronic Questionnaire Design; Surveys; Focus Groups, Interviewing, panels, Observational Study,

UNIT-III

Sample Design Process; Probabilistic and non-probabilistic sampling; Sample Size- Accuracy, Precision and Confidence issues; Hypothesis Testing- Parametric Tests- one sample and two sample z-test and t-test, F-test, ANOVA one way two way; Basic understanding of Factor Analysis, Cluster Analysis, Discriminant Analysis, Multidimensional Scaling, Structural Equation Modeling, Application of SPSS Package;

UNIT-IV

Non-Parametric Tests- Chi-square test for independence of attributes and goodness of fit, Basic understanding of Sign test for paired data, Rank sum test, Kolmogorov-Smirnov test for goodness of fit, comparing two populations, Mann–Whitney U test and Kruskal Wallis test, One sample run test; Application of SPSS Package; Report writing-purpose, Integral parts of a report.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Donald R. Cooper and Ramela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, New Delhi,
2. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York.
3. Donald H. McBurney, Research Methods, Thomson Asia Pvt. Ltd. Singapore.
4. William G. Zukmund, Business Research Methods, Cengage Learning.
5. Ranjit Kumar, Research Methodology, Sage Publications, London, New Delhi.

Public Administration

Course Code: IMBA18602CR
IMBA 6th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: - The Key objective of this course is to acquaint the students with planning, executions, monitoring and controlling of activities in the public administration to train them in public administration decisions. The candidates are also expected to appreciate the role public servants play in the welfare and development of public and nation building.

UNIT-I

Public Administration- Evolution and significance; Wilson's vision of Public Administration; Weber's bureaucratic model and post-Weberian Developments; Participative Management (R. Likert, C. Argyris, D. McGregor); Riggsian models; Evolution of Indian Administration: Kautilya's Arthashastra; Mughal administration; Legacy of British rule in politics and administration; Good Governance, Impact of liberalisation on administration in developing countries.

UNIT-II

Administrative Law, Delegated legislation; Administrative Tribunals; Right to Information; Development administration; 'Antidevelopment thesis'; Bureaucracy, democracy and development; Models of policy-making; State theories and public policy formulation; Public borrowings and public debt; Budgets – types and forms; Budgetary process; Financial accountability; Parliamentary control of public expenditure; Role of Controller General of Accounts and Comptroller and Auditor General of India.

UNIT-III

Union Government and Administration (Indian): Executive, Parliament, Judiciary-Functions; Cabinet Secretariat; Prime Minister's Office; Central Secretariat; Ministries and Departments; Boards; Planning Commission, National Development Council; Process of plan formulation at Union and State levels; Union-State administrative, legislative and financial relations; Finance Commission; State administration and District Administration-structure; Civil Services;

UNIT-IV

Administrative Reforms Important Committees and Commissions; Rural Development: Institutions, agencies and programmes; Panchayati Raj; 73rd Constitutional amendment; Urban Local Government: Municipal governance; 74th Constitutional Amendment; National Police Commission; Investigative agencies; Reforms in Police. National Human Rights Commission; Disaster management; Emerging issues and challenges to Indian administration.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Avasthi A. Central Administration: Tata McGraw Hill: New Delhi.
2. Basu, D. D. Introduction to the Constitution of India; Prentice Hall: New Delhi
3. Khera, S.S. The Central Executive: Orient Longman: New Delhi.
4. Singh Hoshier and Singh Mohinder. Public Administration in India: Theory and Practice; Sterling Publishers Private Ltd., New Delhi.
5. A.R. Tyagi Public Administration, Atma Ram, Original from the University of Michigan

Consumer Behavior

Course Code: IMBA18603CR
IMBA 6th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective:

The aim of the course is to provide students with an understanding of the theories and concepts of buyer behavior, to improve skills in the research and analysis of customer segments, demand, and market potential and to utilize knowledge of buyer behavior to enhance strategic decision making

UNIT-I

Consumer behavior: definition, nature and scope. Interdisciplinary and multidisciplinary characteristics. Marketing concept, societal marketing concept, social responsibility and ethics in consumer behavior.

UNIT-II

Consumer decision-making process: Routinised response, limited and extensive problem solving behavior. Howard-Sheth, Engell, Kollat-blackwell and Nicosia models of consumer decision-making.

UNIT-III

Consumer motivation: Needs, goals and their interdependence. Rational vs. emotional motives, Dynamic nature of motivation, Hierarchy of needs. . The consumer research process, quantitative and qualitative research. Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept.

UNIT-IV

Consumer perception: Absolute and differential threshold, subliminal perception. Perceptual selection, organization and interpretation. Consumer learning: Motivation, cues, response and reinforcement. Behavioral learning and cognitive learning theories. Personality and consumer behavior: Nature of personality, Freudian, Neo-freudian and trait theories. Role of personality in understanding consumer diversity. Impact of social class, culture, subculture and cross-cultural factors on consumer behavior. The process of opinion leadership and motivation behind opinion leadership.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Leon G.Schiffman & Leslie Lazar Kannk, Consumer Behaviour, Prentice-Hall of India
2. Reynolds & Wells: Consumer Behaviour - Mcgraw Hill, International.
3. James F.Ingel Roger.D. & Blackwell - Consumer Behaviour - Dryden Press
4. S.C.Mehta - Indian Consumers - Tata McGraw Hill.

Export Management and Documentation

Course Code: IMBA18604DCE
IMBA 6th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The course shall provide an exposure to students regarding export management and documentation procedures.

UNIT-I

Export Management - Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export. Selection of Products and Identification of Export Markets: Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for a company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

UNIT-II

Export Marketing Channels and Export Sales Contract - Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

UNIT-III

Export Finance and Pricing - Preshipment Finance, Postshipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

UNIT-IV

Formalities of Registration and Export Documentation -Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC' /CB's Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Cherunilam, F - International Trade and Export Management, Himalaya Publishing Houser
2. Varshney R.L, Bhattacharya B-International Marketing Management, Sultan Chand & Sons,
3. Keegan J Warren – Global Marketing Management, Pearson,
4. Verma M.L. : Foreign Trade Management in India : Vikas Publishing House, New Delhi.
5. Bhashyam S: Export Promotion in India-The Institutional Infrastructure: Commonwealth Pub., New Delhi.

Sales and Distribution Management

Course Code: IMBA18605DCE
IMBA 6th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: - The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and efficient marketing channels.

UNIT-I

Nature and Scope of Sales Management; Objectives and functions of Sales management; Nature of Selling; Overview of Selling Process and Selling Theories; Prospecting for customers; Designing and delivering of sales presentation; Modes of sales presentation, Recruiting and selecting Sales Personnel – Methods and administering selection procedures;

UNIT-II

Developing Sales Training Programs, Executing and Evaluating sales training programs; Motivating Sales Personnel, Overview of basic motivational theories; Compensating sales personnel, Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes, Comparing standards with actual performances of sales personnel;

UNIT-III

Objective and Types of Quotas, Quota setting procedure, Administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories;
An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Planning and organizational Patterns in Marketing Channels - Traditional vs. Vertical Marketing system, Channel Conflict and its management; Marketing Channel Design Process; Channel Management Decisions

UNIT-IV

Channel Intermediaries- Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Assessing Performance of Marketing Channels; Role of Information System in Distribution Channel Management;

Note: *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings :

1. Still, R R. & Cundiff; Sales Management, Englewood C
2. Tanner, J; Honeycutt ED; Erffmeyer Robert C.; Sales management: Pearson Education.
3. Anderson, R. Professional Sales Management. Englewood Cliff, New Jersey, Prentice Hall Inc.
4. Anderson, R. Professional Personal Selling. Englewood Cliff, New Jersey, Prentice Hall Inc.
5. Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D Irwin

Production Planning and Control

Course Code: IMBA18606DCE
IMBA 6th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective:

To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions and the real world problems in production planning and control.

UNIT-I

Forecasting for Production: Objectives, Factors affecting accuracy of forecast, Methods of forecasting; Production Planning to meet regular and Seasonal demands, Routing, Loading, Scheduling dispatching and Progress Chart.

UNIT-II

Aggregate Planning, Job Shop Planning, Line Balancing, Planning Versus Execution.

UNIT-III

Materials requirement Planning, Perspective, Bill of Materials, Master Production Schedules, Inventory Status, Methodology, Explosion of requirements, Determining gross/Net requirement and various reports.

UNIT-IV

Various documents used in Production Planning and Control. Application of Computers in PP and C; Role of Inventory Planner in Production Planning, Use of Inventory turn to stimulate Productivity improvements, effect on service level, ROI, Integration of Sales forecast, Production Planning and Inventory Management.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Burbidge. Principles of Production Control. Macdonald and Evans
2. Greene, James H. Production and Inventory Control Handbook. McGraw Hill.
3. McLeavey, Dennis W. And Narasimohan S.L. Production and Inventory Control. Prentice Hall.

Foreign Direct Investment Management

Course Code: IMBA18607DCE
IMBA 6th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To acquaint students with the international dimensions of Indian economy and to study the structure, organization, impact and role of foreign direct investment on Indian economy.

UNIT-I

Foreign direct investment: Meaning, Features, Objectives of FDI, International trade and economic growth and development Recent Economic Developments, Relationship of FDI with economic development, Sources and Consequences of Foreign Direct Investment, Limitations and Dangers of FDI.

UNIT-II

FDI in India: Reforms undertaken for the promotion of FDI in India, Entry Options for Investors in India, Impact of Foreign Direct Investment on Economic Growth of India, Nature of global capital inflows-FDI, FII, Private Equity and Hedge Funds, Orientation of foreign firms, FDI policy in India, Types and permission routes, Different sectors permitted for FDI in India, Strategy and Organization of Multi National Companies.

UNIT-III

Foreign Direct Investment: Mode, Determinants, Foreign Investments- FDI, FII, FPI on national treatment factor, Capital Budgeting for Foreign Direct Investment, difficulty in evaluating foreign projects, the adjusted present value technique, selecting the appropriate discount rates, actual practice of capital budgeting, FDI in EOUS/SEZS/Industrial park/EHTP/STP, , Role of Technological collaboration in Foreign Direct Investment, Foreign Technology Agreements.

UNIT-IV

Policy and Regulatory Framework towards FDI in India, FEMA, Remittance, Reporting and Violation.

Notes: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. M.L.Varma. International Trade, (Vikas Publishing House Pvt. Ltd) New Delhi
2. Francis Cherunilan. International Business, (Text & Cases) Prentice hall, New Delhi
3. M.L.Jhingan. Public Finance & International Trade. Vrinhda Publications Pvt. Ltd.
4. Justin Paul. International Business. Prentice Hall of India, New Delhi.

IMBA-VII

SEMESTER

Strategic Management

Course Code: IMBA18701CR
IMBA 7th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objectives of this course are to integrate the skills and knowledge students have acquired in functional areas and develop in students a holistic perspective of the enterprise and critical business skills needed to plan and manage strategic activities effectively.

Unit: I

Nature, scope, and relevance of strategic management; strategy vs operation decisions, Strategic decision-making process. Building organisation's vision, mission,; Porras's BHAG framework-core purpose and core value, Prahalad's concept of Strategic intent. Hamel's framework of Core-competence.

Unit: II

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques SWOT(strengths, weaknesses, opportunities & threats). Industry level analysis: Porter's five forces model(modified). Methods and techniques used for organizational appraisal: Porter's Value chain analysis

Unit: III

Role of resources and capabilities in strategy formulation. Appraising resources and capabilities in strategy formulation. Corporate level strategies: Stability, Expansion, Retrenchment and Combination strategies. Corporate level analysis (BCG, GE Nine-cell). Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies.

Unit: IV

Strategic control and operational Control; Organization Structure and Strategy as implementation-Control tool; Strategic Leadership: Development & Implementation, Corporate Culture: Execution and Control.

Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Michael E. Porter. What Is Strategy? Harvard Business Review.
2. Cynthia A. Montgomery. Putting Leadership Back into Strategy. Harvard Business Review.
3. James C. Collins and Jerry I. Porras. Building Your Company's Vision, Harvard Business Review
4. Jim Collins and Jerry Porras, Built to Last: Successful Habits of Visionary Companies, New York: HarperCollins.
5. Henry Mintzberg, Bruce Ahlstrand, and Joseph Lampel, Strategy Safari: A Guided Tour through the Wilds of Strategic Management, New York: Free Press

International Business

Course Code: IMBA18702CR
IMBA 7th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -The course seeks to make students understand business environment and trade related concepts in global context.

UNIT-I

Growth of international business: Evolution and Development of international business, Factors leading to growth in international business, Globalisation, Multinationals; Impact of MNC's in developing countries. Environment of international business: economic, political, legal and cultural environment.

UNIT-II

Porter's model; Prahalad and Doz's strategy model, Bartlett & Ghoshal's Model of TNCs. Foreign Direct investment; Foreign Institutional Investment, Organizational structures; evolution and change in global organizational structures; various forms of structures. Control systems and procedures.

UNIT-III

Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory, Vernon's Theory of International Product Life Cycle. Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment. Convertibility of Capital Account.

UNIT-IV

Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Aswathappa- International Business. Tata McGraw-Hill.
2. Daniels- International Business. Pearson Education.
3. Deresky H- International Business. PHI
4. Hill C W- International Business. Tata McGraw-Hill
5. Varma M L- International Trade. Vikas Publishing House

Indian Financial System

Course Code: IMBA18703CR
IMBA 7th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To enable the students to acquire basic understanding of the structure, organization and functioning of the financial system in India. The course also aims at exposing the students to new financial instruments and their implications in the existing regulatory framework.

UNIT-I

Introduction: Overview of the Indian Financial System, Structure and organization, financial system and economic growth, Reforms in the Indian Financial system, objectives of financial system reforms, Financial markets: Money and capital markets- Features, objectives and role.

UNIT-II

Financial Institutions: Meaning, Discount and acceptance houses, Merchant Banks, Investment companies, Development banks, Special Financial Institutions: Need, Objectives and functions of IDBI, IFCI, SFCs, ICICI, EXIM Bank of India, Cooperative Banking Institutions: Features and Structure. Non-Banking Finance Companies: Meaning, Role, Types of NBFCs.

UNIT-III

Financial Intermediaries: Mutual Funds, History, Role as a financial intermediary, Organisation and Structure, Types of Mutual Fund Schemes, Association of Mutual Funds in India. Insurance industry, Origin and Development, Types, Role and functions of Insurance, Regulatory and Development Authority of India (IRDA).

UNIT-IV

Financial services: Venture Capital Financing: Meaning, Steps and methods, Factoring: Meaning, Types, costs and benefits of factoring, difference between factoring and forfeiting, Leasing: Meaning, Definition, Types of leases, Underwriting: Meaning and benefits, Credit Rating Agencies: Meaning and role of such agencies (CRISIL, CARE, ICRA, SMERA).

Note:-Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Dr. S. Gurusamy. Financial Markets and Institutions. Tata McGraw Hill.
2. Vasant Desai. The Indian financial system and Development. Himalaya Publishing House.
3. I.M.Pandey. Financial Management. Vikas Publishing House.
4. M.Y.Khan and P.K.Jain. Financial Management. Tata McGraw Hill Education Pvt. Ltd.
5. Bhole. Financial Institutions in Market. Tata McGraw Hill.

Total Quality Management

Course Code: IMBA18705DCE
IMBA 7th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objective of the course is to develop a deep insight of quality among the students and the current reliance of quality principles in the competitive era.

UNIT-I

Basic Concepts in Quality, Dimensions of Quality, Quality costs, Quality Philosophies- Contribution of Deming, Juran, Taguchi and Crosby to quality, Comparison of Quality Philosophies.

UNIT-II

Customer Perception of Quality, Total Quality Management-Historical Review, TQM Framework, Stages in TQM Implementation. Barriers to TQM Implementation Employee Involvement in Quality Management.

UNIT-III

The seven tools of quality, Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal. Concept of six sigma, Continuous Process Improvement –Kaizen, Kanban and JIT. Quality Function Deployment (QFD)

UNIT-IV

Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Quality Auditing, ISO 14000 – Concept, Requirements and Benefits.

Note Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Rose J.E., Total Quality Management, Kogan Page India Pvt., Ltd.
2. James R. Evans & William M. Lidsay, The Management and Control of Quality, South-Western Thomson Learning.
3. Feigenbaum.A.V. “Total Quality Management, McGraw-Hill.
4. Oakland.J.S. “Total Quality Management Butterworth – Heinemann Ltd., Oxford.
5. Narayana V. and Sreenivasan, N.S. Quality Management – Concepts and Tasks, New Age International.

Management of Training and Development

Course Code: IMBA18706DCE
IMBA 7th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The purpose of this paper is to provide an in-depth understanding of the role of Training and development in the HRD, and how to manage the process of T& D for smooth empowerment of human capital.

UNIT-I

Basic Concepts: Education, Training, Development. Principles of Training, objectives, and Necessity of Training.

UNIT-II

Responsibilities and Challenges to Training Managers. Principles of learning, theories of learning and learning organizations. Training Policy.

UNIT-III

Identification of Training Needs, planning for Training programme, training aids, preparation of trainees. Training methods- on the job, off the job and off the organization. Evaluation of Training Programme.

UNIT-IV

Executive development process. Sources of knowledge and acquisition. Types of developmental programmes, under study assignment, job rotation, sensitivity training, committee assignment, transactional analysis and inter establishment training.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower
2. Buckley R & Caple, Jim. The Theory & Practice of Training, London, Kogan & Page.
3. Lynton, R. Pareek, U. Training for Development. New Delhi, Vistaar.
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gowerm
5. Reid, M.A. etc. Training Interventions: Managing Employee Development. London, IPM,

Internet and Web Management

Course Code: IMBA18707DCE
IMBA 7th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students well versed with Internet technologies and web management.

UNIT-I

Networking Devices :Repeaters, Switches, Hub, Bridge, Router, Cables and Connectors. Network Interface Card (NIC).

Internet- introduction, evolution, Basic terms, Getting connected to Internet, Internet Applications, data over Internet. Internet tools- Web Browser, Browsing web using Internet Explorer, E-Mail, Search Engines, Instant Messaging, Chat, Uploading and Downloading, attachments.

UNIT-II

Dot Com Concepts: Dot Com companies Vs. Brick and Mortar companies, Critical success factors for Dot Com companies, Hybrid companies

Security of Data Transfer – Cryptography - Encryption and decryption of data
Digital Signatures, Cyber Laws

UNIT-III

What Is VBScript- Adding VBScript Code to an HTML Page, VBScript Data Types, VBScript Variables, VBScript Constants, VBScript Operators.

Using Conditional Statements- Looping Through Code, VBScript Procedures
CodingConventions- VBScript and Forms, Using VBScript with Objects.

UNIT-IV

Configuration and features of Internet Information Server(IIS), Configuration and features of Apache Web Server; SERVER Side Programming using ASP

Data types in ASP, Writing Sub Procedures and Function in ASP, Server side validation using ASP

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Coleman, Pat and Peter Dyson Internet BPB Pub. Delhi.
2. Belesis Peter Dynamic HTML unleashed, New Delhi, Techmedia.
3. Ricart, Alberto Manuel and Stephen Asbury Active Server Pages 3, IDG books, Delhi
4. Mitchell Scott ,Atkinson James ,Active server pages 3.0 in 21 days, Techmedia
5. Thomas Powell, The complete reference HTML XHTML, TMH publishers

Leadership and Organization Dynamics

Course Code: IMBA18001GE
IMBA 7th Semester
Credits: 2

Term End Exam: 50
Min. Pass Marks: 40%

Course Objective: This course aim to make students well versed with leadership and organization dynamics.

UNIT-I

Leadership, meaning, importance, types of leadership, leadership styles, and leadership theories.
Basis of Power, Organization structure, authority, and Delegation.

UNIT-II

Organization Culture and Climate, Change management, Organization development Process and techniques, social responsibilities of organizations. Learning organizations.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Hersey, Paul, Ken Blanchard, & Dewey E. Johnson .Management of Organizational Behavior: Leading Human Resources. Pearson Prentice Hall
2. Robert J., Paul J. Hanges, Mansour Javidan, Peter Dorfman, Vijay Gupta. Culture, Leadership, and Organizations House,: The GLOBE Study of 62 Societies Sage Publications.
3. Stephen P. Robbins Timothy A. Judge Seema Sanghi. Organizational Behavior. Pearson Education

Name of Course Instructor: Dr. Ajaz Akbar Mir

Leadership Development

Course Code: IMBA18001OE
IMBA 7th Semester
Credits: 2

Term End Exam: 50
Min. Pass Marks: 40%

Course Objective:-The purpose of Leadership Development is to enable students to prepare themselves to become leaders of organizations and to embark on paths of personal leadership development. LD requires personal curiosity and reflection from students as well as personal openness and sharing in class discussions, leadership development groups, and one-on-one sessions. Leadership development concepts used in the course will be immediately applicable for students and useful for the rest of their lives.

Unit-I

Nature and scope of Leadership; management and leadership; Leading Change, resistance to change; Leader as an individual; personality and leadership; transactional versus transformational leadership; Developing leadership diversity and its challenges .

Unit-II

Trait Approach, Behaviour Approaches, Contingency Approaches; The Contingency Approach, Fiedler's Contingency Model, Hersey and Blanchard's Situational Theory, Path-Goal Theory; Strategies for development of leadership pipeline strategies.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggesting Readings:

1. Andrew J. DuBrin, Leadership: Research Findings, Practice, and Skills, Cengage Ltd.
2. Robert N. Lussier & Christopher, F. Achua, Leadership: Theory, Application, & Skill Development Cengage Ltd.
3. Richard L. Daft, The Leadership Experience, Cengage Ltd.
4. Ubben, Hughes & Norris, Creative Leadership for Excellence in Schools, Pearson Ltd, New York.

Name of Course Instructor: Dr. Majid Hussain Qadri

IMBA-VIII

SEMESTER

Money and Capital Market

Course Code: IMBA18801CR
IMBA 8th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To enable the students to acquire basic understanding of the structure, organization and functioning of the Money and Capital Market in India. The course also aims at exposing the students to the existing regulatory framework.

UNIT-I

Introduction: Financial Instruments, Financial Intermediaries, Financial Markets- Government Securities Market, Financial Guarantees Market, Foreign Exchange Market, Financial Regulation: Capital Issues (Control) Securities Contract (Regulations) Act, Malpractices in the Securities Market, SEBI: Introduction to SEBI ACT 1992, Objectives, Functions, powers, Organization of the Board.

UNIT-II

Money market: Structure of Indian Money Market- Objectives, Features, Importance, Money Market Instruments, Treasury bills- Features, Types, Auction of T-bills, Participants, Commercial Paper-Features, types, Certificate of deposit, Features, Call and Notice market, Features, Participants, Inter-Bank Participation Certificate, , Recent Developments in Indian Money Market.

UNIT-III

Primary market: Relationship between New Issues Market and Stock Exchange, Functions of New Issue Market, Methods of Issues, Red Herring Prospectus, Free Pricing regime, Book building mechanism, Players in the New Issue Market, Recent Trends, causes for Poor Performance -Suggestions.

UNIT-IV

Secondary market: Introduction, Registration of Stock Brokers, Registration Procedure, Code of Conduct for Stock Brokers, Kinds of Brokers, Regulation of stock exchanges, Listing and Delisting of securities, Trading and settlement procedure on stock exchanges, Genuine Trading Vs Speculative Trading, Kinds of Speculators, Insider Trading, Depository System.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggesting Readings:

1. Bhole, Financial Institutions in Market, Tat McGraw Hill
2. Bhalla, V K : Management of Financial Services, Anmol, New Delhi.
3. H.R. Machiraju, Indian Financial System, Vikas PublishinhHousde, New Delhi
4. Bhalla, V K and Dilbag, Singh: International Financial Centres, Anmol, New Delhi.
5. Ennew C, Trevir Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Pub.

Business Marketing

Course Code: IMBA18802CR
IMBA 8th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the basic concepts of B2B marketing, so that same can be later related in industry

Unit-1

Overview of business marketing: business market v/s consumer-goods market, Nature of demand for business markets; Nature and types of Business market customers; Organizational buying process; evaluating the competitive and technological business environment.

UNIT-II

Relationship management in business marketing; managing the product line for business markets-Core competencies, product quality, management of innovation, New product development process, Managing business marketing channels-channel selection, channel strategies, channel administration; concept of logistics interface.

UNIT-III

Business marketing communication-integrated communication programs, managing business to business advertising, managing sales force; communication budget; managing the industrial pricing function-industrial pricing process, pricing across product life cycle, price administration; concept of competitive bidding

UNIT-IV

Concept of business marketing strategy-elements of business strategy-mission, goal, objective, target; Hierarchies of strategies and role of marketing at each level of hierarchy; implementation skills.Types of marketing control and associated tools; ethical aspects in business marketing.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Business Marketing Management: B2B, Michael, D. Hutt and Thomas W. Speth Cengage learning
2. Business marketing, text and cases, Krishna K Havaladar, McGraw Hill.
3. Reader, Robert. Etc.Industrial marketing analysis, planning and control, Englewood Cliffs, Prentice hall Inc.
4. Michael H.Morris, Industrial & Organisational Marketing, Mac Millan.
5. F.Fobert Dwyer John F.Tanner, Business Marketing, McGraw-Hill.

Management of Industrial Relations

Course Code: IMBA18803CR
IMBA 8th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -The main objective of the paper is to expose students to the frameworks that help organization to maintain proper industrial relations.

UNIT-I

Concepts and significance and various perspectives of industrial relations –systems, unitarist, Gandhian, psychological and sociological approach to industrial relations. Difference between industrial relations and human resource management, Trade Unions, its growth, types and functions of trade unions.

UNIT-II

Industrial disputes, concept, types of disputes, causes and impact of industrial disputes, workers Grievance, its significance and functions, grievance handling procedure in India, five step model for grievance handling, Concept of conciliation, mediation, arbitration and adjudication in brief.

UNIT-III

Negotiation and collective bargaining, features, process of collective bargaining, concept of significance of workers participation in management, collective bargaining v/s worker's participation in management, Joint management councils, shop councils, workers committees.

UNIT-IV

Labour Welfare Measures, Concept, significance and features of Labour welfare measures, Welfare Funds – Workers Education and Training Schemes at regional, state and national level, Industrial accidents, Causes and preventions of industrial accidents.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi
2. Dwivedi. R.S. Human Relations & Organisational Behaviour, Macmillan India Ltd., New Delhi,.
3. Pylee. M.V. and Simon George, Industrial Relations and Personnel Management, Vikas Publishing House(P) Ltd., New Delhi
4. N.G.Nair, Lata Nair, Personnel Management and Industrial Relations, S.Chand,
5. Srivastava, Industrial Relations and Labour laws, Vikas

Rural Marketing

Course Code: IMBA18805DCE
IMBA 8th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The course aims at developing a conceptual understanding of the Rural Markets and economies and to develop the skills required for framing and implementation of marketing strategies for rural areas for their socio-economic development.

UNIT-I

Evolution of Rural Marketing in Indian and Global Context; Nature, Significance, Characteristics and potential of Rural Marketing; Social Perspective of Rural Marketing; Rural Vs Urban Marketing; Size & Structure of Rural Market; Indian rural marketing environment, Marketing opportunities and challenges under rural setting; Role of Central, State Government and other Institutions in Rural Marketing;

UNIT-II

Profile of Rural Marketing Dimensions & Consumer Profile; demographic details; Classification of Rural Marketing– Regulated- Non Regulated; Consumer Buyer Behaviour Model in Rural Marketing; Marketing Information System; Rural Marketing Research; Segmentation; Targeting; Position; Structure of Competition in Rural India.

UNIT-III

Product Service Classification in Rural Marketing; New Product Development in Rural Marketing; channel management- Managing Physical distribution in Rural Marketing; Integrated Marketing Communication in Rural Marketing; Advertising ; Sales force Management in Rural Marketing; Pricing Strategy in Rural Marketing.

UNIT-IV

Rural Marketing Strategy formulation; Advanced Practices in Rural Marketing; Social Marketing; Network Marketing; Green Marketing; Co-operative Marketing; Micro Credit Marketing; Public Private Partnership Model in Rural Marketing; Advancement of Technology in Rural Marketing- e- Rural Marketing, CRM & e-CRM in Rural Marketing; CSR and Marketing Ethics in Rural Marketing-

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. T.P. Gopalaswamy, Rural Marketing Environment, Problem and Strategies, Wheeler Publications
2. C.S.G. Krishna Macharyulu and Lalitha Ramakrishnan, Rural Marketing, Pearson Education
3. Awadhesh Kumar Singh Satyaprakash, Rural Marketing: Indian Perspective, Pandey New age publishers
4. R.L.Varshney & S.L.Gupta, Marketing Management, An Indian Perspective, Sultan Chand
5. V.S.Ramasamy & Namakumar, Marketing Management, Planning Implementing and Control, An Indian Context, McMillan
6. Dr. A Sarangapani, A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs

Advertising and Brand Management

Course Code: IMBA18806DCE
IMBA 8th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of advertising and brand management.

UNIT-I

Role of Integrated Marketing Communication in the Marketing Programme; Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behaviour; Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising Planning and Strategy, Creative Strategy Development and Implementation.

UNIT-II

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; Advertisement copy: its components and types, Media Mix, Advertisement Research and Market Testing.

UNIT-III

Brand-concept: Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management; Brand Identity: Conceiving, Planning and Executing (Aaker Model), Brand Loyalty, Measures of Loyalty; Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity;

UNIT-IV

Brand Positioning: Concepts and Definitions; Repositioning, Celebrity Endorsement, Brand Extension; Brand Pyramid; Branding in different sectors; Role of Information in Brand Management; Role of e-communities in Brand Management; Brand portfolio; Brands going international; Assessment of brands through research, Brand identity; Brand Revitalization; Brand re-positioning.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Rajeev Batra, John G. Myers and David A. Aaker. Advertising Management, Pearson Education.
2. Wells W., Burnet J. and Moriarty S. Advertising: Principles & Practice, Pearson Education.
3. Aaker, David, Managing Brand Equity, Prentice Hall of India.
4. Belch George E. and Belch, Michael A; Advertising and promotion, Tata McGraw Hill, New Delhi.
5. Ogilvy David, Ogilvy on advertising, London, Longman.

Materials Management

Course Code: IMBA18807DCE
IMBA 8th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course aims to arm students with a comprehensive understanding of the field of Material Management from both a strategic and tactical perspective.

UNIT-I

Materials management – Meaning and Scope, Objectives and Significance of Materials Management, Material Management in Other Areas of Management Functions.

UNIT-II

Material Planning – Introduction – Factors affecting material planning – Techniques of material planning – MRP; Purchasing, Procedure & Pricing Issues – Receipt – Storage – Issue Purchasing Management: Objectives and Functions of Purchasing Department, Purchase Policy and Procedure, Negotiations, Purchase of High Capital Equipment and their Feasibilities.

UNIT-III

Inventories – Definition-Classification of Inventories- Need for inventories – Merits & Demerits of Inventories, Inventory control techniques and principles - classification, codification, standardization – ABC analysis –VED, GOLF,FSN-HML

UNIT-IV

Basic concepts of Material Handling; Just in Time (JIT), Economic order quantity concept – Derivation of EOQ formula, modified EOQ, Economic Order Quantity Models and their applications under normal and discount considerations. Case Studies.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested books:

1. Dobler, Donald W and Lee, Lamar. Purchasing and Materials Management. New York, McGraw Hill.
2. Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore, McGraw Hill.
3. David Simchi, Levi & Philip Kaminski. Designing and Managing the supply chain. McGraw-Hill Companies Inc. Operations Now – Finch, McGraw Hill.

Technical Writing

Course Code: IMBA18002GE
IMBA 8th Semester
Credits: 2

Term End Exam: 50
Min. Pass Marks: 40%

Course Objective: To familiarize students with the mechanics of writing and enable them to write precisely and effectively. To express themselves in different genres of writing from creative to critical to factual writing and take part in print and online media communication.

UNIT-I

Personal & Social Communication: Blogs, Reviews, posting comments, tweets, cross-cultural communication, gender sensitivity in communication. Workplace Communication: strategies for writing, e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, responding to enquiries, complaints, resumes.

UNIT-II

Media & Creative Writing: Techniques of writing, Features for publication (Newspapers, magazines, newsletters, and notice-board. Research Writing: Qualities of research writing, writing abstract, developing questionnaire, dissertation, data (charts, tables) analysis, documentation, Articles for publication.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. E. H. McGrath, S.J. Basic Managerial Skills for All. Prentice-Hall of India, New Delhi
2. Diwan & Aggarwal Business Communication Excel
3. Baugh, Frayer & Thomas, How to write first class Business Correspondence, Viva Books

Name of Course Instructor: Dr. Sumaira

Data Analysis Using Excel

Course Code: IMBA18002OE
IMBA 8th Semester
Credits: 2

Term End Exam: 50
Min. Pass Marks: 40%

Course Objective: To acquaint students with data analysis using MS Excel

UNIT-I

Basic Excel environment, workbook, worksheet, worksheet components and their functions, Menus especially Formulas & Data menus
Creating a worksheets, using basic formulas and formatting, using functions, inserting charts, importing data, pivot tables and charts
Printing in Excel

UNIT-II

Analyzing data- preparing data for analysis
Parametric tests: Linear Regression and Correlation, t-test, z-test, ANOVA
Non-parametric tests: sign test, Wilcoxon and Mann-Whitney tests

Note:

1. *Lab will be based on Units I and II*
2. *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Gerald Keller, "Statistics for Management", Cengage Learning PHI.
2. Gordon S. Linoff, "Data Analysis using SQL & Excel", Wiley Publishing.
3. Albright, Winston & Zappe, "Decision Making using Excel", Cengage Learning PHI.

Name of Course Instructor: Mr. Tariq Ahmad Lone

IMBA-IX

SEMESTER

Organizational Theory and Development

Course Code: IMBA18901CR
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To familiarize the students with the basics of Organization structure and design, diagnosis of organizational health and performance and the ability of the organization to adapt to change and to enable the students to act as organizational development facilitators using the knowledge and techniques of behavioral science.

UNIT-I

Organization and Organization theory: basic concepts. Strategy, Organization Design. Fundamentals of organization Structure; Mintzberg approach to organization structure. Organization efficiency and effectiveness and approaches to measuring effectiveness.

UNIT-II

The external environment. Inter organizational relationships. Designing organization for international environment. Organization size, life cycle, and decline. Organization culture and ethical values. Innovation and change.

UNIT-III

Organization development; basic concepts. Organization diagnosis; Tools and techniques for organization diagnosis. Change agent/OD Consultant.

UNIT-IV

Foundation of OD : action research, survey feedback, systems theory, teams and teamwork, Process of OD, change model, Berke and Litwin. OD interventions; Team, Intergroup, structural and individual interventions.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. French W H And Bell Ch , Organization Development, Prentice Hall of India, New Delhi.
2. Huse F E And Cumming T G , Organizational Development and Change, New York West.
3. Khandwalla D W, Organizational Designs for Excellence, Tata McGraw Hills.
4. French W L, Organizational Development Theory, Practice And Research, Universal Book Staff, New Delhi

Strategic Marketing

Course Code: IMBA18903CR
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The basic aim of the course is to expose the students to the strategic framework that keeps organizations relevant and effective in the competitive markets.

UNIT-I

New Paradigms in Marketing; Corporate strategy vs. Strategic Marketing; Nature, scope and tasks of Strategic Marketing; Strategic Marketing vs. Strategic Marketing; Overview of Strategic Process; Strategic Intent-Vision, Mission

UNIT-II

Nature and components of marketing environmental, Assessing internal environment; SWOT analysis; PEST analysis, Porter's Five Force Model; Customer analysis; Competitor analysis- levels of competition, competitive advantage; competitive intelligence; competitive strategies; Resources-based view of competitive advantage, Creating and sustaining competitive advantage; Value Chain Analysis; Resources audit and utilization.

UNIT-III

Nature and Scope of Marketing Strategy; Strategic market planning; Strategic position and action; New Generic Strategies; Marketing Strategies for leaders, challengers, and followers; Competitive strategies for domestic players; Strategies for global players.

UNIT-IV

Models of Strategic Choice; Factors governing selection of strategy; Controlling Marketing Strategies; Methods of Performance Evaluation; Basic Control Tools, Balanced Score Card, Internal Marketing-nature and scope, Internal Marketing Mix, Difference between Internal Marketing and External Marketing, Key success factor of Internal Marketing

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. David A.Aaker, Strategic Market Management, John Wiley
2. Sahaf, M.A., Strategic Marketing, Prentice-Hall of India, New Delhi
3. Cravens, D W., Strategic Marketing Homewood Illinois, Richard D. Irwin.
4. Xavier, M.J., Strategic Marketing, Response Books- A division of Sage Publications, New Delhi
5. Orville C.Walker,Jr.,Marketing Strategy, Tata McGraw Hill, New Delhi
6. Linda E.Swayne, Cases in Strategic Marketing, Prentice Hall, New Delhi

Services Marketing

Course Code: IMBA18904DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective

The intent of this course is to introduce, discuss, and analyze several topics important to service businesses.

UNIT-I

Definition, Nature and scope of services marketing. Factors influencing the growth in Services economy – Characteristics of Services – Development of Services Marketing Thought – Opportunities and challenges in services marketing – Differences between Goods and Services – Expanded Marketing Mix for Services. Classification schemes in Services Marketing – Lovelock's Classification of Services. Exchange and relationship perspective of services.

UNIT-II

Bateson's Servuction model, Gronroos's service-system Model, Fisk's Service Theater Model, Gummesson's 30R model. Synthesized Model of perceived service quality. Liljander-Strandvik Model of relationship Quality, Different Schools of thought of services marketing. Kotler's Service marketing triangle perspectives and its modifications.

UNIT-III

Positioning Dimensions – Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps. Service recovery. Service Blueprint operation imperatives and applications. Servicescape framework and its extended models.

UNIT-IV

Measurement of Customer Service Satisfaction – Service Quality – Parasuraman et al.'s, SERVQUAL dimensions. GAP'S Analysis model and approach of services marketing, Management of Service Gaps. Customer focused service strategy concepts and application..

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler, Services Marketing: Integrating Customer Focus Across the Firm, New York, NY: McGraw-Hill Companies.
2. Wirtz, Chew and Lovelock: Essentials of Services Marketing, Prentice Hall.
3. Services Marketing: People, Technology, Strategy, Christopher Lovelock and Jochen Wirtz
- 4 Interactive Services Marketing, R.fisk, Stephen J. Grove and Joby John, Boston: Houghton Mifflin.

Customer Relationship Management

Course Code: IMBA18905DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To educate the students about the concepts and practices of CRM in the contemporary businesses and to enable them

UNIT-I

Fundamentals of Customer Relationship Management; Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, 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.

UNIT-III

Technology Dimensions- E- CRM in Business, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, 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 software.

UNIT-IV

Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer-oriented behavior, Essentials of building employee relationship, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, and aviation industry

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Rai, R.K., Customer Relationship Management: Concepts and Cases, PHI Learning, New Delhi
2. Knox, S., Payne, A., Maklan, S., Customer Relationship Management, Routledge Inc.
3. Anderson, K., Kerr, C, Customer Relationship Management, McGraw-Hill Professional
4. Sheth J. N., Parvatiyar A., Shainesh G., Customer Relationship Management: Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education, New Delhi
5. Lumar, Customer Relationship Management, Wiley India, New Delhi
- 6.

Relationship Marketing

Course Code: IMBA18906DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the concepts and significance of relationship marketing, so that same can later be related to marketing success in industry.

UNIT-I

Introduction to relationship marketing Foundational concepts: emergence of a relational approach to marketing, including the emergence of this approach within channel marketing, services marketing and business-to-business/industrial marketing; motivations for the development of relational approaches to marketing.

UNIT-II

Relationship Marketing in context: interaction and relationships in services contexts; Intra-organisational and inter-organisational interaction and relationships. Relationship marketing management, relationship success variables including trust, commitment, and shared values; social and cultural dimensions to relationships in marketing.

UNIT-III

Conceptual approaches to understanding how relationships develop over time, including life-cycle and more dynamic models. The emergence of a network approach to marketing. The role of marketing and sales departments in relationship marketing.

UNIT-IV

Strategic aspects of relationship approach to marketing: relationships as a source and context for learning and innovation; collaborative and competitive networks; relationship marketing strategy; and customer relationship management.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Peeru Ahmed & Sagadevan. Customer Relationship Management. Vikas Publishing
2. Jagdish Sheth, Atul Parvatiyar. Handbook of Relationship Marketing. Sage Publications.
3. Richard Batterley. Leading Through Relationship Marketing. McGraw Hill Book Company. Australia
4. S. Shajahan. Relationship Marketing. Tata McGraw Hill Education

E-Marketing

Course Code: IMBA18907DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course will focus on the dynamic, interactive and ever evolving field of Internet Marketing, which in the past decade has emerged as an integral part of most brands' marketing strategies for acquiring and retaining customers. This course aims to arm students with a comprehensive understanding of the field of Internet Marketing from both a strategic and tactical perspective.

UNIT-I

The Online Environment :Introduction , A background to the Internet , The impact of the Internet on society , The impact of the Internet on business, The impact of the Internet on not-for-profit organizations, Online buying behaviour, Online marketing objectives, The Internet as a tool for market research, Promoting the website offline.

UNIT-II

The Online Presence: The B2C online presence: Introduction, Niche markets, the retail website, the check-out process, Comparison Shopping Engines.

The B2B online presence: Introduction, B2B buying practices, The B2B website, Lead generation, e-Marketplaces, Online auctions and tendering.

UNIT-III

Search engine optimization:Introduction, Why is SEO so important and how do search engines work? Keyword selection, On-site optimization, Off-site optimization, Directories.

Online advertising: Introduction, Objectives and management, Where to advertise online? Online ad formats, Search engine advertising, Network advertising, affiliate marketing. Pay-Per-Click (PPC) Advertising, Google AdWords.

UNIT-IV

Permission marketing:Introduction, Email as a medium for direct marketing , Email as medium for marketing messages, Newsletters and RSS feeds, Mobile marketing.

Social media marketing:Introduction, Consumer generated content, social networks and online communities, Virtual worlds, Blogging-A Marketing Tool, Viral marketing, online public relations (webPR) and reputation management.

Integrated marketing:The Internet as part of an integrated marketing strategy.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Rob Stoke. eMarketing: The essential guide to marketing in a digital world. Independent.
2. Alan Charlesworth. Digital Marketing: A Practical Approach. Routledge
3. Prof.Vinod V.Sople. E-Marketing Text & Cases. Dreamtech Press.
4. Shayne Tilley. The Online Marketing Inside Out, Brandon Eley. SitePoint

Security Analysis and Portfolio Management

Course Code: IMBA18908CR
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at to acquaint the students with the working of security market and principles of security analysis and also to develop the skill required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions in the light of standard finance theory vis-à-vis to behavioral finance theory.

UNIT-I

Introduction: Properties of financial assets, Meaning and Concept of investment, characteristics and objectives of investments, role of security market in economy, various securities and their characteristics, mechanics of security trading; Security market Indices- computation through market value method, price weighted method and equal weighted method, sensitive index of equity prices; Various types of security markets and their functions.

UNIT-II

Efficient Capital Markets Theory-Need for efficient capital markets, efficient market hypothesis –weak form, semi strong and strong form; capital asset pricing model; stock market volatility; Risk and Return- historical and expected rates of return, mean and measurement of risk of expected and historical return, common measures of risk and return; Market Efficiency and Behavioral Finance- explanation of biases and Fusion Investing Theory; review of the efficient market paradigm and analyses of the behavioral challenge staged against it.

UNIT-III

Fundamental Security Analysis:Economic analysis – purpose, sources of information and techniques; Industry Analysis – objectives, sources of information, and techniques; Company Analysis- objectives, company analysis through financial ratio analysis.

UNIT-IV

Portfolio Management-concept, objectives, principles, Markowitz portfolio theory, the efficient frontier and investors' utility, portfolio return, covariance, correlation and variance, determination of portfolio beta and alpha, optimum portfolio; Technical Analysis:meaning, assumptions, weakness and advantages of technical analysis: Techniques: exponential average, Charting techniques, Dow Theory, Elliot wave theory, arms index.

Note:

1. ***This paper shall have 50% numerical & 50% theoretical questions.***
2. ***Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.***

Suggested Readings:

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
3. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
4. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.
5. Francies J. Clark : Management of Investments; McGraw Hill, New Delhi

Working Capital Management

Course Code: IMBA18909DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objective of the course is to acquaint students with the importance of the working capital and the techniques used for effective working capital management.

UNIT-I

Working Capital – Concepts. Components of Working Capital. Objectives of Working Capital. Determinants of Working Capital. Estimating Working Capital needs. Operating Environment of Working Capital. Approaches to Working Capital Investment – Walters approach and Trade off approach. Financing of Working Capital.

UNIT-II

Management of cash and marketable securities – Objectives and Decisions. Motives for holding cash. Managing cash flows – problems and issues. Cash forecasting – preparation of cash budget. Investment in marketable securities. Optimization models for short term investments - Baumol model, Miller-Orr model and Stone model.

UNIT-III

Management of Inventory. Components of inventory. Objectives of inventory control. Costs in inventory system. Techniques of inventory management – determination of order point, Analysis of quality discounts and safety level. Selective inventory control techniques – ABC analysis, VED analysis, FSN analysis. Emerging trends in inventory management.

UNIT-IV

Management of Receivables – Concepts. Credit Policy – components and designing the appropriate credit policy. Cost of marginal investment in accounts receivables. Monitoring receivables – issues and analysis. Strategic issues in receivables management. Payables Management – Concept and significance. Determinants of trade credit. Cost of credit. Effective management of payables.

Note:

1. *This paper shall have 50% numerical & 50% theoretical questions.*
2. *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Bhalla, V.K. Working Capital Management: text and cases, , Delhi, Anmol Publications,
2. Hampton J.J. and C.L. Wagner Working capital management, John Wiley and sons,
3. Rao K V. Management of Working Capital. New Delhi, Deep & Deep.
4. Scherr F C. Modern Working Capital Management, Prentice hall,.
5. Smith, Keith V and Gallinger G. W.. Readings on Short-term Financial Management, West Pub. Co.

Corporate Tax Planning and Management

Course Code: IMBA18910DCE

IMBA 9th Semester

Credits: 4

Cont. Assessment: 20

Term End Exam: 80

Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the concept of corporate tax planning and management, as also their implications for corporate financial decision making.

UNIT-I

Assessment of Companies: Meaning and kinds of companies under Income Tax Act, Determination of Residential Status of Companies, Computation of taxable income (Income from business and other sources only) and tax liability of companies. Advance Tax Payment for Companies: Pay as you earn scheme, Computation of advance tax and interest payable on shortfall of advance tax.

UNIT-II

Corporate Tax Planning : Concept & Scope; Tax planning differentiated from tax evasion and tax avoidance; Tax shifting and its types; Areas of tax planning; Significance, methods and problems of tax planning. Minimum Alternate Tax (MAT): Scheme of MAT in brief; Concept of Zero Tax Company; Computation of book profits U/S 115JB; Computation of tax liability under MAT provisions.

UNIT-III

Tax Planning with regard to Specific Management Decision: Lease or buy; ii) Retain or replace; iii) New capital investment (with practical problems). Tax Planning & Financial Management Decisions: Tax planning and tax implications in developing capital structure; Tax considerations in dividend policy (with practical problems).

UNIT-IV

Wealth Tax Act, 1957: Meaning of assets; Deemed assets; Exempted assets; Scope of liability to wealth tax according to citizenship and residential status of an assessee; Computation of net wealth and wealth tax liability; Valuation rules for valuation of immovable properties. .

Note: *This paper shall have 60% numerical and 40% theoretical questions.*

Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Lal, B.B and Vashist, N., "Income Tax and Central Sales Tax-Law and Practice" Pearson Education, New Delhi
2. Income Tax Act, BARE Act, Taxman Publications, New Delhi.
3. Singhania, V. K. "Direct Tax Planning & Management", Taxman Publications, New Delhi.
4. Singhania V.K. Students Guide to Income Tax, Taxman Publications, New Delhi.
5. Srinivas, E. A. "Corporate Tax Planning", Tata McGraw Hill Publishing Co. Ltd. New Delhi.
6. Wealth Tax Act, BARE Act, Taxman Publications, New Delhi

Islamic Banking and Finance

Course Code: IMBA18911DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To provide an overview of Islamic banking development and how shariah compliant retail and investment products are structured.

UNIT-I

Overview of Islamic Banking Development: early experiments with Islamic finance, Islamic Banking in Arabia: role of the Islamic Development Bank in promoting Islamic finance, Dubai Islamic House, Kuwait Finance House, Al Rajhi Banks licensed for banking operations in Saudi Arabia; South East Asian Developments- Bank Islam Malaysia, Bank Muamalat Indonesia, International bank involvement in Islamic finance- HSBC Amanah, Citigroup, UBS and Deutsche Bank.

UNIT-II

Islamic Deposit Facilities: Islamic Deposit Facilities- designing Gard Hassan and Wadiah accounts for transaction deposits, Shariah compliant savings deposits with limited transaction function, unrestricted Mudaraba investment accounts subject to periods of notice, Restricted Mudaraba investment accounts with bank returns through arrangement and management fees, Murabaha time deposits as a tool for treasury management

Unit: III

Structuring Shariah Compliant Short Term Financing Facilities: Murabaha trade financing facilities with and without client purchase guarantees-transfers of title under Murabaha contracts and the timing of single or multiple payments, bundling of commodities for Murabaha contracts and recurrent transactions, use of letters of credit and shipping documents in Murabaha transactions: Salam and parallel Salam contracts and their difference from conventional forward contracts, Tawarruq as a vehicle for obtaining a cash advance, Qardhasan interest free credit contracts, Design and features of Islamic credit cards.

UNIT-IV

Risk Management In Islamic Finance: Principals of Islamic insurance and Takaful Structures- Takaful versus conventional insurance, Mutual insurance principals; Takaful Models- Wakala and models and concept of Tabarru, Mudaraba model with profit sharing; Avoidance of Riba in assets held by Takaful companies, risk management by Takaful companies, Islamic Banc-assurance; Managing Risk through Shariah Compliant Solutions- Credit risk towards debtors and minimization of defaults, Liquidity risk through Shariah compliant treasury management.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Har Dr. "Islamic Banking Practice" Bahrain Institute of Banking and Finance
2. Iqbal Z. and Mirakhor A., "An introduction to Islamic Finance: Theory and Practice" Wiley
3. Hassan m. Kabir, "Handbook of Islamic Banking" Edward Elgar, Cheltenham, England and Northampton, Massachusetts.
4. Kette, Brian, Introduction to Islamic Banking and Finance" Printheaus, Northampton

Management Control System

Course Code: IMBA18912DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The main objective of the course is to appraise the students about the concept of management control system as well as its role in efficient management of organizations.

UNIT-I

Management control Systems - Nature, Scope and Concepts. Principles of Management control. Managerial Behaviour and Control Process. Strategic Planning and Management control. Designing Management Control System – general considerations. Position of Controller in the organization structure.

UNIT-II

Management Control Process: Programming, Budgetary Planning and Procedures. Budgetary Control, Analysis of Variances, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value of Money, Analysis and Reporting, Variance Reporting.

UNIT-III

Management Control Structure: Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance Including Performance Evaluation Qualitative and Quantitative, Investment Center.

UNIT-IV

Management Control in Projects and Multi-project organizations – Project Planning and Control Techniques. Management Control System in Service Organizations – Banks, Insurance Companies and Hotels. Management Control in Non-profit Organizations – measuring output, pricing and control.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Anthony, R N and Govindrajana V. *Management Control Systems*, Taraporivala, Chicago, Irvin
2. Glynn, J J. *Value for Money: Auditing in Public Sector*. London, Prentice Hall Inc.
3. Hersy, P and Blanchard, HB *Management of Organization Behavior: Utilizing Human Resources*. New Delhi, Prentice Hal of India.
4. Maciariello, J A and Kirby C J. *Management Control System*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Subash S. *Management Control Systems – Text and Cases*. New Delhi, Tata McGraw Hill.

Human Resource Development: Strategies and Systems

Course Code: IMBA18913CR

IMBA 9th Semester

Credits: 4

Cont. Assessment: 20

Term End Exam: 80

Min. Pass Marks: 40%

Course Objective: The course is designed to introduce the students the changing Human Resource Development Scenario and to enable them to cope-up with the challenge of change and also to acquaint the students with various HRD strategies and experiences in different organizational setups.

UNIT-I

Human Resource Development.— Concept, Goals and Challenges of HRD. Human Resource Development climate and elements of HRD climate. Contributing factors of HRD climate practices in India. Measurement of HRD Climate.

UNIT-II

Human Resource Development for line managers—Concept, issues and Significance; HRD matrix, the role of line managers in HRD. The responsibilities of line management for HRD system. Motivational aspects of HRD and role efficacy.

UNIT-III

Human Resource Development for workers—concept, Issues and significance; rationale and objectives of HRD for workers. HRD mechanism for workers. HRD strategies. HRD mechanisms and subsystems used in public, private and banking organizations in India.

UNIT-IV

HRD mechanisms for organizations. Performance appraisal and Potential Appraisal mechanisms for managers development—concept and issues. Potential appraisal linkages for the development of human resource. Requirements of potential appraisal system.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Rao, T.V.. Reading in Human Resource Development, Oxford and IBH Publishing Company Pvt. Ltd., New Delhi
2. Singh, Rao, Nair. Selected Readings in HRD. Tata McGraw Hill Publishing Co., New Delhi.
3. Kohli, Uddesh & Sinha, Dharni P. HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD
4. Rao, T.V. HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage Pub. New Delhi

International Human Resource Management

Course Code: IMBA18914DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks on account of Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce

UNIT-I

Concept of International HRM, Managing Global, Diverse Workforce, variables those moderate the difference, difference between domestic and international HRM. Implications of managing diverse work force.

UNIT-II

Staffing policies- the ethnocentric, polycentric, geocentric and region-centric approaches; selection criteria and techniques used by MNC's to select expatriates for international assignments; Sources of staffing (PCNs, TCNs, and HCNs.); Factors influencing performance of TCNs and PCNs, appraisal of HCNs.

UNIT-III

Compensation: Key components of international compensation program, Approaches to International Compensation, variables influencing compensation in MNC's.

UNIT-IV

Industrial Relations in a Comparative Perspective, Global Unions, Regional Integration and Framework Agreements, Emerging Trends in Employee Relations and Employee Involvement.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

- 1- Harzing, A. W. and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London.
- 2-Dowling, Peter J., D.E. Welch and R. S. Schuller, International Human Resource Management: Managing People in a Multiple Context, South Western College Publishing, Cincinnati.
- 3- Ronen, S. Comparative and Multinational Management. New York, John Wiley.
- 4- Helen Deresky. International Management, Imprint -Pearson Education
- 5- Richard Mead. International Management: Cross-Cultural Dimensions, Publisher: Wiley Blackwell

Managing Interpersonal and Group Processes

Course Code: IMBA18915DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills.

UNIT-I

Nature of Groups at work: What is a group? Definition, Types of groups, Dynamics of group formation, structure and dynamics of work groups, group cohesiveness. Group Vs Teams: Concept of Teams, Distinguishing Team from groups.

UNIT-II

Effective Team Performance: Creating Teams, making Team successful obstacles to success, types of teams and Dysfunctions of groups and Teams, Dynamics of Informal groups, Training in Team skills, developing successful teams.

UNIT-III

Individual Performance in groups: Interpersonal communication, - Johari Window, Interpersonal awareness, Social facilitation, Social loafing Interpersonal Trust, - Interpersonal conflicts, Group decision making, Group Synergy.

UNIT-IV

Intervention Techniques: Counselling Techniques, Grid Management, Transactional Analysis, Sensitivity Training, Process Consultancy, Skill development techniques.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Bennis, W G Essay in International Dynamics U.S.A Dorsey Press
2. Kolb, D. Organizational Behaviour: An Experiential Approach. Englewood Cliffs, New Jersey, Prentice Hall, Inc.
3. Kolb, D. Organizational Behaviour: Practical Readings for management. Englewood Cliffs, New Jersey, Prentice Hall, of India.
4. Mainiero, L A & Tromley C I. Developing managerial Skills in OB. New Delhi, Prentice hall of India.
5. Moore, M D. Inside Organizations: Understanding the Human Dimensions London, Sage.

Counseling Skills for Managers

Course Code: IMBA18916DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -The aim of the paper is to develop among students a degree of appreciation for the subject matter and enable them to handle a wide range of employee counselling situations

UNIT-I

Emergence and growth of counseling services; Need in current business environment; Approaches to Counseling:- Basic framework; Establishing confidence and trust with employees: Understanding the influence of management styles on employee behaviour.

UNIT-II

Management skills required to deal with different personality types: Training and motivation factors to influence behaviour; Counseling process: Beginning, developing and terminating a counseling relationship and follow up; Counselor's attitude and skills needed for a good counselor.

UNIT-III

Stress in organizations, causes and types; Coping with stress; Assessing client's problems, selection of counseling strategy and interventions- modifying, managing and improving behaviour through counseling

UNIT-IV

Problems in Counseling; Innovations in the field of human behaviour relevant for counselors; Impact of strong counseling program on the performance of an organization; Solutions to the exceptional problems in organizations through counseling; Role of counseling in resolving the conflict and friction in organizations.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. MacLennan, Nigel. Counseling for Managers, Aldershot, Grover.
2. Cormenr, L.S. and Hackeney, H. The professional counselors process guide, Prentice Hall Inc.
3. Kavita Singh. Counseling skills for Managers, Prentice Hall India.

Manpower Development for Technological Change

Course Code: IMBA18917DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: - This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes.

UNIT-I

Technological change and Progress of an organization, Technology Planning and Forecasting the need for introduction of new technologies, Technology Transfer, Special Features of New Technology; Concept and Process of Technological Innovation, Organisational Implications of Technological Change.

UNIT-II

Human Resource Implications of Technological Change on Performance and Potential. Evaluation in the Context of New Technology; Technology Transfer with Human Face New Issues in Manpower Training and Career Development.

UNIT-III

Conducting Innovation and Industrial R & D, Introduction to Management of Technology, Technological Change and Progress, Life cycle of Technology-the technology S curve, Integrating technology and strategy.

UNIT-IV

Technology and Cost leadership: Differentiation through Technology, Technology Planning and Forecasting, Forecasting Technology, Different methods: Delphi, Trend extrapolation, Scenario building, Technology Audit. Audit models.

Note: *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Clark, Jon, Managing Innovation and Change, University of Southampton
2. Clark, Jon, Human Resource Management and Technological Change, London, Sage
3. Campbell, A and Wamer. M, New Technology, Skills and Management, London, Routledge
4. Rastogi, P N, Management of Technology and Innovation, New Delhi, Sage
5. Warner, M. New Technology and manufacturing Management, London, Wiley

Knowledge Management

Course Code: IMBA18918CR
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the basic concepts of KM, its characteristics and architecture, tools and techniques of KM.

UNIT-I

Concepts of Data, Information, Knowledge, Experience, Commonsense and Intelligence. KM Myths – KM Life Cycle – Types of Knowledge – Expert Knowledge – Human Thinking and Learning. Challenges in Building KM Systems – Conventional Vs KM System Life Cycle (KMSLS)

UNIT-II

Knowledge Creation and Knowledge Architecture – Nonaka's Model of Knowledge, Creation and Transformation, Knowledge Architecture, Knowledge Capture- Tools and techniques of capture of Tacit Knowledge, Delphi Method, Balack boarding, Repository Grid

UNIT-III

Knowledge Codification – How to codify knowledge, Tools and Procedures – Knowledge Maps, Decision Tables, Decision Trees, Frames, Production Rules, System Testing and Deployment

UNIT-IV

Transfer Methods – Role of the Internet in Knowledge Transfer Knowledge Transfer in E-world - Intranets, Extranets, Groupware and Groupware applications. Business Intelligence – Decision Making Architecture – Data Management – Knowledge portal technologies-

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Elias.M. Award & Hassan M. Ghaziri – “Knowledge Management” Pearson Education
2. Guus Schreiber, Hans Akkermans, AnjoAnjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga, “Knowledge Engineering and Management”, Universities Press
3. C.W. Holsapple, “Handbooks on Knowledge Management”, International Handbooks on Information Systems,

Data Warehousing and Data Mining

Course Code: IMBA18919DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the basic concepts of data warehouse, its characteristics and architecture, concept of data mining, tools and techniques of data mining.

UNIT-I

Data Warehouse Concepts: Definitions, Characteristics, Purpose, Data Warehouse Architecture, Data Warehouse Implementation, And Data pre-processing: Data cleaning, Data integration and Transformation, Warehouse Schema Design and Metadata, Future Trends.

UNIT-II

OLAP Concepts: Definitions, characteristics and its types, OLAP applications in Business, Future Trends.
Data Mining Concepts: Definitions, Process and Applications in business and future trends.
Difference between Data mining and OLAP

UNIT-III

Classification: Data Mining through Decision Trees, decision tree rules, issues in data mining through decision trees, strengths and weakness of decision trees.
Association Rules: process of association rule mining, problem of large data sets, strengths and weakness of association rules

UNIT-IV

Clustering: Searching for clusters, K-means method, Agglomerative method, Evaluating Clusters, strengths and weakness
Web Mining: Web content mining, Web Usage Mining, Web structure mining

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. S. Nagabhushana, Data Warehousing OLAP and Data Mining, New Age International Pvt Ltd Publishers, India
2. Jiawei Han, MichelineKamber, Data Mining – Concepts and Techniques, Morgan Kaufmann Publishers,
3. Michael J A Berry, Gordon S Linoff, Data Mining Techniques, Wiley Publishing inc,
4. Alex Berson, Stephen J.Smith, Data warehousing , data mining & OLAP, Tata McGraw Hill Publications
5. W H Inmon, Building the data warehouse, Wiley Computer Publishing.

Machine Learning Systems

Course Code: IMBA18920DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the basic concepts of Machine Learning, tools and techniques of ML.

UNIT-I

Basic concepts of learning and Machine Learning.
Machine learning- Definitions, techniques and applications. Supervised Learning, Unsupervised Learning, Reinforcement Learning
Difference between Data Mining and Machine Learning.

UNIT-II

Decision Tree-Numeric Attributes, Missing Values, Pruning, Estimating Error Rates, Complexity of Decision Tree Induction, From Trees to Rules
Neural Networks (NN)-Perceptron, Artificial neural network architecture, Feed Forward NN, Back Propagation NN, NN applications in business.
Support Vector Machines (SVM)-SVM architecture and working. Application of SVM

UNIT-III

SOM (Neural networks) - SOM architecture and working. Application of SOM
ART- ART architecture and working. Application of ART
Clustering-Technique of clustering and its applications in business.

UNIT-IV

Q-Learning- Algorithm of Q-Learning and working. Application of Q-Learning
State-action-reward – Concept and definition of State-action-reward
Genetic Algorithms (GA) – GA algorithm and its applications

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Mitchell, T. Machine Learning. New York: McGraw-Hill.
2. Mehryar Mohri, Afshin Rostamizadeh, Ameet Talwalkar, Foundations of Machine Learning, The MIT Press
3. Yaser S. Abu-Mostafa, Malik Magdon-Ismael, Hsuan-Tien Lin, Learning From Data , AMLBook

Enterprise Resource Planning

Course Code: IMBA18921DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with the basic concepts of ERP.

UNIT-I

ERP: An Overview, Evolution of ERP-MRP and MRP-II, Problems of Information islands, Risks and Benefits of ERP, Major ERP Packages (SAP, Oracle, BAAN, JD Edwards, PeopleSoft, QAD), Market opportunities and problems in ERP selection and implementation.

UNIT-II

ERP implementation: Identifying ERP benefits team formation, consultant intervention, selection ERP, process of ERP implementation, Project Management and Monitoring, Measuring benefits of ERP.

UNIT-III

Post ERP Implementation, Maximizing the ERP System, The Business modules of ERP Package: Financial, Manufacturing, Human Resources, Material management, Procurement and Inventory Management, Sales and Distribution, ERP and Change Management.

UNIT-IV

ERP and Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, Product Life Cycle management (PLM), Supply Chain Management, CRM solutions, ERP and World Wide Web, ERP and E-business, Future directions and Trends in ERP

Note: *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Hammer, Michael and J. Champ, Reengineering the corporation
2. Leon, Alexis, Enterprise Resource Planning, Tata McGraw Hill
3. Ray, Rajesh, ERP, Tata McGraw Hill

Geographical Information Systems

Course Code: IMBA18922DCE
IMBA 9th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To provide an understanding of the basic concepts and uses of GIS technology and spatial analysis.

UNIT-I

Geographic Information System (GIS): Definition and applications; GIS and Remote Sensing interface; Components and elements of GIS; Development of GIS technology; Geographic objects: point, line, area and their computer representation; Analog and digital maps.

UNIT-II

Data input/ capturing, storage and manipulation, query, data analysis and presentation, topology creation, data quality and errors in GIS.

UNIT-III

Data Management and Structure: Nature of Geographic data: Spatial and attribute data; Sources of data; Concept of vector and raster based models: Attribute data management: Data Base Management System (DBMS); Data Structures: relational, hierarchical and network; Linking spatial and attribute data.

UNIT-IV

GIS and Spatial Analysis: Neighborhood analysis: buffers, Network analysis; Overlays analysis - raster and vector based overlay and their applications in geography; Presentation of GIS output.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Burrough, P. A., and McDonnell, R. A., Principles of Geographical Information Systems, Oxford University Press
2. Demers, M. N., Fundamentals of Geographic Information Systems, John Wiley & Sons.
3. Longley, P. A., Goodchild, M. F., Maguire, D. J., and Rhind, D. W., Geographic Information Systems and Science, John Wiley and Sons.
4. Heywood, I. et. al., An Introduction to Geographic Information Systems, Pearson Education, Delhi.
5. Ramez Elmasri, Shamkant B. Navathe, "Fundamental of Database Systems", Pearson Addison Wesley.
6. Shashi Shekhar and Sanjay Chawla, "Spatial Databases: A Tour", Prentice Hall.

Strategic Management and Innovations

Course Code: IMBA18003GE

IMBA 9th semester

Credits: 2

Term End Exam: 50

Min. Pass Marks: 40 %

Course Objective:- Understand the nature of strategic competitiveness and develop the ability to analyze the competitive environment facing a firm, assess the attractiveness of the industry and isolate potential sources of competitive advantage and disadvantage.

Unit- I:

Definition, nature, scope, and relevance of strategic management; Strategic decision-making: process and relevance. Building Company's vision, mission, objectives and goals; core purpose and core value of an organization using Collin-Porras's BHAG framework.

Unit-II:

Strategy analysis of Industry: Porter five forces modified model; Strategy Analysis of Value Creation: Porter's Value Chain Framework. Strategic innovation concepts and application. Clayton's Christensen's framework of disruptive innovations.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Besanko, Dranove, Shanley, and Schaefer, Economics of Strategy, Wiley
2. Pankaj Ghemawat . Strategy and the Business Landscape. Prentice Hall.
3. R. M. Grant. Contemporary Strategy Analysis, Oxford.
4. Porter, Michael: Competitive Strategy, The Free Press.
5. Govindarajan: Ten Rules for Strategic Innovators: From Idea to Execution Hardcover –Harvard Business Review Press.
6. Govindarajan. The Other Side of Innovation. Harvard Business Review Press.
7. Jeffrey Dyer, Hal Gregersen, and Clayton Christensen. The Innovator's DNA, Harvard Business Review Press.

Name of Course Instructor: Dr. Majid Hussain Qadri

Organizational Psychology

Course Code: IMBA18003OE

MBA 9th Semester

Credits: 2

Term End Exam: 50

Min. Pass Marks: 40 %

Course Objective: To acquaint the students with the basic concepts of organizational psychology.

UNIT-I

Introduction to organizational Psychology – Definitions & Scope. Major influences on industrial Psychology- Scientific management and human relations schools Hawthorne Experiments

UNIT-II

Individual in Workplace Motivation and Job satisfaction. Organizational culture, Leadership & group dynamics. Performance Management: Training & Development.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Miner J.B. Industrial/Organizational Psychology. N Y: McGraw Hill.
2. Blum & Naylor Industrial Psychology. Its Theoretical & Social Foundations CBS Publication.
3. Aamodt, M.G. Industrial/Organizational Psychology: An Applied Approach Wadsworth/Thompson: Belmont, C.A.
4. Aswathappa K.. Human Resource Management New Delhi: Tata McGraw Hill.

Name of Course Instructor: Dr. Ajaz Akbar Mir

IMBA-X

SEMESTER

Internship and Training Project

Course Code: IMBA181001CR

IMBA 10th Semester

Credits 6

Max. Marks: 150

Min. Pass Marks: 40%

All IMBA students shall be required to earn 6 credits from any company in or outside state, they will be placed for internship and training project.

The Internship and Training Project shall be evaluated by company supervisor and by external examiner followed by project viva-voce conducted by the panel of experts. The evaluation of Internship and Training Project shall consist of three parts. Firstly, evaluation shall be done by the company supervisor where student is placed and shall have weightage of 02 credits. Secondly, evaluation shall also be done by the external evaluator, to be appointed by the Head, Department of Management Studies, University of Kashmir from the panel and shall have weightage of 02 credits. Lastly, evaluation shall be made by the following panel of experts through Viva-Voce of the students and shall have weightage of 02 credits:

- a)** Head, Department of Management Studies as Chairman;
- b)** One External Examiner from the panel submitted by Head of the Department and approved by the Hon'ble Vice Chancellor;
- c)** Two teachers (Professor/Associate Professor) of the department to be nominated by the Head of the Department.

International Marketing

Course Code: IMBA181003CR
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The course aims at making students 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

International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment., 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 Aboard, Strategic Alliances.

UNIT-II

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination.

UNIT-III

Managing International Distribution and Promotion: Distribution Channel Strategy –International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication. Understanding Global Consumer

UNIT-IV

Emerging Trends in International Marketing: Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of WTO); Marketing Research for Identifying Opportunities in International Markets.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Cateora, Philip R. and Graham John L.. International Marketing. Tata McGraw- Hill Edition.
2. Terpstra, Vern and Sarathy, Ravi . International Marketing. The Dryden Press, Chicago.
3. Keegan, Warren J. Global Marketing Management. Pearson Education , New Delhi.
4. Kotabe Masaaki and HelsenKristiaan. Global Marketing Management. John Wiley & Sons (Asia) Pte Ltd.

Retail Management

Course Code: IMBA181004DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To acquaint the students with the basic concepts of retailing, situation analysis, retail management and developing the product.

UNIT-I

Overview of retailing environment and management: Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change, Types of Retail Outlets, Market structure and control; Planning and development.

UNIT-II

Situation Analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non- store-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Promotional strategies Choosing a store location: Trading-area analysis; Site selection; Store design and layout; Display

UNIT-III

Managing Retail Business: Retail organizations and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality

UNIT-IV

Developing The Product: Retail Information Systems; Merchandise management and pricing: developing and implementing plans; People in retailing; Out-of-store retailing: different types

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Berman B and Evans J R- Retail Management, Pearson Education.
2. Michael Lervy M and Weitz B W- Retailing Management, Tata McGraw-Hill.
3. Newman A J and Cullen P- Retailing: Environment and Operations, Vikas.
4. Varley R and Rafiq M- Principles of Retail Management, Palgrave.
5. Lamba- The Art of Retailing , Tata McGraw-Hill.

Service Science Engineering Management and Design

Course Code: IMBA181005DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective:

SSMED is to equip students with SSMED fundamentals. Empower students with an in-depth understanding about strategic exploitation of SSMED in emerging organizational forms, through projects and case studies that are aligned with emerging industry best practices.

UNIT I

Emerging New Dominant Logic for Marketing. Schools of Thought and Their Influence on Marketing Theory and Practice. Contrasting the goods and service -dominant logics. Operand and Operant Resources. Fundamental premises of service dominant logic. Value co-creation and production. Co-creation of value as distinguished from co-production. Role of networks and interaction in value creation and exchange.

UNIT II

Definition, nature and scope of SSMED. SSMED in the emerging service economy. Emerging framework's for understanding SSMED. Interdisciplinary and multidisciplinary characteristics of SSMED. T-Shaped Professional human resource development. Role of Technology as operand-resource. Nature scope and significance of emerging Service ecosystems. Service (Eco) Systems Perspective on Value Creation. Nature scope and characteristics of networks. Marketing as Complex Networks: Many-to-Many Marketing. Customer behaviour in networked environment, service social network and models Organizational relationship, alignment, and culture.

UNIT III

Definition, nature and scope of service innovation. Market-creating Service Innovations. Drivers of Successful Service Innovations. Govinrajan's Strategic Innovation rules and application. Service Oriented Technologies--- Exploring the use and application of advanced analytic technologies to address the information service and business intelligence challenges faced by enterprises. Nature scope and relevance of service leadership. Service leadership pipeline. Service-profit Chain relevance in SSMED.

Unit IV

Design thinking evolution (Herbert Simon–Roger Martin), concepts, principles and practice. Different schools of thought in Design Thinking. Levels of design thinking. Design thinking in management and its relevance to service and information economy. Strategic role of design thinking in strategy development and execution.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Lusch, R.F. & Vargo, S.L. The Service-Dominant Logic of Marketing Armonk, NY: M.E. Sharpe
2. Martin, R. The Design of Business: Why Design Thinking is the Next Competitive Advantage. Harvard Business School Press, Boston, MA.
3. Brown, T. Design thinking. Harvard Business Review.
4. Martin, R., & Euchner, J. Design Thinking. Research Technology Management.

Supply Chain Management

Course Code: IMBA181006DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course is intended to acquaint the students with the basic and advanced concepts of supply chain management.

UNIT I

The Supply Chain Revolution – Generalized Supply Chain Model – Supply chain and networks –Extended organization - Integrative Management – Responsiveness – Financial Sophistication – Globalization- Digital Business Transformation. The Logistics Of Business - The Logistical Value Proposition- The Work Of Logistics- Logistical Operating Arrangements - Flexible Structure –Supply Chain Synchronization.

UNIT II

The Quality Imperative-Procurement – Manufacturing-Logistical Interfaces. Information System Functionality- Comprehensive Information System Integration-Communication Technology-Rationale For ERP Implementation-ERP System Design-Supply Chain Information System Design. Inventory Functionality and Definitions-Inventory Carrying Cost-Planning Inventory-Managing Uncertainty-Inventory Management Policies- Inventory Management Practices. Transport Functionality, Principles and Participants-Transportation Service - Transportation Economic And Pricing- Transport Administration –Documentation.

UNIT III

Strategic Warehousing-Warehousing Operations-Warehousing Ownership Arrangements- Warehouse Decisions.Packaging Perspectives-Packaging For Materials Handling Efficiency-Materials Handling. Why Integration Creates Value- Systems Concept And Analysis-Logistical Integration Objectives-Enterprise Integration-Supply Chain Processes-Sales And Operations Planning(S & OP)-Supply Chain Planning Considerations-Pricing.

UNIT IV

Global Supply Chain Integration-Supply Chain Security-International Sourcing. Enterprise Facility Network-Warehouse Requirements-Total Cost Integration-Formulating Logistical Strategy. Development and Management of Internal Logistics Relationships-Development and Management of Supply Chain Relationships. E commerce advantages and disadvantages for SCM – e-commerce as an enabler – evolution of world class supply chains – EDI– Exchanges, hubs and marketplaces – ERP.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Bowersox, Closs & Cooper. Supply Chain Logistics Management. McGraw-Hill.
2. Burt, Dobbler, Starling. World Class Supply Management. TMGH.
3. Philippe - Pierre Dornier, Global operations & Logistics. John Wiley & sons Inc, New York.
4. David Simchi, Levi & Philip Kaminski. Designing and Managing the supply chain. McGraw-Hill Companies Inc. Operations Now – Finch, McGraw Hill.

Marketing of Financial Products

Course Code: IMBA181007DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course acquaints students with the concept and tools and techniques of marketing financial services.

Unit I

Concepts, nature and characteristics, financial services marketing versus goods marketing, services marketing mix; strategic financial services marketing planning; Marketing Environment: Analyzing financial services marketing environment.

Unit II

Financial Services markets- segmentation need and bases, Market selection, Positioning of financial services. Marketing Mix strategy development and Product Planning: Concept of financial product; product levels, Major product decisions branding and product mix decisions, product life cycle and new product development, innovation, diffusion and adoption.

Unit III

Price determination-factors, Process and strategies, promotion of financial products- communication process, promotion mix planning-advertising, personal selling, public relations and sales promotion: Distribution strategies and channel alternative.

Unit IV

Process planning- Matching of demand and supply; People-Employees and customers, their role and management, managing physical evidence.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Harrison, Tina Financial Services Marketing, Prentice-Hall
2. Avadhani, V.A., Marketing of Financial Services, Himalayas Publishers, Mumbai
3. Stephenson, R., Hants, A., Marketing Planning for Financial Services, Gower
4. Ennew, C. T., Waite, N., Financial Services Marketing: An International Guide to Principles and Practice, Butterworth-Heinemann
5. Jillian, F., Arthur Meidan, A., Marketing Financial Services, Palgrave Macmillan.

Project Appraisal, Finance and Management

Course Code: IMBA181008CR
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the project undertaken.

Unit I

Capital Investment - Importance and Difficulties; Project classification and dimensions. Stages of Project Feasibility Analysis – Identification, Pre-selection, Analysis, Evaluation and Decision. Generation and Screening of Project Idea; Corporate Appraisal; Profit Potential of Industries – Porter Model.

Unit II

Market Demand and Situational Analysis; Forecast future market demand. Market Risk. Technical Analysis – Preliminary information requirements, Steps of the technical analysis. Social Cost Benefit Analysis. Environmental Appraisal of Projects. Network Techniques for Project Management; Project Review and Administrative Aspects.

Unit III

Financial Appraisal of Projects. Project costing and financing. Estimating Total Project Cost. Working Capital Requirements. Financing the projects - long term and short term. Financial Projections- Profitability Estimates, Cash flow Estimates, Projected Balance sheets.

Unit IV

Analyzing Financial Projections- Techniques – Ratio Analysis, Break Even analysis, Average rate of return, Payback period, Net present value and Internal rate of return. Risk Analysis for Projects. Sensitivity analysis. Project Implementation. Time and cost overruns.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Reading

1. Bhalla, V.K. Financial Management and Policy. New Delhi, Anmol.
2. Chandra Prasanna. Project; Planning, Analysis, Financing, Implementation and Control, New Delhi, Tata McGraw Hill.
3. Chitale V P. Project Viability in Inflationary Conditions – A Study of Capital Cost and Project Viability, New Delhi, Vikas Publishing House.
4. Patel B M. Project Management – Strategic Financial Planning, Evaluation and Control. New Delhi, Vikas Publishing House.
5. Rao P C K. Project Management and Control. New Delhi, Sultan Chand & Sons.

Financial Risk Management

Course Code: IMBA181009DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: - This Course aims at making students conversant with the latest concepts of financial risk management and also introduces them to the practical application of various tools and techniques of financial risk management techniques.

UNIT-I

Risk management :-Concept and objectives; Types of financial risks- credit risk, market risk, default risk, foreign exchange risk, purchasing power risk; Main banking business lines and risk associated with each: the banking book, the trading book and off balance sheet exposure; Scientific risk management process.

UNIT-II

Risk Measurement: - based on sensitivity, based on volatility and based on down side potential; Credit risk management –concept, components, need and process of credit risk management; Approaches for capital charge for credit risks:-Standardized Approach, IRB Foundation Approach and IRB Advanced Approach.

UNIT-III

Operational Risk Management-Concept of operational risk; Operational risk categorization-cause based, effect based and event based ; Operational risk management process; Guiding principles; Approaches for attribution of capital charge for operation risks- Basic Indicator Approach, Standardized Approach and Advanced Measurement Approach.

UNIT-IV

Interest Rate Risk Management – concept, sources and objectives; Effects of interest rate risk; Techniques of measurement- re-pricing schedules, Gap analysis, Duration and simulation approaches; Liquidity Risk: concept, types and dimensions; Measurement of liquidity risk – stock approach and flow approach and VaR.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Dorfman, M.S. “Introduction to Risk Management and Insurance” Pearson Education, New Delhi
2. Marshal, J. F. & Bansal, V. K., Financial Engineering, Prentice Hall, New Delhi.
3. Mare Lore And Lev Berodovsky, Financial Risk Management, Butterworth Heinemann, Oxford
4. Rajda, G. E., Principles of Risk Management & Insurance, Pearson Education Asia, New Delhi.
5. Joel Basis, Risk Management in Bankin. ,Jhon Wiley and Sons Ltd., London.
6. Bhattacharya, K. M., Risk Management in Banks, Himalya Pub. Company, New Delhi.
7. Andrew K., Master Financial Derivatives: A step by step guide to credit derivatives and their application, Prentice Hall India, New Delhi.

Asset Liability Management

Course Code: IMBA181010DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To familiarize students with various aspects of Asset liability Management and to make them understand as to how mis-match in assets and liabilities can be scientifically managed.

Unit: I

Asset Liability Management: Concept, scope, objectives, need, significance, constraints and prospects, components of assets and liabilities in bank balance sheet and their management ; Asset liability Management implementation and RBI guidelines; Strategic planning for ALM.

Unit: II

Liquidity Risk and Liquidity Management:-Concept ,dimensions, role and types of liquidity risks; Liquidity Gaps- liquidity gaps and maturity mismatch, issues for determination of liquidity Gap; Measurement and Management of Liquidity Risk- stock Approach and Flow Approach; Liquidity Management and RBI guidelines ; Case studies on liquidity risk measurement and management pertaining to banks.

Unit: II

Interest Rate Risk and Asset Liability Management: - Concept, objectives, essentials of interest risk, sources /types of interest rate risk, effects of interest rate risk, Techniques for Measurement of Interest Rate Risk- Repricing Schedules, Gap Analysis, Duration and Simulation Approaches; Elements of sound interest rate risk management,, Interest Rate Risk Management and RBI guidelines; Case studies on interest rate risk measurement and management pertaining to banks.

Unit: IV

Treasury Operations and Asset Liability Management :- Concept of treasury management , functions of integrated treasury management, treasury as a profit centre; Treasury Products- FOREX Market Products, Money Market Products, Securities Market Products; Role of treasury in ALM of banks; Treasury Risk Management –VaR and Duration method; Case studies on treasury risk management.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Reading:-

1. Bhattacharya, K.M., Risk Management in Banks, Himalaya Publishing co. Delhi
2. Fabozzi, F. J. Asset Liability Management, S. Chand and Company, New Delhi
3. Houghton, K.R., Asset Liability Management: A practical Approach, Atlanta Trust Co., Georgia
4. Joel Besis, Risk Management in Banking, Jhon Wiley and Sons Ltd, London.
5. Wilson, J.S., Managing Bank Assets and Liabilities, Euromoney Publications

Behavioral Finance

Course Code: IMBA181011DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -The course introduces the main concepts of behavioral finance. It focuses on the judgment and perception biases and preference errors. The course also introduces to the prospect theory, its applications in the market and explains the principles of behavioral investing. It provides the overview of market anomalies and relates them to behavioral explanation.

UNIT I

Introduction:background and evolution of behavioral finance, contribution of pioneers of behavioral finance experts, human behavioral theories- prospect theory, heuristics: fusion investing; Behavioral Biases:overconfidence bias, representative bias, herding bias, anchoring bias, cognitive bias, regret aversion bias, gamblers fallacy bias, mental accounting, hindsight bias, escalation bias, confirmation bias.

UNIT II

Review of Neo Classical Finance Theory:Efficient market hypothesis, factors contributing to an efficient market, Three sub hypotheses of EMH and implications of each of them, tests and results which support the EMH and which indicate an anomaly related to the hypothesis; BehavioralChallenges to EMH- Analysis of behavioral challenge stage against EMH, investors rationality and behavioral biases, emotion and investment decisions, implications of behavioral biases on the applicability of EMH, behavioral patterns of Indian stock market investors.

UNIT III

Capital Budgeting and Behavioral Finance:cost of capital and its significance in capital budgeting decisions, implications of heuristics, overconfidence, excessive optimism, aversion to sure loss and confirmation bias on managers capital budgeting decisions; Risk and Behavioral Finance :Analysis of firm valuation, perceptions of risk and return, the use of valuation heuristics by managers/analysts and consequent valuation biases, how managers, analysts, strategists and investors perceive the relationship between risk and return, prospect theory and IPO behavior

UNIT IV

Capital Structure and Dividend Policy-concept, objectives, driving behavioral biases influencing managers decision on capital structure, dilution, market timing, use of leverage and financial flexibility, self-control and framing effects and attractiveness of cash dividends for individual investors, investors' expectations and dividend payout heuristics chosen by managers; Supply by Firms and Managerial Decisions:supply of securities and firm investment characteristics (market timing, catering, herd mentality, biased managers and investment in other assets, behavioral analysis and the value destructive effects of excessive optimism and overconfidence.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Donald, E. Fisher & Ronald J. Jordon: Security Analysis & Portfolio Management, Pearson Education, New Delhi.
3. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
4. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
5. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.

Micro Finance

Course Code: IMBA181012DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objective of this course is to provide students an opportunity to learn from diverse global experiences and exchange insights the concept and practice of micro financing.

Unit: I

Nature, concept and scope of microfinance, microfinance institutions, why microfinance, microfinance as a tool of development and poverty eradication, evolution of microfinance evolution and character of microfinance in India, microfinance delivery methodology, microfinance in India-present status and future prospects.

Unit: II

Perspectives of Microfinance- innovative and creative microfinance models, legal and regulatory framework, monitoring and evaluation findings, RBI guidelines on microfinance, emerging issues in microfinance, impact of assessment and social assessment of microfinance institutions, financial sustainability in microfinance-issues relating transparency, MIS in microfinance institutions, analysis and reporting practices of microfinance institutions.

Unit: III

Member Owned Microfinance –origin, organizational models, spread management, typology of member owned institutions; market development- financial service demands of households, market research for financial products and services, development of new products and services strategy, types of network and linkages, structure and intent, significance of networking strategy.

Unit: IV

Risk Management in Microfinance-concept, types and sources of risks in microfinance, management of credit, default, interest, liquidity and operational risks, management of governance risk, internal controls in microfinance, capital charge for microfinance risks; Microfinance and priority sector norms/lending, revenue generation, operating costs and efficiency of microfinance.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Lee, Nanci and RewaMisra , “Community based microfinance manual modules”, Coady International Institute, Canada.
2. Matthews, Brett “Towards safety and self reliance-the tragedy of saving at home”, Canadian Co-operative Association..
3. Rock, R, Oteror and Saltzman S., “Principles and practices of microfinance governance”, ACCION International.
4. Hirschand, M ed. , “Maintaining the security of client funds” in Hirschand M. ed. Savings Sevicees for the poor, KumarianPress,USA.
5. Misra, R. “Case of primary agricultural credit society linkage, India: the best rural remote self help groups can do”, Coady International Institute, Canada.

Strategic HRM

Course Code: IMBA181013CR
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: This course is aimed at providing the students the inputs on how to link the HRM functions to the corporate strategies and to understand HR as a strategic resource.

UNIT 1

Strategic HRM. need and importance. Integrating HR strategies with business strategies - Developing HR plans and policies - Technology and structure - Workforce diversity - Demographic changes - Temporary contract labour - Global environment - Global competition - Global sourcing of labour.

UNIT II

Online recruitment - Employee referrals - Recruitment process outsourcing - Retention strategies- Head hunting - Executive education - Flexi timing – Telecommuting - Quality of work life - Creating learning organization - Competency mapping – Multi skilling - Succession planning - Cross cultural training.

UNIT III

Defining key result areas (KRA) - Result based performance - Linking performance to pay - Merit based promotions - Performance based pay - Skill based pay - Team based pay - Executive compensation - Variable pay.

UNIT IV

Downsizing - Voluntary retirement schemes (VRS) - HR Outsourcing - Early retirement plans - Project based employment Developing HR as a value added function.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Jeffery Mello. Strategic HRM. Thompson publication, New Delhi
2. Charles Greer. Strategic HRM. Pearson education Asia, New Delhi
3. Michael Armstrong. Strategic HRM. Koganpage, London
4. Agarwal. Strategic HRM. Oxford University press, New Delhi
5. Garry Desseler. Human Resource Management. PHI, New Delhi

Compensation Management

Course Code: IMBA181014DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objective of this paper is to make students aware about the mechanism for establishing compensation packages and its various types along with the importance of compensation in the retention of employees in the present dynamic business environment.

UNIT-I

Basic concepts; Conceptual and theoretical understanding of economic theory related to Compensation Management. Wage theories. Employee's satisfaction and Motivation issues in compensation design.

UNIT-II

Process of wage payment: Wage legislation "payment of wages act, Minimum wage act, payment of Bonus act", wage survey, wage determinants and wage level "Lanham factors".

UNIT-III

Job Evaluation, methods of job evaluation. Wage structure. Wage fixation; "merit increment, flat rate and merit rate. Merit rating". Wage payment. Types of wage, payment .wage, incentive plans.

UNIT-IV

Executive Compensation..Compensation Systems in Multinational Companies and IT companies.The role of fringe benefits in reward systems. Retirement Plans including VRS/Golden Handshake Schemes.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested readings

1. George T. Milkovich and Jerry M. Newmann. Compensation (International Edition) McGraw hill.
2. David J. Cichelli. Compensating the Sales Force: A Practical Guide to Designing Winning Sales Compensation Plan, McGraw-Hill Inc.
3. Dipak Kumar Bhattacharyya. Compensation Management. OUP India.

Participative Management

Course Code: IMBA181015DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The objective of this paper is to provide inputs to the students on how to work in a dynamic and Empowered environment.

UNIT I

Meaning of participative management - participative management as a concept - Economics, Psychological, Social, Political viewpoints on this concept - Origin and growth of participative management. The need for participative management - the objectives of participative management – Approaches to participative management.

Module II

Different types of workers participation in management - Informative participation, consultative participation, Associative participation, Administrative participation and decisive participation, - Bipartite forums in PSUs and private sectors to promote WPM - WCS, JMC, Shop councils, Joint councils, workers representatives on the Board of Directors.

UNIT III

W.P.M. in India - Experiences of PSUs and private sectors Suggestions for improving the W.P.M. in Indian companies - W.P.M. in abroad - Evaluation of W.P.M. in abroad - comparison of W.P.M. in India and abroad.

UNIT IV

Selected studies on working of participative management in Indian companies. Training to make participative management more successful - Future of participative management.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. N.G.Nair, Lata Nair, Personnel Management and Industrial Relations, S.Chand.
2. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi
3. E. Schuster Human Resource Management ,Concept ,Cases And Readings ,PHI
4. Garg Dessler , Human Resource Management, Pearson Education

Labour Legislations

Course Code: IMBA181016DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. To familiarise the students to the practical problems inherent in the implementation of labour statutes.

UNIT-I

Legal Provision relating to Wages, Working Conditions, The Factories Act, 1948, The Trade Unions Act, 1926, The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Industrial Disputes Act, 1947

Unit- II

The Workmen's Compensation Act, 1923, The Payment of Gratuity Act, 1972, The Payment of Bonus Act, 1965, The Employee's Provident Fund & Misc. Act, 1952

UNIT-III

The Employees State Insurance Act, 1948, the Industrial Employment (Standing Orders) Act, 1946, the Apprentices Act, 1961

UNIT-IV

The Equal Remuneration Act, 1976, the Maternity Benefit Act, 1961, Contract Labour Regulations and Abolition Act, 1970, The Child Labour Prevention and Regulation Act, 1986

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill.
3. Kapoor N. D. Elements of Mercantile Law, Sultan Chand
4. Srivastava, Industrial Relations and Labour laws, Vikas

Management Development

Course Code: IMBA181017DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The purpose of this course is to advance an understanding of concepts, methods and strategies underlying the development of executives.

UNIT I

Field of Human Resource Development;- Definition; objectives and Functions of Human Resource Development Professionals; open systems.

UNIT II

Theory perspective of training; strategic planning approach; organizational environment and training; training methodology and overview of the training process; training needs assessment and training objectives.

UNIT III

Management development : perspective, MD and management education ; Pitfalls, Continuing need, Need for effective MD, MD Policy and Committees ; Planning the strategies and programme to reach MD objectives.

UNIT IV

Management effectiveness audit and management inventory; Methods of MD including training for human relations, leadership, teamwork, communication and creativity ; conduction of MD programme – Role of programme coordination, trainee, top management; Evaluation; Getting management training to pay-off.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Bienvenu, B.J. “New Priorities in Training”. American Management Association.
2. Bibsted, Don. “Development in Interpersonal Skills Training”. Gower, London.
3. Brinkerhoff, Robert. “Achieving Results from Training: How to evaluate HRD to Strengthen Programs and Increase Impact”. Jossey Bass, San Francisco.
4. Craig, Robert L. “Training and Development Handbook”. McGraw Hill, New York.

E-Business

Course Code: IMBA181018CR
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students well versed with the e-commerce and e-business concepts and technologies.

Unit I

Introduction to E-Commerce- Definition, Evolution, WWW Web Servers, Clients, Email, Search Engines, Chat, Music, Video. Internet Marketing Technologies – Databases, Dataware house And Datamining.

Unit II

E-Commerce Business Models – Key elements of Business Models, Business to consumer (B2C) Business model, Business-to-Business (B2B) Business model, Consumer to Consumer Business model
Building E-Commerce- System Development life Cycle, Choosing Software and hardware. E-commerce Site Tools
E-Commerce Security – Security threats, technology solutions to threats and protection. Policies, procedures and Laws

Unit III

E-Commerce Payment Systems :Cash, Checking transfer, Credit card, stored value and accumulating Balance.Credit Card
E-Commerce Transactions: Working, Credit Card Enablers, Limitations of Online payment systemsDigital Payment Systems : Digital Wallets, Digital Cash, Smart Cards as stored value systemsB2B Payment Systems : Electronic Billing presentment and payment

Unit IV

Ethical, Social and Political Issues in E-Commerce :Responsibility, Accountability and Liability.Privacy and Information Rights :Privacy and Legal Protections, Private industry self-regulation, Privacy Advocacy groups.Intellectual Property Rights :Types, Copyright and Patent.Net Marketplaces – Characteristics of Net Marketplaces, Types of Net Marketplace, E-Distributors, E-Procurement, Exchanges.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Keneth Laudon & Traver, "E-commerce", Pearson Edu. New Delhi.
2. Cady, G.H. and Part McGreger, "The Internet" BPB Pub., Delhi
3. Carpenter, Phil e Brands, HBS Press, Boston.
4. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw Hill
5. Ravi Kalakota, E-business 2.0 Road to success, Avaliable at Amazon. com

Advanced Data Base Management Systems

Course Code: IMBA181019DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students well versed with latest concepts and theories in DBMS and their applicability in daily life.

Unit I

Basic concepts: Entity, Attributes, Keys, Relationship, Association, Database, DBMS, Data Independence, Three Level Architecture.

Data Base Components - Classification of DBMS Users, DBMS Facilities, Structure of DBMS, Advantages and Disadvantages of DBMS.

Unit II

Relational Databases - Codd's Rules, Integrity Rules, Database Anomalies

Relational Algebra - Union, Difference, Intersection, Cartesian Product, Projection, Selection, Join, Division

SQL-Data Definition (Create/Drop a Table, View, Index), Data Manipulation (Select, Update, Delete, Insert), forms and Reports in MS-Access.

Unit III

Relational Data Base Design - Full/Partial Functional Dependency, Partial Dependency, Transitive Dependency

Normalization - Unnormalized Relations, First, Second, Third, BCNF, Fourth Normal Lossless Join and Dependency Preserving Decomposition.

Unit IV

Concurrency Control Techniques - Locking Techniques, Time Stamp Ordering, Deadlock Detection, Recovery And Avoidance, Granularity Of Data Items,

Recovery Techniques – Types Of Failures, Audit Trails, States Of Transaction, Recovery Concepts(Logs, Checkpoints, Archive Database), Database Backup And Recovery From Catastrophic Failures.

Security – Security and Integrity Threats, Defence Mechanism

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Desai, B., "An Introduction To Database Concepts", Galgotia Publications.
2. Elmsari & Navathe, "Fundamentals Of Database Systems", Pearson Edu. New Delhi.
3. Hoffer, "Modern Database management", Pearson Edu. New Delhi.
4. Date, C. J. "An Introduction to Database Systems", Addison Wesley.
5. Ullman, J. D., "Principals of Database Systems", Galgotia Publications.

Multi Media Management

Course Code: IMBA181020DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students conversant with basic concepts in media and multimedia management.

UNIT I

Introduction to Multimedia- stages in a multimedia project -multimedia hardware

Multimedia Software- Basic tools-making instant Multimedia - Authoring tools. Multimedia .building blocks-Text - Sound – Images – Animation – Video

UNIT II

Multimedia and Internet – Tools for the World Wide Web – Designing for World Wide Web; Assembling and delivering a Project

UNIT III

Planning and costing – designing and producing – delivering. Multimedia Education – Training – Business Applications

UNIT IV

Hotel Management - Banking Information System - Tourist Information System

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Selected Reading:

1. Vaughan, Tay: Multimedia: Making it work, NY, McGraw-Hill.
2. Minazzi Roberta, Social Media Marketing in Tourism and Hospitality, Springer.
3. Lowee, Ferrel & Charles, Managing Media firms and Industries, Springer.
4. Manjula Chowdhary, Tourism Marketing, Oxford University Press, India.
5. Partho Pratim, Computers in Tourism-Concepts & Applications, Oxford University Press.

Telecommunication for Business

Course Code: IMBA181021DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students well versed with telecommunication concepts and their applicability to business.

Unit I

Computers and communications: The Information Technology; The concepts of Global village; On-Line Information Services.

Electronic Bulletin Board Systems; the Internet; Interactive Video; Communications Channels; Communications Networks; Local Networks

Unit II

Managerial Issues Related to telecommunications; Client/server Computing; Communications Servers; Digital Networks, Electronic Data Interchange and its Applications

Unit III

Enterprise Resource Planning Systems; Inter Organizational Information Systems; Value Added Networks; Wireless Networks; Managing in the Market-space; Electronic Commerce And Internet

Unit IV

Applications Of Internet; Intranet and extranet in Business Organizations; Using Intranet for Business EIS; Internet as a Vehicle for Transacting Business.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggesting Readings

1. Derfler, Frank J. Guide to Linking LANS. Emeryville, California, Ziff-Davis Press
2. Derfler, Frank J. Guide to Connectivity. Emeryville, Cliff., Ziff-Davis Press
3. Estabrooks, Maurice . Electronic Technology. Corporate Strategy and World Transformation, Wastport, Quoram Books
4. Fitzgerald, Jerry. Business Data Communications: Basic Concepts, Security and Design. New York, John Wiley
5. Keen, Peter and Cummins, Michael. Networks in Action: Business Choices and Telecommunications Decisions. Belmont, A, Wads Worth

Office Automation Management

Course Code: IMBA181022DCE
IMBA 10th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: -This course aims at making students well versed office tools and the concept of smart office.

Unit I

Concept of an automated office: Functions of a modern office, Features of office automation, Nature of requirements, Impact of IT, Support required for Business Executives.

Unit II

Applications in a modern office: Word processing, Despatching, File keeping- storage and retrieval, Databases, Document Transmission, Telex, Telephone, e-mail.Facsimile, Voicemail, Voice messaging, Telemarketing,Teleconferencing,Telecommuting, Electronic funds transfer, E-commerce.

Unit III

Equipment in a modern office: electronic pushbutton telephone, Electronic typewriter, Facsimile machine, Automatic telex, Plain paper copier, Personal Computers.

Unit IV

Typical modern office: Distributed functions, Need for Integration, Changing procedures, Integrated communication for modern office-physical integration, Logical integration, LAN and modern office.

Using Intranet for Business EIS; Internet as a Vehicle for Transacting Business.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggesting Readings:

1. Sudalaimuthu & Raj. Computer applications in Business. Himalaya Publishing House.
2. Introduction to Information Technology, IELTS, Pearson Education.
3. Introduction to Computer Science, Peter Norton, Tata McGraw Hill Publications.
4. P.K Sinha, Fundamentals of Computers, BPB publishers
5. Introduction to Computer Science, IELTS, Pearson Education.

Crisis Management

Course Code: IMBA18004GE
IMBA 10th Semester
Credits: 2

Term End Exam: 50
Min. Pass Marks: 40 %

Course Objective: To create and teach course in crisis and risk management to know different crisis situations, to understand crisis impacts and assessing & improving the disaster, emergency, and crisis management plans, actions and decisions of various stakeholders.

UNIT-I

Introduction, Nature and Types of crisis, Stages of crisis-Pre crisis, acute crisis and post crisis stage, Impact of a crisis, Models & theories associated with crisis management, crisis communication plan-policy and process, role of crisis manager, crisis team command center, organizing media interfaces, action plan, effect of crisis situations on humans-psychological effects.

UNIT-II

Crisis management strategy-Crisis audit, developing crisis management infrastructure, formation and role of crisis management team, exercising crisis management plan, managing the media and popular conscience, discuss selected case studies to analyze the successful and unsuccessful crisis management strategies.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Mutchopadhyaya, A.K.. Crisis and disaster management turbulence and aftermath, New age International Publications, New Delhi.
2. Steven, F., Crisis Management: Planning for the inevitable, iUniverse Publications.
3. Yunus D. Saleh, Crisis Management: The Art of Success & Failure, Mill City Press, Inc.

Name of Course Instructor: Ms. Sumaira

Data Base Management System

Course Code: IMBA18004OE
IMBA 10th Semester
Credits: 2

Term End Exam: 50
Min. Pass Marks: 40 %

Course Objective: This course aims to make students conversant with the basic and advanced concepts of database management systems.

UNIT-I

Basic concepts viz Entity, Attributes, Keys, Relationship, Association, Schema, Database, DBMS, Data Independence, Three Level Architecture
Relational Databases –ERDs, Codd's Rules, Integrity Rules, Database Anomalies
SQL-Date Definition (Create/Drop a Table, View, Index),Data Manipulation (Select, Update, Delete, Insert).

UNIT-II

Relational Data Base Design - Full Functional Dependency, Partial Dependency, Transitive Dependency
Normalization - Unnormalized Relations, First, Second, Third, BCNF, Lossless Join and Dependency Preserving Decomposition.
Concurrency Control Techniques - Locking Techniques, Time Stamp Ordering, Deadlock Detection, Recovery And Avoidance .

Note:

- 1. Lab will be based on UNIT-I.*
- 2. Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Desai, B., "An Introduction to Database Concepts", Galgotia Publications.
2. Elmsari & Navathe, "Fundamentals Of Database Systems", Pearson Edu. New Delhi.
3. Hoffer, "Modern Database management", Pearson Edu. New Delhi.
4. Date, C. J., "An Introduction to Database Systems", Addison Wesley.
5. Ullman, J. D., "Principals of Database Systems", Galgotia Publications.

Name of Course Instructor: Mr. Tariq Ahmad Lone