

Scheme of Examination
&
Syllabi of
Master of Business Administration
3rd & 4th Semester
(Through Centre for Distance and Online Education)

with effect from academic session 2023-24



Kurukshetra University
Kurukshetra-136119

SEMESTER-III

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBAD-301	Strategic Management	100	70	30	4
MBAD-302	Optimization Models for Business Decisions	100	70	30	4
MBAD-303	Summer Training	100	100	-	4

SEMESTER-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBAD-401	Business Ethics and Corporate Governance	100	70	30	4
MBAD-402	Entrepreneurship Development	100	70	30	4
MBAD-403	Comprehensive Viva-Voce	50	50	-	2

Note: The student may opt for any specialization out of given specializations viz. Finance, Marketing, Human Resource Management, International Business, Information Technology and Business Analytics. He/She will have to opt for any four papers of chosen specialization in each of IIIrd and IVth Semesters.

Summer Training: All learners are to compulsory undergo training of 4-6 weeks with an industrial, business or service organisation by taking up a project study prior to third semester. A copy of internship report in format prescribed by the CDOE shall be submitted in PDF only to the Centre for Distance and Online Education (CDOE) two months prior to Third end Semester examination. The internship report shall be evaluated by the external examiner and viva-voce requirement can be completed through ODL/Online mode.

FINANCE

Semester-III

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADFM-301	Quantitative Analysis for Financial Decision Making	100	70	30	4
MBADFM-302	Foreign Exchange Management	100	70	30	4
MBADFM-303	Financial and Commodity Derivatives	100	70	30	4
MBADFM-304	Banking and Financial Services	100	70	30	4
MBADFM-305	Corporate Restructuring and Control	100	70	30	4
MBADFM-306	Security Analysis	100	70	30	4

Semester-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADFM-401	Financial Engineering	100	70	30	4
MBADFM-402	Project Planning and Management	100	70	30	4
MBADFM-403	Behavioral Finance	100	70	30	4
MBADFM-404	Portfolio Management	100	70	30	4
MBADFM-405	Insurance and Risk Management	100	70	30	4
MBADFM-406	Private Equity and Wealth Management	100	70	30	4

MARKETING

Semester-III

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADMM-301	Advertising Management	100	70	30	4
MBADMM-302	Marketing Research and Analytics	100	70	30	4
MBADMM-303	Sales and Logistics Management	100	70	30	4
MBADMM-304	Consumer Behaviour	100	70	30	4
MBADMM-305	Strategic Brand Management	100	70	30	4
MBADMM-306	Digital Marketing	100	70	30	4

Semester-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADMM-401	International Marketing	100	70	30	4
MBADMM-402	Business Marketing	100	70	30	4
MBADMM-403	Service Marketing	100	70	30	4
MBADMM-404	Strategic Marketing	100	70	30	4
MBADMM-405	Rural and Agribusiness Marketing	100	70	30	4
MBADMM-406	Retail and Mall Management	100	70	30	4

HUMAN RESOURCE MANAGEMENT

Semester-III

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADHRM-301	Management of Industrial Relations	100	70	30	4
MBADHRM-302	Indian Labour Legislation	100	70	30	4
MBADHRM-303	Group Dynamics and Leadership Excellence	100	70	30	4
MBADHRM-304	HR Analytics	100	70	30	4
MBADHRM-305	HRD: Systems and Strategies	100	70	30	4
MBADHRM-306	Competency Mapping and Assessment Centres	100	70	30	4

Semester-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADHRM-401	Training and Development	100	70	30	4
MBADHRM-402	Strategic Human Resource Management	100	70	30	4
MBADHRM-403	Change Management and Organisational Development	100	70	30	4
MBADHRM-404	Counselling, Mentoring and Negotiation Skills	100	70	30	4
MBADHRM-405	Compensation and Reward Management	100	70	30	4
MBADHRM-406	Talent Acquisition and Performance Management	100	70	30	4

INTERNATIONAL BUSINESS

Semester-III

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADIB-301	International Accounting	100	70	30	4
MBADIB-302	Foreign Exchange Management	100	70	30	4
MBADIB-303	Export-Import Procedures and Documentation	100	70	30	4
MBADIB-304	India's Foreign Trade Policy	100	70	30	4
MBADIB-305	International Business Environment	100	70	30	4
MBADIB-306	International Logistics	100	70	30	4

Semester-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADIB-401	International Financial Markets	100	70	30	4
MBADIB-402	International Marketing	100	70	30	4
MBADIB-403	International Financial Management	100	70	30	4
MBADIB-404	International Strategic Management	100	70	30	4
MBADIB-405	Cross-cultural and Global Management	100	70	30	4
MBADIB-406	Regional Economic Blocks	100	70	30	4

INFORMATION TECHNOLOGY

SEMESTER-III

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADIT-301	Business Intelligence and Analytics	100	70	30	4
MBADIT-302	Enterprise Resource Planning	100	70	30	4
MBADIT-303	Relational Database Management System	100	70	30	4
MBADIT-304	E-Customer Relationship Management	100	70	30	4
MBADIT-305	System Analysis and Design	100	70	30	4
MBADIT-306	Knowledge Management Systems	100	70	30	4

SEMESTER-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADIT-401	Data Warehousing and Data Mining	100	70	30	4
MBADIT-402	Software Engineering	100	70	30	4
MBADIT-403	E-Business Financial Modeling	100	70	30	4
MBADIT-404	Internet and Web Designing	100	70	30	4
MBADIT-405	E-Commerce	100	70	30	4
MBADIT-406	Information Security and Cyber Laws	100	70	30	4

BUSINESS ANALYTICS

Semester-III

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADBA-301	Business Analysis using Excel	100	70	30	4
MBADBA-302	Fundamentals of Econometrics	100	70	30	4
MBADBA-303	Data Mining and Data Warehousing	100	70	30	4
MBADBA-304	Decision Modeling and Data Analysis	100	70	30	4
MBADBA-305	Data Analytics using R	100	70	30	4
MBADBA-306	Social Media Analytics	100	70	30	4

Semester-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Credits</i>
MBADBA-401	Time Series Data Analysis	100	70	30	4
MBADBA-402	Applied Multivariate Analysis	100	70	30	4
MBADBA-403	Financial Modeling	100	70	30	4
MBADBA-404	Predictive Analysis for Business Decisions	100	70	30	4
MBADBA-405	Data Analysis using Python	100	70	30	4
MBADBA-406	IOT and Big Data	100	70	30	4

MBAD-301: Strategic Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.

Course Contents:

Unit-I: An Introduction to Business Policy — Nature, objective and importance of business policy; Strategic Management –meaning, Historical development and significance to modern day organizations. Strategic Management Process levels of strategy in organization

Unit-II: Strategy Formulation- Company's mission, purpose and objectives; corporate strategy - concept, significance and objectives; types of strategies; Environmental and organizational appraisal (Internal & external) techniques of business environment analysis, Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage

Unit-III: Strategy implementation - Designing organizational structure and activating strategies; matching structure and activating strategy, Structural, Behavioral and Functional implementation, concept of synergy

Unit-IV: Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control, Role of organizational system in evaluation

Unit-V: Current trends in Strategic Management- trends in external environment of business, new directions in strategic thinking and new modes of leadership; Role of IT in strategic Management

Suggested Readings:

1. Jauch&Glueck : Business Policy and Strategic Management.
2. Thompson LA. and Stickland A.J.: Strategic Management - Concept and cases.
3. Michael Potter: Competitive Advantage of Nations.
4. AzharKazmi : Business Policy and Strategic Management.
5. Kennth, A. Andrews : Concepts of corporate Strategy.
6. Melvin J. Stanford: Management Policy
7. John A. Pearce Hand R.B. Robinson Strategic Management

MBAD-302: Optimization Models for Business Decisions

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision—making.

Course Contents:

Unit-I: Management Science - Basic concepts and its role in decision- making. Linear programming, meaning, scope & assumptions. Formulation of linear programming problem and its solution by graphical and Simplex methods.

Unit-II: THEORY OF GAMES: Introduction – Minimax (maximin) – Criterion and optimal strategy – Solution of games with saddle points – Rectangular games without saddle points – 2 X 2 games – dominance principle – m X 2 & 2 X n games.

Unit-III: INVENTORY : Introduction – Single item – Deterministic models – Purchase inventory models with one price break and multiple price breaks – Stochastic models– Instantaneous production. Instantaneous demand and continuous demand and no set up cost.

Unit-IV: Sensitivity analysis. Integer programming, goal programming, and non-linear Programming. Transportation and Assignment models including trans-shipment and routing problems Application of Inventory management techniques in business; Role and importance of PERT/CPM in business decision making; Decision theory and decision trees.

Unit-V: SIMULATION: simulation models – phases of simulation– applications of simulation – Inventory and Queuing problems – Advantages and Disadvantages. WAITING LINES: Introduction – Single Channel – Poisson arrivals – exponential service times, Multichannel – Poisson arrivals – exponential service times with infinite population single channel Poisson arrivals.

Suggested Reading:

1. Budnik, Frank S. Dennis Meleavey, Reichard : Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveller Bookseller, New Delhi, 1995.
2. Gould, F.J. etc. : Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Mathur, K and Solow, D. : Management Science, Englewood, New Jersey, Prentice Hall Inc. 1994.
4. NarangA.S. : Linear Programming Decision-Making. New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. : Operations Research : Theory and Applications, New Delhi, Macmillian India Ltd., 1997.

MBAD-303: Summer Training

Max. Marks: 100

External: 100

MBAD-401: Business Ethics and Corporate Governance

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: This course considers the stance of ethics and ethical conflict as well as the role of corporate governance and its increasing impact in the management of organizations.

Course Contents:

Unit I: Ethical theory and business practice – concept and importance of business ethics, the development of business ethics; defining corporate culture; ethical decision making and leadership; the institutionalization of business ethics.

Unit II: Introduction to the corporation and business ethics – the nature, significance, formation and historical development of the corporation, significant characteristics of the corporation; corporations, responsibility, and the free market – the role of boards, managers, stockholders and stakeholders.

Unit III: Ethics in corporate raids, restructures, and takeovers; local and global business ethics; multinational corporations and global ethics; developing, managing and controlling effective ethics program

Unit IV: Governance theory and business practice – meanings and significance of corporate governance, history of corporate governance, principles and theories of corporate governance, models of corporate governance; Framework of corporate governance in India – Kumar Mangalam Birla Committee, Naresh Chandra Committee Report, Narayana Murthy Committee, etc.

Unit V: corporate governance requirements under the Listing Agreement and Companies Act, 2013. The internal and external institutions of corporate governance – the internal institutions, viz., role of the board of directors, managers, and shareholders; corporate board – special committees, attributes, responsibilities, liabilities, shaping directorial competence and board effectiveness;

Suggested Readings:

1. Fernando, A.C., Business Ethics and Corporate Governance, Pearson Education.
2. Hansmann, H., The Ownership of Enterprises, Belknap Press of Harvard University.
3. Lipman, F.D. and Lipman, L.K., Corporate Governance Best Practices: Strategies for Public, Private, and Not-for-Profit Organizations, Wiley and Sons.
4. Mallin, C.A., Corporate Governance, Oxford University Press.
5. Monks, R.A.G. and Minow, N., Corporate Governance, Wiley-Blackwell.
6. Reed, D., Corporate Governance, Economics Reforms and Development, Oxford University Press.

MBAD-402: Entrepreneurship Development

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: This course considers the stance of ethics and ethical conflict as well as the role of corporate governance and its increasing impact in the management of organizations.

Course Contents:

Unit-I: Entrepreneurship: Evolution, Characteristics, Types, Functions of Entrepreneur; Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Entrepreneur Vs. Intrapreneur; Growth of Entrepreneurship in India; Role of Entrepreneurship in Economic Development with special reference to Self-employment.

Unit-II: Entrepreneurial Culture; Basics of Business plan; contents of business plan; Women Entrepreneurship ;Social Entrepreneur – Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India .Creativity and idea generation, techniques of creativity; innovation, contemporary innovations.

Unit-III: Institutional Support to Entrepreneurs: Need for Institutional support –financial and non-financial incentives by national and state institutions; challenges faced by entrepreneurs; overview of MSME Act, 2005.

Unit-IV: Legal aspects of business: forms of business; Intellectual property rights: An overview of copyright trademarks and patents.

Unit-V: Digital Economy as a resource- Promotion tools-the value of Likes and Shares-Matchmakers-Long Tail markets-Micro–Apps-Funding and Incubation.

Suggested Readings:

1. Kumar, Arya (2012); Entrepreneurship, Pearson, New Delhi.
2. Greene, Cynthia L (2006),Entrepreneurship, Cengage Learning, New Delhi
3. Timmons, Jeffry A and Spinelli, Stephen(2007),New Venture Creation, McGrawHill, seventh edition, New Delhi
4. Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK.
5. Shukla, MB, (2011), Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad

MBAD-403: Comprehensive Viva-Voce

Max Marks. 50

External Marks: 50

MBADFM-301: Quantitative Analysis for Financial Decision Making

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide the knowledge about quantitative skills which help the students to take financial decision making.

Course Contents:

Unit-I: Basic Statistical and Mathematical Concepts: An overview of Descriptive Statistics including Central Tendency, Dispersion, Skewness, Kurtosis, expectations and theoretical distributions.

Unit-II: Risk & Return and Time Series Concepts: Evaluating forecasts of risks and returns, Simple Interest, Compound Interest, Frequency of Compounding, Continuous Compounding, Present Value, determination of best forecast models.

Unit-III: Basic time series concepts, fundamental topics in time series analysis: autocorrelation, unit root tests, white noise processes and ARMA processes.

Unit-IV: Modelling Asset Return Volatility: Volatility of asset returns, volatility modelling and forecasting methods, the estimation of these models, and methods of testing for volatility predictability. ARCH/GARCH class of models, both univariate and multivariate, leverage effect

Unit-V: Risk management and Value-at-Risk: Measuring and managing the exposure to risk, Value-at Risk (VaR), Common models for measuring VaR.

Suggested Readings:

1. Patton, A. (2007). Quantitative Finance, UoL Study Guide. (AP)
2. Christoffersen, P.F. Elements of Financial Risk Management. (Academic Press, London, 2003).(PC)
3. Diebold, F.X. Elements of Forecasting. (Thomson South-Western, Canada, 2006) fourth edition. (FD)
4. Wilmott, P. Paul Wilmott on Quantitative Finance (selected chapters). 2nd ed. Wiley, 2006.
5. McNeil, A. J. et al, Quantitative Risk Management. Princeton University Press, 2005.
6. Chris Brooks, Introductory Econometrics for Finance. 2nd Edition, Cambridge
7. Bradley, T. (2007) Essential Statistics for Economics, Business and Management. 1st edn. Chichester: Wiley.

MBADFM-302: Foreign Exchange Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

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

Course Contents:

Unit-I: International Monetary Systems: Historical background and structure. Foreign Exchange Market: Nature, participants and structure. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.

Unit-II: Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates, exchange rates determination theories, factors affecting, flexible vs. fixed exchange rates, Exchange rate regime, Liberalized Exchange Rate Management System (LERMS).

Unit-III: Currency Forwards, Currency Futures and Currency Options, Currency Swaps. Currency Forwards vs. Currency Futures Contracts.

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

Unit-V: Tax treatment of Foreign Exchange gains and losses. Foreign Exchange Control in India, RBI guidelines, Important provisions of FEMA.

Suggested Readings:

1. Bhorali, D. and Sikidar, S.: International Financial Institution and Monetary Management.
2. Chaudhary, B.K.: Financing of Foreign Trade and Foreign Exchange.
3. Shapiro, Alan C.: Multinational Financial Management, P.H.I., New Delhi.
4. Henning, Pigott & Scott: International Financial Management.
5. Keith Pilbeam : International Finance, MacMillan India Ltd., New Delhi.
6. Apte P.G.: International Financial Management, TMH, New Delhi.
7. Chatterjee, A.K.: Principle of Foreign Exchange.
8. Saran (V): International Financial Management, PHI. New Delhi

MBADFM-303: Financial and Commodity Derivatives

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide the knowledge about financial and commodity derivative available in the stock market across world.

Course Contents:

Unit-I: Introduction to Commodities and Financial Derivatives: Introduction to the Underlying Markets, Introduction to Forwards and Futures

Unit-II: Strategies Using Futures, Introduction to Trading, Clearing, Settlement & Risk Management

Unit-III: Options and Option Pricing Models, Option Trading Strategies.

Unit-IV: Legal and Regulatory Environment, Accounting and Taxation, Risk management in Derivatives

Unit-V: Sales Practices, Code of Conduct and Investor Protection Measures.

Suggested Readings:

1. Hull C. John, Basu, Sankarshan (2010), Options, Futures and Other Derivatives, 7th edition, Pearson Educations.
2. Overhaus Marcus. (2008), Equity Derivative - Theory and Application, John Wiley & Sons.
3. Vohra, N.D. and Bagri, B.R. (2009), Futures and Options, 9 th edition, Tata McGraw-Hill.
4. Hand book on Derivatives Trading by National Stock Exchange of India
5. Bansal, (2010), Derivatives and Financial Innovations, 1st edition, Tata McGraw Hill.
6. Gupta S.L. Financial derivatives theory, concepts and problems, PHI

MBADFM-304: Banking and Financial Services

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: This course aims to give the students an overview of the Indian Financial Systems and developments in the areas of financial services. It will give an insight into the strategic, regulatory, operating and managerial issues concerning various financial services.

Course Contents:

Unit-I: Overview of financial services – overview, environment and importance of financial services in an economy, evaluation and role of financial services companies in India; securitization concept – securitization as a funding mechanism, securitization in India; merchant banking – nature and scope, regulation of merchant banking activity, SEBI guidelines for public issues.

Unit-II: Introduction to equipment leasing – introduction, history and development of leasing, concept and classification, evolution of Indian leasing industry, legal aspects of leasing, tax aspects of leasing, appraisal criteria, risks in leasing business, lease evaluation – the lessee’s angle, the lessor’s angle; hire purchase – concept, characteristics, mathematical evaluation, legal, tax and accounting aspects, leasing vs. hire-purchase; Mutual funds (MFs) – evolution, types, regulation of MFs, organization, structure, performance evaluation, and tax treatment of MF schemes in India.

Unit-III: Credit rating – concept, rationale, process, methodology, SEBI regulations for credit rating, consumer finance – role of consumer credit in the financial system, features, legal framework, credit screening methods, innovative structuring of consumer credit transactions, credit cards – concept, types, billing and payment, settlement procedure, mechanism of transactions.

Unit-IV: Factoring – concept, forms, functions of factor, legal aspects, evaluation of factoring, factoring disputes, factoring vs. forfeiting, factoring *vis-à-vis* bill discounting, Bought Out Deals: Meaning and Nature; Mechanisms of Bought out Deals; advantages; The Present Scenario.

Unit-V: venture capital (VC) – nature and scope, role of venture capitalists and private equity firms, types of venture capital funds, VC investment process, evaluation criteria, limitations, VC in India. Depository: Concept, Depository participants; Functions of depository system; Benefits of depository.

Suggested Readings:

1. Bansal, L.K., Merchant Banking and Financial Services, Tata McGraw Hill.
2. Khan, M.Y., Management of Financial Services, Tata McGraw-Hill.
3. Kohn, M., Financial Institutions and Markets, Tata McGraw-Hill.

MBADFM-305: Corporate Restructuring and Control

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide knowledge about corporate restructuring techniques which helps the company to increase the financial health.

Course Contents:

Unit-I: Meaning of corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario, Mergers and Amalgamations: Concept, need and reasons, legal aspects, procedural aspects relating to commencing of meetings and presentation of petition including documentation, economic aspects including effect on the interest of small investors; accounting aspects, financial aspects including valuation of shares, taxation aspects, stamp duty and allied matters, filing of various forms.

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

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

Unit-IV: Valuation of Shares and Business, Corporate Demergers/Splits and Divisions Difference between demerger and reconstruction; modes of demerger – by agreement, under scheme of arrangement, by voluntary winding up; tax aspects, tax reliefs, Indian scenario, reverse mergers. Post Merger Re-organisation: Accomplishment of objectives - criteria of success, profitability, gains to shareholders; post merger valuation; measuring post merger efficiency; factors in post merger reorganization.

Unit-V: Financial Restructuring: Buy-back of shares – concept and necessity; SEBI guidelines; Government’s guidelines, procedure and practice for buy-back of shares. Alliances: Integrating alliances into corporate strategy; preparing for alliance, cross cultural alliances; implementing and managing the alliances.

Suggested Readings:

1. Mergers et.al; by S. Ramanujam, Tata McGraw Hill Publishing Company Ltd, New Delhi
2. Takeover of Companies by J.M Thakur, Snow White Publications Pvt, Ltd;
3. Corporate Takeovers in India by V.K Kaushal, Sarup& Sons, New Delhi

MBADFM-306: Security Analysis

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis.

Course Contents:

Unit-I: Investment background – meaning and avenues of investment, concept of risk and return, determinants of required rates of return, relationship between risk and return, security risk and return analysis and measurement

Unit-II: Financial assets – type and their characteristics including derivatives; asset allocation decision – individual investor life cycle, the portfolio management process, the importance of asset allocation and organisation

Unit-III: Functioning of financial markets in India - primary capital markets, secondary markets, financial intermediaries, listing of securities, securities trading, securities settlement, and regulation, evaluation of securities, and stock exchanges.

Unit-IV: Security analysis and management strategies – efficient market hypothesis, macro-analysis and micro-valuation of the stock market; fundamental analysis – economic analysis, industry analysis, company analysis and stock valuation; technical analysis – techniques, DOW theory.

Unit-V: Equity portfolio management strategies – passive versus active management strategies; analysis and management of fixed income securities - bond fundamentals, the analysis and valuation of bonds, bond portfolio management strategies – passive, semi-active and active strategies.

Suggested Readings:

1. Alexander, G.J., Sharpe, W.F. and Bailey, J.V., *Fundamentals of Investments*, Prentice Hall.
2. Bodie, Z., Kane, A., Marcus, A.J. and Mohanty, P., *Investments*, Tata McGraw-Hill.
3. Chandra, P., *Investment Analysis and Portfolio Management*, Tata McGraw-Hill.
4. Elton, E.J. and Gruber, M.J., *Modern Portfolio Theory and Investment Analysis*, John Wiley and Sons.
5. Fabozzi, F.J. and Markowiz, H.M., *The Theory and Practice of Investment Management*.
6. Graham and Dodd, “Security Analysis Asset Allocation, Valuation, Portfolio Construction, and Strategies”, Wiley.

MBADFM-401: Financial Engineering

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: This course aims at enabling the students to understand and analyze investment problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments and strategies.

Course Contents:

Unit-I: Introduction to financial engineering – meaning and need of financial engineering, financial engineering *vis-à-vis* financial analysis, tools used in financial engineering, growth and contributory factors to increasing need for financial engineering, skills and knowledge required

Unit-I: Statistical, modelling, technology, legal, accounting and taxation; financial engineering in India – derivatives and futures markets, features of financial derivatives, types and uses of financial derivatives; determinations of value of financial instruments and products – time value of money, the required rate of return, absolute valuation versus relative valuation, measuring return and risk, portfolio consideration and investment horizons.

Unit-III: Pricing and valuation of future and forwards, pricing and valuation of swaps, interest rate swaps, currency swaps, commodity swaps, options - call and put options, payoff profiles, basic principles of options, option trading strategies, option pricing (Black Scholes model), arbitrage restrictions on option prices, hedging approaches with options, future options, swap options, equity related instruments – options, warrants, subscription rights, investment vehicle, index futures and options, foreign equities, treasury bond and notes futures; forward rate agreements.

Unit-IV: Financial engineering processes and strategies – assets and liabilities management, securitization, asset backed securities, mortgage backed securities, corporate restructuring and leverage buyouts/ management buyout, value at risk (VAR).

Unit-V: Emerging instruments, concepts and issues – hybrid securities, credit derivatives, options on debt instruments, exotic options, synthetic instruments, and issues related to accounting treatment of derivatives, corporate risk management – planning and controlling reasons for hedging, cash flow hedges and value hedges, capital structure and hedging, interest rate risk management.

Suggested Readings:

1. Dubofsky, D.A., Derivatives, Oxford University Press.
2. Gupta, S.L., Financial Derivatives, Prentice Hall.
3. Hull, J.C., Options, Futures and Other Derivatives, Prentice Hall of India.
4. Marchall, J.F. and Bansal, V.K., Financial Engineering, Prentice Hall.
5. Neftci, S.N., Financial Engineering, Elsevier Academic Press.

MBADFM-402: Project Planning and Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: 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 projects undertaken.

Course Contents:

Unit-I: Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties

Unit-II: Market and Demand Analysis; Technical Analysis; Financial Estimates and Projections;

Unit-III: Financing of Projects; Investment Criteria. Analysis of Project Risk: Firm Risk and Market Risk; Social Cost and Benefit Analysis; Multiple Projects and Constraints;

Unit-IV: Network Techniques for Project Management; Project Review and Administrative Aspects; Assessment of the Tax Burden; Environment Appraisal of Projects; Human aspects of Project Management.

Unit-V: Project Financing: BOT, PPP and consortium financing.

Suggested Readings:

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

MBADFM-403: Behavioral Finance

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The basic objective of this course is to acquaint the new field of behavioral finance and importance of behavioral traits in financial decision making.

Course Contents:

Unit-I: Introduction: Meaning, Nature, Scope and History of Behavioural Finance. Comparison between Behavioural Finance and Conventional Finance.

Unit-II: Expected Utility, Non-Expected Utility and classical probability theory: An Overview. Psychology of Investor's: Beliefs, Attitude, Learning, Herding, Momentum, Biases and Heuristics.

Unit-III: Over-confidence and optimism, winner's curse, Bubbles, advertising to investor's, over reaction and under reaction and cross-cultural behavior. Preferences: Framing, Prospect Theory and violation of Expected utility, Mental Accounting, Prospect Theory and attention, Saving Behavior.

Unit-IV: Anomalies: Accounting Based Anomalies, Calendar Anomalies, Attention based anomalies: Value v/s Growth, size, equity premium, myopia.

Unit-V: Behavioural Corporate Finance: Introduction, limits of Arbitrage, aggregation. Contemporary issues in Behavioural Finance.

Suggested Readings:

1. William Forbes, *Behavioral Finance*, John Wiley.
2. Mihe Elvin, *An Introduction to the psychology of Trading and Behavioral Finance*, John Wiley.
3. James Montier, *Behavioral Investing: A Practitioners Guide to Applying Behavioral Finance*, John Wiley.
4. James Montier, *Behavioral Investing: Insights into Irrational minds and markets*, John Wiley.
5. Paragh Parikh, *Value Investing and Behavioral Finance*, Tata McGraw-Hill.

MBADFM-404: Portfolio Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: This course seeks to acquaint students with the theoretical and practical aspects of investment analysis for security selection and portfolio management purposes.

Course Contents:

Unit-I: Portfolio analysis and valuation principles – meaning, importance, objectives and various issues in portfolio construction and revision;

Unit-II: Portfolio analysis – diversification, portfolio risk and return; Markowitz portfolio theory; portfolio selection – defining investment objectives, investor preferences; Single index model; introduction to asset pricing models, capital market theory, the capital asset pricing model (CAPM); multifactor models of risk and return, arbitrage pricing theory (APT), multifactor models and risk estimation; valuation principles and practices – value of financial statement analysis, theory of valuation, security valuation process, valuation of alternative investments, relative valuation techniques.

Unit-III: Portfolio performance evaluation and management – SEBI guidelines on portfolio management; asset management – managed portfolios, professional money management companies, investing in alternative asset classes.

Unit-IV: Portfolio performance evaluation, performance measurement techniques, risk adjusted measures of performance evaluation, evaluation criteria and procedures, evaluation of bond portfolio performance, reporting investment portfolio performance.

Unit-V: Wealth Management- Wealth cycle, Risk profiling and assets allocations. Estate planning and taxation of Investment. Client data collections and analysis.

Suggested Readings:

1. Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill.
2. Elton, E.J. and Gruber, M.J., Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.
3. Fabozzi, F.J. and Markowiz, H.M., The Theory and Practice of Investment Management:
4. Asset Allocation, Valuation, Portfolio Construction, and Strategies, Wiley.
5. Fischer, Donald E. and Jordan, Ronald J., Security Analysis and Portfolio Management, Prentice Hall.

MBADFM-405: Insurance and Risk Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this subject is to acquaint students with the various facets of insurance and risk management.

Course Contents:

Unit-I: Insurance-Concept, Nature, Classification-Life & Non-life, Functions, Importance and Principles of Insurance; IRDA Act 1999 - Organization, guidelines for life & Non-life insurance.

Unit-II: Life Insurance -Concept; Public & Pvt. Sector companies in India - their products, schemes & plans; LIC Act 1956-An overview. General Insurance - Concept, Types; Public & Pvt. Sector companies in India - their products, schemes & plans. Distribution channel in Insurance-Introduction, Individual Agents-Appointment, functions, code of conduct and remuneration; Claims settlement in Life Insurance and General Insurance.

Unit-III: Risk and its Management, Objectives of Risk Management, Risk Identification and Measurement, Risk Pooling Arrangements and Diversifications, Process of Risk Management.

Risk Aversion and Risk Management of Individuals and Corporations, Risk Management and Shareholder's Wealth.

Unit-IV: Analytical tools used in Corporate Risk Management: DOW Index, Fault Tree, Event Tree, Hedging with Derivative Contracts, Risk Pricing.

Unit-V: Process of Risk Control, Loss Prevention, Techniques of Risk Retention and Reduction. Case Studies in Enterprise Risk Management.

Suggested Readings:

1. NaliniPraveTripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.
2. K.P. Singh, B.S.Bodla and M.C. Garg. Insurance Management, Deep & Deep Publications, Delhi.
3. M.N. Mishra, Insurance, Vikas Publication.
4. Harrington and Mehaus : Risk Management and Insurance, Tata Mcgraw Hills
5. George Rejda: Principles of Risk Management and Insurance

MBADFM-406: Private Equity and Wealth Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide knowledge about the Understand the mechanism and underpinning of wealth creation, develop company valuation methodologies in the venture capital and private equity settings, and identify alternative sources of finance and their wealth generation potential.

Course Contents:

Unit-1: Overview of the Private Equity Industry: history, terminology, and categories within the asset class, participants, anatomy of funds and partnership agreements, key terms, economics, GP and LP perspectives and negotiations and perspectives of companies

Unit-II: The Fundamentals of Private Equity Investing private equity investment perspective, financing, structuring and negotiating buyout and growth capital transactions, and managing the portfolio company over the life of the investment and including an exit or value realization transaction.

Unit-III: Understanding and Evaluating Private Equity Firms in Financial Markets Today: Other topics will include understanding and managing LP liquidity options; the rise and role of other alternative investment vehicles, most notably hedge funds and sovereign wealth funds; the publicly traded private equity firm; the impact of the financial crisis and current issues under discussion in the area of financial regulation.

Unit-IV: Introduction To Personal Financial Planning, Personal Financial Planning process, Ethical and professional consideration in Financial planning – Code of ethics Cash flow planning; Budgeting, Personal financial statement Analysis, Financial Mathematics, Time value of Money, Economic environment and Indicators Forms of business ownership/entity relationships. Legal aspects of financial planning.

Unit-V: Risk Analysis and Insurance Planning -Introduction to Risk Analysis, Insurance Concepts Legal principles of Insurance, Insurance Contract, Insurance Policies and Strategies Insurance products, Regulatory framework of Insurance, Motor Insurance, Health and Householders Insurance, Group Insurance Annuities Insurance Pricing

Suggested Readings:

1. Evensky, H., Horan, S. M. and Robinson, T. R. (2011) The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets. Wiley.
2. Chorafas, D. N. (2006) Wealth management: private banking, investment decisions, and structured financial products. Amsterdam: Elsevier. EBSCOhost ebook collection [online].
3. Reuvid, J. (ed.) (2007) The Handbook of personal wealth management, 3rd ed. London: Kogan Page. MyiLibrary [online].

MBADMM-301: Advertising Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide knowledge about the Comprehend the significance of advertising in acquiring and retaining customers, Learn the techniques and processes involved in the dynamic area of advertising, devise an advertising plan that give a kick start to the company in attaining its broad marketing objectives.

Course Content:

Unit I: Understanding advertising: Concept, Evolution, History, classification, objectives and functions Advertising and society: ethical issues in advertising, social criticism of advertising, Laws in advertising, Advertising statutory bodies in India.

Unit II: Advertising strategy and planning process, Consumer behavior and advertising research, Advertising agency; types, functions and structure of advertising agency, client-agency relationship.

Unit III: Building of advertising programme - message, headlines, copy, logo, illustration, appeal, layout; Media planning and strategy – development of media plan, establishing media objectives, developing and implementing media strategies, evaluation and follow up of media plan.

Unit IV: Budgeting- establishment and allocation, budgeting approaches., Measuring the effectiveness of the promotional program- Market testing, pre testing, post testing, laboratory tests, field tests.

Unit V: Online advertising: objectives, importance, types and challenges of online advertising, advertising on the internet, measuring effectiveness of internet.

Suggested Readings:

1. Belch, George E and Belch, Michael A.: Introduction to Advertising and Promotion, 3rd ed, Chicago, Irwin, 2002.
2. Jethwaney and Jain: Advertising Management, Oxford, 2012.
3. Sandage and Fryberger : Advertising, AITBS, Delhi, 2000.
4. Batra, Rajeev, Myers, johan G. and Aaker, David A. Advertising Management, 9th ed., New Delhi, Pearson, 2013.
5. O, Guinn: Advertising & Integrated Brand Production, Vikas Publishing House, New Delhi.

MBADMM-302: Marketing Research and Analytics

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to provide knowledge about the research activities in the marketing ecosystem. devise a detailed marketing plan concerning any marketing situation faced by the company, get in-depth knowledge of tools and techniques involved in marketing research, get inputs on tremendous scope of Analytics in the field of marketing.

Course Contents:

Unit I: Introduction to Marketing Research- Meaning and Role of Research in Marketing. Scope of Marketing Research- Consumer Research, Market Potential Research, Image Research and Research Pertaining to 4 Ps.

Unit II: Types of Marketing Research and Their Applications- Exploratory Research, Descriptive Research and Experimental Research, Marketing Research- Step by Step Execution.

Unit III: Measurement and Scaling Techniques. Data Collection and Sampling Design, Role of Analytics in Marketing. Big Data in Marketing and Marketing Intelligence.

Unit IV: SPSS based Marketing Analytics Techniques- Conjoint Analysis; Cluster Analysis; Factor Analysis

Unit V: SPSS based Marketing Analytics Techniques-Regression Analysis; Perceptual Maps; Text Analytics.

Suggested Readings:

1. Cooper, Donald R and Pamela S Schindler, Marketing Research- Concepts and Cases, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Malhotra, Naresh K and S Dash, Marketing Research- An Applied Orientation, Pearson.
3. Boud, Harper W, Westfall, Ralph L and Stanley F Stasch, Marketing Research- Text and Cases, RD Irwin
4. Green, Paul E and Donald S Tull, Research for Marketing Decisions, PHI.
5. Beri, GC, Marketing Research, Tata McGraw Hill, New Delhi.

MBADMM-303: Sales and Logistics Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide knowledge about the sales function of an organisation, learn managing sales force to the advantage of the organization, Gain knowledge concerning logistics and supply chain and comprehend present and forecast future of an extremely important area of sales and logistics management.

Course Contents:

Unit I: Sales Management- An Introduction. Sales Organisation, Sales Functions and Policies. Tasks and Responsibilities of Field Sales Manager. Planning of Sales Efforts- Sales Planning and Budgeting, Estimation of Market Potential and Sales Forecasting, Setting Sales Territories.

Unit II: Fixation of Sales Quota, Sales and Cost Analysis. Managing Sales force- Selection, Training, Compensation, Motivation and Evaluation of Sales Performance.

Unit III: Logistics Management- Meaning and relationship with Supply Chain Management. Logistics as a source of Competitive Advantage.

Unit IV: Warehousing- Alternatives and Strategy. Inventory Management Policies. Transportation Types, Issues and Decision Making.

Unit V: Packaging Issues. Logistics Organisation, Recent Trends in Logistics- E Logistics, Green Logistics and Reverse Logistics.

Suggested Readings:

1. Still, Richard R, Edward Cundiff and Norman Govoni, Sales Management- Decision, Strategies and Cases, Pearson Education/ Prentice Hall of India.
2. Dalrymple, Douglas J, William Cron and Thomas Decarlo, Sales Management, John Wiley and Sons Asia Pvt. Ltd.
3. Spiro, Stanton and Rich, Management of Sales Force, Tata McGraw Hill.
4. Bowersox, D.J and David Closs, Logistical Management, Tata McGraw Hill.
5. Sople, Vinod, Logistics Management, Pearson Education, India.
6. Bhattacharyya, SK, Logistics Management, S Chand, India

MBADMM-304: Consumer Behaviour

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide knowledge about the behaviour of consumers so as to make organisations serve them better, and understand the dynamics of consumer decision making to know various psychological, social, economic and other influences on consumer behaviour.

Course Contents:

Unit I: Consumer Behaviour: Meaning, Nature, Scope and Significance of its Study for Marketers. Consumer Research: Role and Process.

Unit 2: Consumer Decision Making Process: A Detailed Study of Various Stages and their Marketing Implications, Psychological Factors Influencing Consumer Behaviour- A Detailed Study of the Concepts, Theories and Principles of Perception.

Unit III: Learning, Motivation, Personality & Self Concept and Attitude and their Marketing Implications.

Unit IV: Group Influences on Consumer Behaviour- A Detailed Study of the Influences of Family and Reference Groups and their Marketing Implications, Impact of Culture, Subculture and Social Class on Consumer Behaviour,

Unit V: Communicating with Consumers- A Study of the Concepts of Opinion Leadership and Diffusion of Innovation along with their Marketing Implications. Industrial Buying Behaviour, Consumer Behaviour Audit.

Suggested Readings:

1. Schiffman, LG and LL Kanuk, Consumer Behaviour, Pearson Education
2. Blackwell, RD, PW Miniard and JF Angel, Consumer Behaviour, Cengage Learning India Pvt. Ltd.
3. Peter, JP and JC Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill.
4. Handerson, S, Consumer Behaviour in Theory and Action, John Wiley and Sons.
5. Assel,H: Consumer Behaviour- A Strategic Approach, Houghton Mifflin.
6. Loudon and A Della, Consumer Behaviour, Tata McGraw Hill.

MBADMM-305: Strategic Brand Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide knowledge about the insights on the field of branding and understand various terminologies in the gamut of branding.

Course Contents:

Unit I: Brand- Definition, Evolution of Brands, Functions of Brand, Branding challenges and opportunities; brand name decisions; Brand Value: Definition, Core Brand values. Value creation, Porter's value chain; Customer-based brand equity: Building strong brands and creating customer value

Unit II: Brand personality: Dimensions of brand personality, process of personality creation; brand protection; Brand equity and brand image- Defining brand equity, Brand image constellation and brand image dimensions; Brand extension decisions- line extension, line extension trap, brand extension causes and types, brand extendibility.

Unit III: Brand Identity- Concept, levels and perspectives of brand identity, Brand identity prism; Brand positioning - Meaning, Point of parity & Point of difference, Positioning guidelines and re-launch.

Unit IV: Managing the brands over time- Functional brands, symbolic brands, experiential brands, concept management, forces affecting brands, brands revitalization and brand elimination.

Unit V: Brand Valuation- Meaning, approaches of brand valuation; cost based approach, market based approach, royalty approach, discounted cash flow approach, interbrand approach, Choosing the valuation method; Building global brands- Standardization and customization, global brand strategy, building global customer-based brand equity.

Suggested Readings:

1. Keller, Kevin Lane, Parameswaran and Jacob : Strategic Brand Management, Pearson, 1998.
2. Harsh V Verma: Brand Management: text and cases, Excel Books, 2008.
3. S. A. Chunawalla: Compendium of Brand Management, Himalaya Publishing House 2009.
4. Kapferer, J N. : Strategic Brand Management, New York, Free Press, 2012.

MBADMM-306: Digital Marketing

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide knowledge about the future of marketing in light of emerging digital and social media platforms.

Course Contents:

Unit I: Marketing- Meaning, Significance and Evolution of Various Concepts. A Gradual Shift to New Age Marketing.

Unit II: Digital Marketing- An Overview- Meaning, History, Recent Trends and Importance. GRAVITY and its Digital Marketing Implications. Frictions in Real and Virtual Economies and their Digital Marketing Implications.

Unit III: Digital Marketing Modules- Content Marketing, Search Engine Optimisation, Search Engine Marketing, Social Media Marketing- Earned and Integrated Social Media, Email Marketing, Web Analytics and Mobile Marketing.

Unit IV: Digital Marketing Assets- The Brand Asset and the Customer Asset.

Unit V: Digital Networks- Principles, Features and Effects. Implementing and Controlling Online Marketing Efforts.

Suggested Readings:

1. Hanson, W and KirthiKalyanam, Internet Marketing and E-Commerce, Cengage Learning, 2015.
2. Mullen, J and D Daniels, E-Marketing- An Hour a Day, Sybex Publisher, First Edition.
3. Chaffey, Dave and Fiona Ellis Chadwick, Digital Marketing- Strategy, Implementation and Practice, Pearson Education Inc., 2012.
4. Kotler et. Al, Principles of Marketing, Pearson Education Inc., New Delhi, 13th Edition.
5. Kaufman, Era and Chris Hortan, Digital Marketing- Integrating Strategies and Tactics with Values, Routledge, 2014.
6. Ahuja, Vandana, Digital Marketing, Oxford University Press, First Edition.

MBADMM-401: International Marketing

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide knowledge about the future of marketing in light of emerging digital and social media platforms.

Course Contents:

Unit I: International Marketing: Definitions, nature, scope and benefits; reasons and motivations underlying International Trade and International Business; Domestic Marketing versus International Marketing; International marketing orientation- EPRG framework; Trade Barriers- Protectionism, Tariff and non-tariff barriers; basic modes for entry; Process of International Marketing.

Unit II: Market segmentation- Basis, macro and micro segmentation; Target market strategies, positioning decisions,. International Marketing Planning- Process and framework of market planning; Selection process and strategies; Process of marketing Control.

Unit III: International Marketing Mix: International product policy and planning: International product mix, Product life cycle, product standardization and adaptation, and organization of product warranties and services.

Unit IV: Building brands for foreign markets, labeling and packaging decisions, International pricing decisions- pricing policies, the process of price setting, pricing decisions, Terms of payment in international transactions, dumping, counter trade, transfer pricing and grey marketing.

Unit V: International Distribution Decisions: International Distribution Channels, International distribution policy, selecting distribution channels; Communicating with the global world- Global advertising and culture, setting global advertising budget, Advertising standardization vs. adaptation, global media decisions, other means of communication; Global marketing and internet.

Suggested Readings:

1. Vern Terpstra and Ravi Sarthy : International Marketing, Thomson.
2. Cateora, Graham and Salwan : International Marketing, Tata McGraw-Hill, 2008.
3. Kotabe, M. and Helsen, K. : Global Marketing Management, Wiley, 2011.
4. R. L. Varshney and B. Bhattacharya : International Marketing; Sultan Chand Publication, N. Delhi.

MBADMM-402: Business Marketing

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to provide knowledge about the differences between consumer and business marketing and learn a different orientation desired for being a business marketer.

Course Contents:

Unit I: Business Marketing: Concept, Importance, Business versus Consumer Marketing, Nature of industrial demand, Reseller market; Understanding B2B Markets- Types of organizational Customers and their purchasing policies, Business products classification and marketing implications.

Unit II: Organizational buying Decisions- Objectives in organizational buying, Buy-phases in purchasing decision process, Buying situations, Buygrid framework; Buying centre roles and influencers.

Unit III: Models of business buyer behavior- Sheth model and Webster and Wind model; Assessing business opportunities- Role of marketing research, research objectives and process in B2B markets.

Unit IV: Segmenting the business markets and evaluating the potential segments, Target Marketing and Product Positioning. Industrial Product Decisions- Product development strategy, Developing business products, product revitalization or elimination.

Unit V: Product pricing- Pricing objectives, costs in industrial pricing, pricing methods, transfer pricing, geographic pricing, leasing; Business marketing logistics and physical distribution, Designing communication strategies for business markets.

Suggested Readings:

1. Reader Robert R. Industrial Marketing Analysis, Planning and control Englewood Cliffs, New Jersey, Prentice Hal Inc.
2. Vitale; Business to Business Marketing; Thomson Learning, Mumbai.
3. Havalder Krishna K, Industrial Marketing, TMH, New Delhi.
4. Corey E Raymond, Industrial Marketing: Cases and concepts,. Englewood cliffs, New Jersey Prentice Hall Inc.

MBADMM-403: Service Marketing

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to provide knowledge about the insights on service marketing ecosystem, convey challenges involved in the marketing of services and ways to overcome these through dynamism and understand best ways to measure service quality.

Course Contents:

Unit I: Services and The Economy- The growing influence of services in the economies of the countries around the globe. Services and the Indian Economy: Contribution and Reasons for Growth of Services in India.

Unit II: Services and It's Marketing- Unique Characteristics of Services and Problems Associated with Services Marketing on Account of these. Overcoming Challenges Associated with Services Marketing. Goods-Service Categorisation. Types of Services- Core and Supplementary.

Unit III: Service Marketing Environment and Mix- Prominent Environmental Factors Influencing Service Marketing. A Bird's Eye-View of Service Marketing Mix- Product, Price, Place, Promotion, Process, People, Physical Evidence and Productivity.

Unit IV: Service Management Triangle- An Introduction to the Concept and its Variants viz. Internal Marketing, External Marketing and Interactive Marketing. Service Quality, Productivity and Recovery- Service Quality- Prominent Models. Service Productivity-Measurement and Productivity Enhancement Strategies. Relationship between Service Quality and Productivity. Service Recovery- Significance. Recovery Techniques.

Unit V: Service Value Enhancement- Service Differentiation- Significance and Techniques. Service Positioning- Ways. Relationship Marketing- Significance and Tools.

Suggested Readings

1. Zeithaml, V.A, D.D Gremler, M.J Bitner and A Pandit, Services Marketing, Tata McGraw Hill, 4th Special Indian Edition.
2. Hoffman, K.D and JEG Bateson, Marketing of Services, Cengage Learning, Indian Edition.
3. Lovelock, Christopher, Services Marketing, Pearson Education, 7th Edition.
4. Woodruff, H.E, Services marketing, Longman Group.
5. Payne, D, The Essence of Services Marketing, Prentice Hall of India.

MBADMM-404: Strategic Marketing

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to provide understanding how strategic marketing is oriented differently to basic marketing and grasp various terminologies, tools and techniques involved in strategic marketing.

Course contents:

Unit I: Strategic Marketing-Meaning, Nature and Historical Perspective, Strategic Marketing v/s Marketing Management, Process of Strategic Marketing Planning; Strategic choices and decisions at corporate level, SBU level- Generic competitive strategies- Cost Leadership Strategy, Differentiation Strategy, Focused Strategy, and functional level;

Unit II: Customer Analysis- Process and a Study of Key Factors Pertaining to the Analysis of Individual Customers and Organisational Customers; Competitor Analysis- Rationale and Process. Types of Competitors- Market Leaders, Market Challengers, Market Followers and Market Nichers. An Overview of the Strategic Options Available to Various Types of Competitors;

Unit III: Market Analysis- Dimensions and Process; Environmental and Internal Analysis; An Overview of Alternative Strategies: Product- Market Strategies- Market Penetration Strategy, Market Development Strategy, Product Development Strategy and Diversification Strategy, Global Strategies, Preemptive Moves,

Unit IV: Obtaining Sustainable Competitive Advantage. Role of Portfolio Analysis in Strategic Choice- BCG Matrix, GE 9 Cell Model, Shell Directional Policy Matrix; Implementing Marketing Strategies- The Role of Structure, Systems, People and Culture;

Unit V: Evaluation and Control of Marketing Strategy- Rationale and Techniques- Annual Plan Control, Profitability Control, Efficiency Control and Strategic Control.

Suggested Readings:

1. Aaker, David A, Strategic Market Management, Wiley Publications
2. Kerin, R A and R A Peterson, Strategic Marketing Problems, Pearson Education
3. Cravens, W and Nigel F Piercy, Strategic Marketing, McGraw-Hill Publications, Indian Edition.

MBADMM-405: Rural and Agribusiness Marketing

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to provide knowledge to the students to explore rural market potential of India through innovative marketing and agribusiness potential of India through innovative marketing.

Course Contents:

Unit I: Rural Marketing- Definition, Nature and Scope. Rural Markets- characteristics, importance and challenges & potential in rural markets. Rural Marketing environment. Understanding rural consumers- buying behavior models, factors affecting consumer behavior, buying process.

Unit II: Rural Markets and STP(Segmenting, Targeting and Positioning).Rural Marketing Mix: Product strategy- product concepts and classification.

Unit III: New product development, product life cycle, packaging and branding in rural India, Pricing strategy- objectives, factors affecting pricing, methods of pricing. Communication strategy- objectives, methods and challenges in rural communication.

Unit IV: Rural Distribution strategy- distribution channels and organizing personal selling in rural markets. Role of IT in rural marketing(e-Choupals).

Unit V: Agribusiness Marketing; concept, process and functions, types of agribusiness markets, problems of agribusiness marketing, Role of Central and State Governments Institutions and organizations in agribusiness marketing. Agribusiness marketing mix. Role of IT in agribusiness marketing.

Suggested Readings:

1. Balram Dogra and Karminder Ghuman: Rural Marketing-Concepts& Practices, Tata McGraw-Hill Publishing Company Ltd.
2. Awadhesh Kumar Singh and Satyaprakash Pandey: Rural Marketing-Indian Perspective, New Age International (P) limited Publishers.
3. Pradeep Kashyap and Siddhartha Raut: The Rural Marketing, Biztantra
4. C.S.G Krishnamacharyulu and Lalitha Ramkrishnan: Rural Marketing- Text & Cases, pearson edu.

MBADMM-406: Retail and Mall Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to provide knowledge to the students about Retail marketing and foresee potential of retail and mall management in India.

Course Contents:

Unit I: Retailing – Meaning, Nature and Importance of Retailing in India. Trends & Issues in organized Retailing in India. Retail Buying Behavior.

Unit II: Store Location – Factors influencing Store Location and procedure of store location. Designing Store layout. Issues in Retail Pricing.

Unit III: Retail Promotion Strategies. Trends in retailing – CRM, Role of IT and Non-store Retailing.

Unit IV: Shopping Malls – Concept and trends in India. Types of Malls. Strategic Planning for Malls. Mall design.

Unit V: Strategic Financial issues and recovery Management in Malls. HR issues in Mall Management. Mall Marketing Strategies. Measuring Mall Performance.

Suggested Readings:

1. Roger Cox and Paul Brittain: Retailing- An Introduction, Pearson Education.
2. Barry Berman and Joel R. Evans: Retail Management- A Strategic Approach, Pearson Education.
3. Swapna Pradhan: Retailing Management- Text & Cases, The McGraw-Hill Companies.
4. Michael Levy, Barton A Weitz and Ajay Pandit: Retailing Management, The McGraw-Hill Companies.
5. Arif Sheikh and Kaneez Fatima: Retail Management, Himalaya Publishing House.
6. Chetan Bajaj, Rajnish Tuli and Nidhi Srivastava: Retail Management, Oxford University Press.

MBADHRM-301:Management of Industrial Relations

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual aspects of industrial relations at the macro and micro levels. Management Industrial Relations.

Course Contents:

Unit-I: Introduction to IR: Concept, Nature, Objectives, Significance & Factors of Industrial Relations and Approaches/ Models of IR- Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR; Industrial Relations System in India.

Unit-II: Industrial Disputes in India: Meaning, Difference between Industrial Disputes and Industrial conflict, Forms of Industrial Disputes, Impact of Industrial Disputes, Prevention and settlement of industrial disputes: Statutory and Non-Statutory Measures, IR Machineries stipulated in ID Act 1947.

Unit-III: Trade Unionism, Collective Bargaining and Negotiation: Concept, Functions of Trade Unions– Types of Trade Unions-Problems of Trade Unions in India. Trade union act 1926, Collective Bargaining: Concept, Principles, Forms of Collective Bargaining, Theories of Collective Bargaining, Collective bargaining in Practice, Case studies. Negotiation - Effective negotiation, Current trends, issues and practices in Negotiation in Indian Industries.

Unit-IV: Employee Discipline: Concept of Discipline, Aspects & Objectives, Causes of Indiscipline, Types, Approaches to deal with Indiscipline activities: Traditional Approach, Judicial Approach, Humanistic Approach, Hot Stove Approach, HRD Approach. Essential of Good Disciplinary System. Employee Grievance: Concept and Causes of Grievances, Sources of Grievance, Grievance Redressal Machinery, Grievance Procedure. Regulation of Industrial Relations in India Tripartite Bodies.

Unit-V: Worker's Participation in Management: Concept, Origin, Growth and Forms of Workers' Participation in India, Effective Workers' Participation in India. Industrial Democracy: Concept and scope of industrial democracy. International Labour organization (ILO) and industrial relations, Contemporary Issues and Recent Trends in Industrial Relations in India

Suggested Readings

- | | |
|-----------------------------|---|
| 1 Venkataratnam | Industrial Relations, Oxford University Press.2009 |
| 2 Sinha, P.R.N. et. al | Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education. 2009 |
| 3 Blyton, P. & Turnbull, P. | The Dynamics of Employee Relations. Palgrave Macmillan. 2004 |

MBADHRM-302: Indian Labour Legislation

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The course is designed to assist the students in understanding the legislature related to business activities.

Course Contents:

Unit-I: Introduction: Labour Legislations: Nature, Objectives, Need, Importance Classification/Types of Labour Legislation; Principles of Modern Labour Legislation; Factors Influencing Labour Legislations; Indian Constitution and Labour Legislation. Jurisprudence: meaning and scope of Industrial Jurisprudence, Principles of Industrial Adjudication; Lacunae/Problems in Labour Laws, Approaches to enforcement of law

Unit-II: The Regulative & Protective Labour Legislations: The Trade Unions Act, 1926; The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946, The Factories Act, 1948. Wage-Related Labour Legislations: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976.

Unit-III: Social Security Labour Legislations: The Workmen’s Compensation Act, 1923, The Employees’ State Insurance Act, 1948, The Employees PF and Miscellaneous Provisions Act, 1952, The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972.

Unit-IV: Laws Relating to Protection of Child Labour, Contract Labour and Women at Workplace: Major Legal Provisions of the Contract Labour (Regulation and Abolition) Act, 1970 & The Child Labour (Prohibition and Regulation) Act, 1986. Sexual Harassment at Workplace: Meaning and definition, Legal Analysis, Judicial View, International Norms, National Norms, Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Unit-V: Contemporary Issues: Need of Labour Law Reforms, New proposed Labour Codes; Govt, trade unions, employer and employees perspective towards new proposed labour reforms. Gender Justice: Constitutional Aspects, Legal Aspects. Important Case Laws.

Suggested Readings:

1. S. C. Srivastav, Industrial and Labour Laws, Vikas Publishing Houses.
2. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.
3. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.
4. Sharma, A.M., Industrial Jurisprudence, Himala Pub. House, New Delhi.
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.

MBADHRM-303: Group Dynamics and Leadership Excellence

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: This course offers to teach students the importance of raising groups, leadership and turning them into passionate teams in organizations. It gives an understanding of how individuals as team member and as an effective leader must behave to sustain teams.

Course Contents:

Unit-I: Nature of Groups at work: Definition, Types of groups, Dynamics of group formation, Models, group decision making techniques; Workgroup Vs. Teams: Transforming Groups into Teams, Stages of Team Building and its Behavioral Dynamics;

Unit-II: Interpersonal Competence & Team Effectiveness: Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness, conformity, group shift and group think ,transactional analysis &johari window helping process ; Team Effectiveness and influencing factors of team effectiveness. Role of Interpersonal Competence in Team Building;

Unit-III: Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to build Collaboration in Organizations; Social Loafing, Social facilitation, Synergy in Teams, Self-Managed Teams and Interpersonal Trust;

Unit-IV: Communication and Creativity: Communication Process; Communication Effectiveness &Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming

Unit-V: Leadership- Leader v/s manager- Leadership styles, Concepts and theories: Trait, Behavioral and situational; Transactional and Transformational Leaderships, Leadership effectiveness, effective leadership communication; Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors.

Suggested Readings:

1. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.
2. Luthans, F. (2002). Organizational Behavior. McGraw-Hill International Edition.
3. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.
4. Kolb, D. (1991) Organizational Behaviour: An Experiential Approach. 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc.,
5. Moore, MD, (1988) Inside Organizations: Understanding the Human Dimensions London, Sage

MBADHRM-304: HR Analytics

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: This course offers to teach students about the concept of HR Analytics, HR Metrics, HR Scorecard, and HR Benchmarking and acquaint with various applications of HR Analytics in business decisions.

Course Contents

Unit-I: INTRODUCTION: Introduction to HR/People Analytics, The Role of Analytics in HR: Evolution of Analytics, Importance of Analytics to the HR Field, Benefits of implementing HR Analytics. HR Analytics Defined, HR Analytics Vs HR Metrics Vs HR Scorecards Vs Benchmarking. Ethics in People Analytics, Future of People Analytics.

Unit-II: HR Analytics Frameworks: (a) LAMP framework; (b) HCM: 21 Framework and (c) Talentship Framework; IDENTIFICATION: Linking HR to Business drivers, Values and Culture, Identification of Key Strategic Themes, Introduction to the Balanced Scorecard-The HR aspect.

Unit-III: QUANTIFICATION through HR METRICS: Work Force Planning Analytics , Talent Acquisition Analytics, Turnover Analytics, Onboarding and Culture Fit, Employee/Talent Engagement, Performance Analytics, Retention Analytics, Employee Wellness, Training Analytics, Learning analytics, Compensation analytics.

Unit-IV: ANALYSIS FOR INSIGHTS: Use of Trend Analysis, Regression, Correlation and Benchmarking, Workforce Modelling for deeper insights.

Unit-V: REPORTING: Creating Charts, Graphs, Storyboards, Pivot Table, HR Dashboards to communicate results.

Suggested Readings:

1. Gene Pease, Boyce Byerly and Jac Fitz-enz, *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*, John Wiley & Sons.
2. HR Analytics: The What, Why and How, Tracey Smith. WILEY & SAS Business.

MBADHRM-305: HRD: Systems and Strategies

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The purpose of this paper is to facilitate and understanding of the concepts methods and strategies for HRD.

Course Contents:

Unit-I: HRD Introduction- Concept, Goals/Objectives, Scope, Principles, Challenges, HRD Process; Changing paradigm of HRD; HRD culture and climate; Global perspectives on HRD.

Unit-II: HRD Frameworks: Rao and Pareek’s Intergrated framework, the strategic HR Framework Approach, The integrative framework, Human Capital Appraisal Approach, HRD Score card approach, P-CMM Approach.

Unit-III: HRD Sub-systems- Performance Management, Potential Appraisal Training & Development, Career Planning, Succession Planning, Quality Circles; Quality of Work Life, Feedback, HRD Audit, OD Interventions; Contribution of sub-systems to HRD goals. Designing of HRD System: Principles in designing HRD system.

Unit-IV: Organizing of HRD Function: Structure and Organisation of HRD and its functions; Role of HRD Managers, Competencies of HRD Professionals; Challenges of future HRD professionals Developing HRD strategies: HRD for Workers, HRD for other special groups; HRD strategies for coping with Organizational Change, HRD in M&A, Technology and HRD.

Unit-V: HRD Practices in Organisations: HRD Practices in Government, Manufacturing, Service Sector Organisations and MNCs Recent Trends of HRD in India.

Suggested readings

1. Dayal, Ishwar: Successful Application of HRD, New concepts, New Delhi. 1996.
2. Dayal Ishwar: Designing HRD Systems, Concept, New Delhi, 1993.
3. Gupta Santosh & Deep Sachin Gupta: Human Resource Development, 2nd Ed. 2008, Deep and Deep Publications.
4. Kohli, Uddesh & Sinha, Dharni P.: HRD - Global Challanges & Strategies in 2000, AD ISTD, New Delhi. 1995.
5. Krishnaveni, R.: Human Resource Development: A Researcher’s Perspective, Excel books, 2008
6. Kaushal H.: Human Resource Development, McMillan.

MBADHRM-306: Competency Mapping and Assessment Centres

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The purpose of this paper is to provide knowledge about the competency mapping, modeling, application and assessment centre.

Course Contents:

Unit-I: Competency: Concept and definition of competency, Characteristics of competency, Competency versus competence, performance versus competency; skills versus competency, behavior indicators, History of competency, Types of competencies – generic/specific, threshold/performance, and differentiating and technical, managerial and human, competency culture: Context and Relevance of competencies in modern organizations

Unit-II: Competency mapping: Frame work of competency mapping, approaches of competency mapping, process of competency mapping : preparing organization for competency mapping, identifying jobs/function for competency mapping, setting performance effectiveness criteria, identification , listing, classification and arranging competencies.

Unit-III: Competency modeling: phases of competency model, classification of competency models, iceberg’s model of competency, resistance and recommendations related implementation of competency model, competency; Assessment: perquisites for competency assessment, process of competency assessment.

Unit-IV: Competency based HRM applications: competency based recruitment and selection, training and development, compensation, performance management and career and succession planning system, mapping challenges of competency based HRM, Advantages of competency based HRM.

Unit-V: Assessment centre: Requirement of assessment centre, Assessment centre Vs development centre, problems and challenges of assessment centre, Techniques used in assessment centre: MAP, MBTI, FIRO-B, SPIRO-M profile, 360 degree feedback.

Suggested Readings:

1. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, SanghiSeema. Sage Publications Pvt. Ltd - 2007
2. Competency based HRM Shermon, Ganesh. Tata Mc Graw Hill – 2004.
3. 360 degree feedback, competency mapping & assessment centers, Sharma, Radha R. , Tata Mc Graw Hill – 2003.

MBADHRM-401: Training and Development

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to provide an in-depth understanding to various stages in a training process and the catalytic role of training and development in the effective functioning of an organization. The course also facilitates the participants to learn some of the tools and techniques of training process.

Course Contents:

Unit-I: Conceptual framework of training: meaning, need for training, Objectives, functions, types and Importance of training; Learning in training program: principles and motives of learning, learning process, theories of learning, learning styles; learning cycle; Training climate; Pedagogy: concept and importance.

Unit-II: Training Process: Steps in training, identification of job competencies Training Needs Analysis (TNA): methods and process of needs assessment; Designing and implementing training program: Trainer identification, methods and techniques of training; Designing Training Modules for special groups, Training Aids and management of training Sessions: Types of aids and Audio visual aids, Budget Estimation on Training.

Unit-III: Evaluation of Training Program: Methods of evaluation of training, pre- training expectation and post training evaluation, KirkPatrick model of evaluation, CIRO model, cost-benefit analysis, ROI of training, Bloom’s Taxonomy Model, Action Research.

Unit-IV: Cross cultural training (CCT): Introduction to CCT, determinants of cultural differences, cross cultural training methods, Technology in training - CBT, Multimedia training, e-learning/online learning- distance learning.

Unit-V: Management Development (MD), Aims and objectives of MD, Methods of MD, strategies for development of technical managers; overview of Professional bodies for Management Education and Training.

Suggested Readings:

1. Kozlowski, S. W. J. &Slas, E. (Ed.). (2009). Learning, training, and development in organisations. New York : Routledge.
2. Lawson, K. (2009). The trainer’s handbook (2nd ed.). New Jersey: Pfeiffer-Wiley.
3. Lynton, R., &Pareek, U. (2000). Training for organisational transformation (3rd ed.).(3 Vols.). New Delhi: Sage.
4. Moskowit, M. (2008). A Practical guide to training and development: assess, design, deliver, and evaluate. New York: John Wiley.
5. Noe, R. A. (2009). Employee training & development (4th ed.). USA: McGraw-Hill College.

MBADHRM-402: Strategic Human Resource Management

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of the course is to develop the perspective of strategic human resource management. The students should be able to distinguish the strategic approach to human resources from the traditional functional approach. In addition to this they understand the relationship of HR strategy with overall corporate strategy and strategic role of specific HR systems.

Course Contents:

Unit-I: Business Strategy and Organisational Capability; Strategic Human Resource Management; Meaning, Nature, Aims, Significance Conceptual Framework; SHRM Approaches & Models: Universalistic, Contingency and Configurational Approaches, Models, Best Fit and Best Practice Approach, Resource- Based view of the firm.

Unit-II: The Strategic role of HR; Need of Aligning HR with Corporate Strategy; HRM Strategy: Its Nature, Development of HR Strategy and Delivering/Implementation of HR Strategy;

Unit-III: HRM strategies related to Organizational Capability and Organizational and Individual performance: Organization Development strategy, Human Capital Management Strategy, Knowledge Management strategy, Corporate Social Responsibility strategy, Organizational Performance strategy, Individual Performance Management strategy.

Unit-IV: HRM strategies dealing with specific aspects of HRM: Employee engagement strategy, Resourcing strategy, Talent management strategy, Learning and development strategy, Reward strategy, Employee relations strategy. International Perspective: Strategic international HRM; International HRM strategies.

Unit-V: Contemporary Issues: Change, Restructuring and SHRM. Corporate Ethics, Values and SHRM. Diversity & SHRM. Competencies of HR Professional in a SHRM Scenario. Evaluating and Measuring the Impact of Strategic HRM–Overview and Approaches

Suggested Readings:

1. Aggarwala, Tanuja. , Strategic Human Resource Management, Oxford University Press.
2. Armstrong, M., Strategic Human Resources Management, Kogan Page, London.6th Edition
3. Greer, Charles R., Strategic Human Resource Management – A General Managerial Approach, Pearson Education (Singapore) Pte. Ltd, New Delhi.
4. Mabey, Christopher and Salaman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.

MBADHRM-403: Change Management and Organisational Development

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The course intends to develop an orientation towards the change. It shall coach the students to be proactive towards a planned change. It details the relevant aspects of change that help the students understand the importance of managing change.

Course Contents:

Unit-I: Organization Change: Introduction to Organization Change. Nature of Organization Change. Forces of change, types of organizational change, Resistance to Change at individual and organizational level;

Unit-II: Organizational Problem Diagnosis: Introduction to Problem Diagnosis, The Diagnostic Cycle, Phases of Problem Diagnosis;

Unit-III: Models of Organizational Change: Introduction to Models of Organizational Change, Lewin Model of Organization change, McKinsey 7 S Model, Kotter’s Model, Burke – Litwin Model, Work Redesign Model, ADKAR Model, Bridges’ Transition Model and Grief Model;

Unit-IV: Organization Development: Concept, Nature and Scope of O.D.; Process of O.D.; Underlying Assumptions & Values; Foundations of OD: Action Research, Survey Feedback, Systems Theory, Participation And Empowerment;

Unit-V: O.D. Interventions: Team Interventions, Inter – group Interventions, Personal, Interpersonal and group process interventions, Structural Interventions; Assessment of O.D Implementation – conditions for failure and success in O.D. Efforts.

Suggested Readings:

1. Organization Development: Interventions and Strategies by T. V. Rao, T. Venkateswara Rao, T.V. Rao
2. Organisational Development And Change By Cummings And Worley (7th Edition)
3. Organisational Development By French And Bell (6th Edition)

MBADHRM-404: Counselling, Mentoring and Negotiation Skills

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to provide understanding nuances of counselling, mentoring and negotiating skill in effective implementation and functioning of HR systems and strategies.

Course Contents:

Unit-I: Counselling skills for managers: Definition, Approaches, Types, Values and Goals of Counselling, Counselling Process: Initial encounter with the client, Developing relationship, Problem Identification, Goal Setting, Plan of Action and its Implementation, Termination of Relationship and Follow-up.

Unit-II: Guidelines for Effective Counselling: Referral Procedures, Role of Counsellor & Client in various stages, Key Characteristics, Skills, Qualities & Values for a Professional Counsellor, Applications of Counselling Skills in Modern Organisations.

Unit-III: Performance Counselling: Meaning, Objectives and Process. Special Employee related Problems in Counselling. Counselling Therapies: Cognitive Therapy, Behavioural Therapy, Emotive Behaviour Therapy (REBT), Psychoanalytic Therapy, Person-Centered Therapy, Gestalt and Existential Therapy. Ethics in Counselling: Ethical Principles & codes of conduct for professional counselors.

Unit-IV: Negotiation Skills for managers: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation; Best Practices in Negotiation – Fundamental Structure of negotiation and Best alternative to a negotiated agreement (BATNA).

Unit-V: Mentoring Skills for managers: Key Mentoring Skills, Stages of Formal Mentoring Relationships; Stage I: Building the Relationship, Stage II: Exchanging Information and Setting Goals, Stage III: Working towards Goals/Deepening the Engagement, Stage IV: Ending the Formal Mentoring Relationship and Planning for the Future.

Suggested Readings:

- | | | |
|---|---------------------|--|
| 1 | Singh, Kavita | Counselling Skills for Managers, Prentice Hall of India, Delhi , 2010. |
| 2 | Rao , S. Naranyan | Counselling and Guidance, TMH, 2nd edition, 2007. |
| 3 | Mitchell and Gibson | Counselling and Guidance, Pearson Education India, 2007. |
| 4 | Patterson, Lewis | The Counselling Process, Cengage Learning India.2008 |
| 5 | Burnard | Counselling Skills Training, Kogan Page India. 2009 |

MBADHRM-405: Compensation and Reward Management

Maximum
Marks: **100**
External Marks: **70**
Internal Marks: **30**
Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Contents:

Unit-I: Introduction: Concept, Goals, Theoretical Foundations of Compensation Management. Internal and External Equity in Compensation System. Wage Differentials: Inter and Intra industry Wage Differentials.

Unit-II: Reward Management: Concept, Aims, Components of Reward system: Monetary & Non-Monetary Rewards, Role of Reward in organisation, Strategic perspectives of Reward. Recent Development in Rewards and Recognition

Unit-III: Understanding Compensation Packages: Designing Pay Level, Pay Mix and Pay Structures Compensation of Chief Executives, Senior Managers, R & D Staff, Board of Director, Sales Executives. Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Fringe Benefits and Supplementary Compensation: Cafeteria Plans, Pensions Schemes and ESOPs

Unit-IV: Tax Planning: Tax Implication of Employee Compensation Package to the Employer; Strategies to deal with the Workforce Redundancy Statutory provisions governing different components of reward systems: The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Workmen’s Compensation Act, 1923, Payment of Bonus Act ,1965.

Unit-V: Institutions related to Reward System: Wage Boards, Pay commissions, Recommendations of 6th Pay Commission, Recommendations of 2nd National Commission on Labour relating to Compensation. International Compensation Practices: Problems, Objectives and Elements of Expatriate’s Compensation Package.

Suggested Readings:

- 1 Armstrong, Michel and Murlis, Helen. Reward Management. Kogan Page, 2010
- 2 Henderson, Richard I. Compensation Management: Rewarding Performance Prentice Hall of India Pvt. Ltd, 2004
- 3 Milkovich& Newman Compensation: Tata McGraw Hill, New Delhi, Eighth Edition. 2005
- 4 Henderson I. Richard Compensation management in a knowledge based world, Pearson Education, New Delhi, 9th edition

MBADHRM-406: Talent Acquisition and Performance Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to provide a comprehensive conceptual and practical insight in to the entire cycle of performance management, including performance planning, measurement, evaluation, feedback and potential assessment.

Course Contents:

Unit-1: Performance Measurement: classification of measures /metrics: types of metrics, characteristics of performance metrics and managing metrics , approaches to measuring organization performance : Balanced scorecard , European foundation for quality management (EFQM) model , Economic value added (EVA) model and traditional financial measures; Key Indicators for measuring Financial Performance and Non-Financial Performance analysis ; Job analysis in performance management system.

Unit-II: Performance Appraisal and Potential Evaluation: Meaning, features, methods, appraisal forms and formats, Features of potential appraisal, indicators of potential /Qualities, steps in potential appraisal.

Unit-III: Performance management and Development: Personal development plan (PDP), 360 degree feedback and BARS as development tool; Performance management and Pay; Performance management for teams; Performance Evaluation.

Unit-IV: Performance problem solving: Overview of performance problems , managing underperformers, handling problems at performance review meeting ; Ethical issues and dilemmas in Performance Management; Performance Management in Multinational Corporations.

Unit-V: Talent Management: Basics of Talent Management, leveraging talent, talent value chain, elements of talent friendly organizations, talent management process, Talent Management System - Components and benefits of Talent Management System; creating TMS, challenges of TMS Talent Planning - Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent Developing and Retaining Talent - Potential identification and development, integrating coaching, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system.

Suggested Readings:

1. Aguinis, H. (2008). Performance management (2nd ed.). USA: John Wiley.
2. Armstrong, M. (2007). Performance management: key strategies and practical guidelines (3rd ed.). London: Kogan
3. Niven, P. R. (2008). Balanced scorecard step-by-step: maximizing performance and maintaining results (2nd ed.). New Jersey: John Wiley.

MBADIB-301: International Accounting

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objectives of this course are to acquaint the students with the accounting needs of International Financial markets and to analyses the accounting measurement and reporting issues unique to Multinational Business Transactions.

Course Contents:

Unit-I: International dimensions of Accounting; Conceptual and Comparative Developments,

Unit-II: International Accounting Standards: Concept and Mechanism of setting International Accounting Standards, disclosure requirements of International Accounting Standards, International Audit Environment.

Unit-III: Dimensions of Financial Reporting: Concept and Development of International Financial Reporting Standards (IFRS), Dimensions of IFRS.

Unit-IV: Types of Foreign Currency Transactions, Managing International Information system, Accounting for Inflationary Trends.

Unit-V: Analyzing Foreign Financial Statements: Accounting for Foreign Currency Translation, Accounting for Environmental Protection Measures. Concept and setting of Transfer Pricing.

Suggested Readings

1. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India.
2. Hennie Van Greuning, World Bank : International Accounting Standards: A Practical Guide.
3. Lee H. Radebaugh, Sidney J. Gray, Ervin L. Black International accounting and multinational enterprises.
4. ShirinRathore: International Accounts, PHI.

MBADIB-302: Foreign Exchange Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: To acquaint the students with the mechanism of the foreign exchange markets, measurements of the foreign exchange exposure and hedging against exposure risk.

Course Contents:

Unit-I: Types of Foreign Exchange markets and Transactions, methods of quoting Foreign Exchange rates, Spread, Official and Free Market Rates, Cross Currency Rates

Unit-II: Organization of Foreign exchange markets, Role of Derivatives in Currency Market, Quoting Forward Rates, Exchange Rate Determination in Forward Market

Unit-III: Trading Mechanism of Forward, Currency Futures: Trading and Settlement Procedure, Forward Vs Futures

Unit-IV: Currency Options: Types, Hedging with Options, Option Pricing Model. Currency Swap and its Trading Mechanism

Unit-V: Foreign Exchange Risk and Exposure: Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management. Forecasting Exchange Rates: Techniques of forecasting Exchange Rates.

Suggested Readings:

1. V. Sharan: International Financial Management, New Delhi, Prentice Hall of India.
2. S.L. Gupta: Financial Derivatives.
3. Madhu Vig: International Financial Management.
4. Shapiro, Alan C: Multinational Financial Management, New Delhi, Prentice Hall of India.
5. David & Eiteman, Arthru J Stonehill:, Michael H. Moffett: Multinational Business Finance, Pearson Education.

MBADIB-303: Export Import Procedures and Documentation

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

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

Course Contents:

Unit-I: Significance of Procedures and Documentation in International Trade, procedure and Documentation and Trade Barriers, WTO Provisions.

Unit-II: Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification system; Role of ICC, INCOTERMS; Nature of Export / Trading Houses, EDI and Documentation.

Unit-III: Main Export and Import Documents; Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.

Unit-IV: Methods of Payments in International Trade; Documentary Collection of Export Bills; UCPDC Guidelines; Realisation of Export Proceeds- Provisions of RBI's Exchange Control Manual, FEMA- Origin and Objectives, Main Provision of FEMA. Pre Shipment and Post Shipment Finance. Role of EXIM Bank and ECGC in India.

Unit-V: Major Export Promotion Schemes in India- EPCG, Duty Exemption Scheme; DEPB Scheme SIL; Facility for Deemed Exports; Export Promoting Institutions (EoU's/ EPZs/ SEZ's) – Role of Export Promotion Councils, Commodity Boards and ITPO.

Suggested Readings:

1. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
2. Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi.
3. Ministry of Commerce, Import Export Policy, Government of India, New Delhi.
4. Custom and Excise Law, Various Issues.
5. Nabhi's Exporters Manual and Documentation.
6. Nabhi's New Import Export policy procedures.

MBADIB-304: India's Foreign Trade Policy

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: To acquaint the students with recent trends in India's Foreign Trade, and Management and Policy related Issues in Foreign Trade in Global Context.

Course Contents:

Unit-I: India's Foreign trade in the Global context, structure and Equilibrium of India's Balance of Payments, Recent trends in India's foreign trade

Unit-II: Directional Pattern: Major export commodities- thrust area commodities- their trend, problems and prospects, Major import commodity Groups, Trade Regulation in India,

Unit-III: Foreign trade (Development and Regulation) Act, Foreign Exchange Management, Present Export-Import Policy, Export Promotion Policies, EPCG, DEPB, Duty Draw Back Scheme, Export incentives, Financial and Fiscal,

Unit-IV: Role of EXIM Bank of India, ECGC, Infrastructure support for Export promotion, Export Promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions, Role of State Trading Organizations,

Unit-V: Export Processing Zones, Special Economic Zones, Agriculture Export Zones, Clusters, Export Oriented Units and Export Trading House Schemes, Impact of WTO on India's Trade Policy.

Suggested Readings:

1. Bhalla , V.K. International Business Environment and Management, 8thed, Delhi, Anmol, 2001.
2. Jain, S.K.: Export performance and Export Marketing Strategies, Commanwealth Pub., Delhi, 1988.
3. Export- Import Policy ,Naleh Publications.
4. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
5. Bhattacharya B. : International Marketing Management, Subhash Chand & Sons.

MBADIB-305: International Business Environment

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to analyses the operational processes between two or more nations.

Course Contents:

Unit-I: Concept of IB: Nature & importance of International Business, forces of globalization, Modes of International Business. Cultural, Economic, Legal & Political environment faced by International Business.

Unit-II: Theories: Adam Smith, Ricardo and Ohlin & Heckler theory, Leontif paradox, PLC. Government Influence on trade, Tarrif& Non-Tarrif barriers, Free trade zones.

Unit-III: Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences.

Unit-IV: Regional Economic Integrations: NAFTA, EU. International Business Strategies: Geographical, Collaborative & Control strategies,

Unit-V: Foreign Exchange Basics: Purchasing Power Parity, Foreign Exchange Exposures (in Brief), External and Internal Sources of finance in International Business.

Suggested Readings:

1. Sundram& Black: International Business Environment.
2. Francis Charulienum: International Business, Himalya Publishing House.
3. Daneil & Radobough: International Business, Pearson Publications.
4. S. Shiva Ramu: International Business.
5. Taggart & Modernmtt: International Business.
6. Ashwathappa, International Business Environment, Himalya Publishing House.

MBADIB-306: International Logistics

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this paper is to acquaint the students with the concept of Logistics as applied to International Business. The Various components of the International Logistic System would be studied so as to enable the students to take up an integrated logistic decision.

Course Contents:

Unit-I: Marketing Logistics: Concept, Objective and Scope, System Elements - Relevance of logistics in International Marketing International supply chain management and Logistics. Role of IT in logistics Transportation activity- Internal transportation, Inter state goods movement. Concept of customer service .

Unit-II: General Structure of Shipping, Characteristics, Linear and Tramp Operations, Code of Conduct for Linear Conference, Freight Structure and Practices, Chartering Principles and Practices

Unit-III: Developments in Ocean Transportation- Containerization, CFS and ICD, Dry Ports, Multi-Modal Transportation and CONCOR, Role of Intermediaries Including Freight Booking, Shipping Agents, C & F Agents, Ship Owner and Ship Consultation Arrangements, International Air transport: International Set up for Air Transport, Freight Rates, India's Export and Import by Air- Problems and Prospects.

Unit-IV: Port System and Sub-System: Port Organization and Management, Responsibilities of Port Trust: Growth and Status of Ports in India, Carriage of Goods-Legal Aspect.

Unit-V: Inventory Control and Warehousing: Inventory Management- Concepts and Application to International Marketing, Significance and Types of Warehousing Facilities, Total Cost Approach to Logistics

Suggested Readings:

1. Annual reports of CONCOR.
2. Khanna, K.K., Physical Distribution, Himalaya Publishing, Delhi
3. Lambert, D et al, Strategic logistics Management, Tata Mc Graw Hill, New Delhi
4. Desai, H.P., Indian Shipping Perspectives, Anupam Publication, Delhi.

MBADIB-401: International Financial Markets

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objectives of this course is to give students an in-depth knowledge of the working of International Financial Markets.

Course Contents:

Unit-I: Introduction to international financial system: Bretton wood Conference and afterwards. Creation of European Monetary System: creation of Euro-dollar, Euro-banking and Euro-currency Centers, syndicated Euro-Credits.

Unit-II: Role of IMF, IBRD, IFC, BIS and International Centre for Settlement of Investment Disputes and Regional Developments Banks.

Unit-III: Introduction to International Financial Markets: International Capital Market Instruments and Institutions: International Equities, Euro-Bonds, Euro-Loans, GDR's, ADR's, IDR's

Unit-IV: International Money Market Instruments and Institutions: Euro-Notes, Euro-Commercial Papers, Participatory Notes: Issues and Challenges.

Unit-V: Currency Market for lending and Investment: Currency Risk and Exposure, International Banking and Portfolio. Use of Global Markets for Hedging, Arbitrage and Speculations

Suggested Readings:

1. Shapiro, Alan C : Multinational Financial Management, New Delhi, Prentice Hall of India
2. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India
3. MadhuVig : : International Financial Management
4. Maurice D. Levi : International Finance, Tata Mcgraw Hill
5. David &Eiteman, Arthru J Stonehill: Michael H. Moffett: Multinational Business Finance, Pearson Education.

MBADIB-402: International Marketing

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents:

Unit-I: International Marketing: Nature, scope and benefits; Reasons and Motivations underlying International Trade and International Business; Basic Modes for Entry; Process of International Marketing; Domestic Marketing versus International Marketing.

Unit-II: International Marketing Environment, WTO Framework and International Marketing; Factors Influencing International Market Selection and Segmentation, Selection Strategies. International Marketing Planning and Control.

Unit-III: International Marketing Mix: International product policy and planning International product mix, Branding, labeling, packaging and organization of product warranties and services.

Unit-IV: International pricing policies strategies, the process of price setting, pricing decisions, information for pricing decisions.

Unit-V: International Advertising: International Advertising Strategy, Elements of Advertising Strategy, Media Strategy. International Distribution Management: International Distribution Channels, International Distribution Policy, Selecting Distribution Channels.

Suggested Reading:

1. Vern Terpestra and Ravi Sarthy : International Marketing, Thosmson.
2. Simon Majaro : International Marketing.
3. John, Fayerweather : International Marketing.
4. R. L. Varshney and B. Bhattacharya : International Marketing; Sultan Chand Publication, N. Delhi.
5. SakOnkvisit and John Shaw : International Marketing (Analysis and Strategy), PHI, New Delhi.

MBADIB-403: International Financial Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents:

Unit-I: Concept of International Financial Management, International flow of funds, Overview of Foreign Exchange Markets, International Investment Decisions – Foreign Direct Investment,

Unit-II: International Portfolio Investment, International Capital Budgeting, Evaluation and Management of Political Risk.

Unit-III: International Financing Decisions: Financial Choices for an MNC, Capital and Money Market Instruments.

Unit-IV: Multilateral Development Banks: World Bank, IFC, Asian Development Bank. Cost and Risk of financing.

Unit-V: Management of Short form Funds: International Working Capital Management, Financing Foreign Trade, and International Taxation.

Suggested Readings:

1. A.C Shapiro: Multinational financial Management, Prentice- Hall, New Delhi.
2. V.Sharan : International Financial Management,
3. P.G Apte: International financial management, Tata McGraw –Hill.
4. Buckley: Multinational finance, Prentice- Hall of India , New Delhi.
5. Maurice D.Levi: International Finance, McGraw Hill, NY

MBADIB-404: International Strategic Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The course aims at imparting the knowledge of Formulation, Implementation & Evaluation of business strategies in International Business.

Course Contents:

Unit-I: Nature and Dimensions of Inter National Strategic Management. Domestic versus International Strategic Management, Functions of International Strategic Planning. Pre requisites and Complexities of International Strategy.

Unit-II: Strategies for Foreign Market Entry and Penetration, Growth Strategy, International Business Integration, Strategy for Risk and Stability, Revival Strategies, Restructuring and Divestment.

Unit-III: Approach to Strategic Formulation: The Traditional approach, Modern Approaches-Gap analysis, Capital Investment Theory, ANSOFF, Adaptive Search Approach, Portfolio Approaches- Boston’s Model, GE-McKinsey Model, Hofer’s Model and Shell’s Directional Policy Model, Comparative Strategy vis-à-vis Domestic Firms.

Unit-IV: Strategy Implementation: Resource Allocation. Projects and Procedural Issues. Organisation Structure and Systems in Strategy Implementation, Leadership and Corporate Culture, Values. Ethics and Social Responsibility.

Unit-V: Operational and Derived functional plans to implement strategy. Integration of Functional Plans. Organisational Systems and Techniques of Strategic Evaluation.

Suggested Readings:

1. Dunning J. H (1988); Explaining International Production, Harper Collins, London;
2. Garpand, J & Farmer, R.N; International Permissions of Business Policy & Strategy,
Kent Publishing Company, Boston ,Massachusettes
3. Ansoff, H.I; Corporate Strategy, McGraw Hill, London
4. Porter, M.E; Competitive Strategy, Free Press, NY.

MBADIB-405: Cross-cultural and Global Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to develop a diagnostic & conceptual understanding of the cultural & related behavioural variables in the management of global organisations.

Course Contents:

Unit-I: Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications;

Unit-II: Cross Cultural Research Methodologies and Hofstede’s Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making;

Unit-III: Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Selection, Source, Selection Criteria for International Assignment;

Unit-IV: Compensation and Appraisal in Global Perspective, MNG and Compensation System.

Unit-V: Ethics in International Business; Western and Eastern Management Thoughts in the Indian context.

Suggested Readings:

1. Adler,NJ. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, 1991.
2. Bartlett,CandGhoshal, S.TransnationalManagement:Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
3. Dowling. P J. etc. International Dimensions of Human Resource Management 2nd ed. California,Wadsworth, 1994.
4. Hofstede,G. Cultures Consequence: International Differences inWork Related Values. London, Sage, 1984.
5. Marcic, D and Puffer, S M. Management International: Cases, Exercise and Readings. St. Paul,West Publishing, 1994.
6. Mead, R. International Management: Cross Cultural dimensions. BlackWell, Camb., Mass., 1994.
7. Mendenhall, M. etc., Global Management. Cambridge Massachusetts.,Blackwell, 1995.

MBADIB-406: Regional Economic Blocks

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of the course to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

Course Contents:

Unit-I: Theory of Economic Integration, Economic Integration and endogenous Growth,

Unit-II: Selected Regional Blocks – NAFTA, EU, ASEAN, SAARC

Unit-III: Globalisation Vs. Regionalization; Regional Blocks

Unit-IV: Building Blocks or Stumbling Blocks: Ongoing Challenges- Environment Volatility.

Unit-V: Rise of Global Mania; Regional Alternatives; Regional Competition; New Organizational Challenges.

Suggested Readings:

1. Balassa, Bela: Theory of Economic Integration, London, George Allen & Unwin Ltd, 1961.
2. Bhalla, V.K.: World economy in, 90s: A Portfolio Approach, Delhi, Anmol Pub. Pvt. Ltd.
3. Dreze, Jean and Sen, Aamrtya: Indian Development: Selected Regional Perspective, Delhi, Oxford University Press.
4. Jackson, J.: The World Trading system, Cambridge, Mass : MIT Press, 1994.
5. Krugman, Paul R. and Obstfeld, M.: International Economics, USA, Harper Collins Pub.
6. Machlup, F. A.: History of Thought on Economic Integration, London, Macmillan.

MBADIT-301: Business Intelligence and Analytics

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of the course is to familiarize students to environment of Business intelligence, analytics and its requisite applications.

Course Contents:

Unit-I: Business Intelligence: Definition, concept and need for Business Intelligence, Data, information and knowledge, Role of Mathematical models

Unit-II: Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource

Unit-III: Business Analytics at Analytical level: Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate Analysis, logistic regression, principal component analysis. Business Analytics at Data Warehouse Level, designing physical database, Deploying and supporting DW/BI system

Unit-IV: Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering

Unit-V: BI Tools: Concept of dashboard. BI Applications in different domains-CRM, HR, Production

Suggested Readings:

1. Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson
2. Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons, 2009
3. The Profit impact of Business Intelligence by Steve Williams and Nancy Williams, Morgan Kauffman Publishers, Elsevier, 2007
4. Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez
5. Business Analytics for Managers: Taking Business Intelligence beyond reporting by GERT H.N. Laursen, Jesper Thorlund, Wiley and SAS Business Series, 2010.

MBADIT-302: Enterprise Resource Planning

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of the course is to familiarize the students regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise.

Course Contents:

Unit-I: Introduction: Basic issues, evolution of ERP, advantages, pitfalls, overview of an enterprise

Unit-II: ERP and related technologies: Business process reengineering, management information system, decision support system, executive information system, data warehousing, data mining, supply chain management.

Unit-III: Manufacturing perspective: CAD/CAM, material requirement planning (MRP-I), bill of material, manufacturing resource planning (MRP-II), distribution requirement planning, JIT approach.

Unit-IV: ERP Modules: Introduction to ERP modules in Finance, Plant maintenance, quality management, materials management.

Unit-V: ERP Implementation: ERP lifecycle, vendors, consultants and users, ERP market, future directions and developments in ERP.

Suggested Readings:

1. Leon A., *Enterprise Resource Planning*, Tata McGraw Hill.
2. Ellen Monk, Bret Wagner, *Concepts in Enterprise Resource Planning*, Cengage Learning.
3. Motiwalla, Thompson, *Enterprise Systems for Management*, Pearson Education.
4. Wallace and Kremzar, *ERP: Making it Happen – The Implementers’ Guide to Success with Enterprise Resource Planning*, John Wiley & Sons, Inc.
5. Sadagopan, S., *ERP: A Managerial perspective*. Tata McGraw Hill.
6. Garg, V. K. and Venket Krishna N. K., *ERP Concepts and Practice*, PHI Publication.

MBADIT-303: Relational Database Management System

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of the course is to familiarize the students with basic understanding of the RDBMS and SQL and the skills to make use of these in business organizations.

Course Contents:

Unit-I: RDBMS: Introduction – Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History

Unit-II: Data Modeling-Object Oriented and Record Based models, E-R Model and E-R diagram Examples and Exercises, Hierarchical Model, Network Model and Relational Model; Normalisation techniques-First Normal Form Second Normal Form and the Third normal Form, Examples and Exercises, E.F. Codd’s 12 Rules for a relational Database;

Unit-III: Database concepts-Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery;

Unit-IV: Data Dictionary-System Catalogue Distributed Database and Distributed Data Access, Introduction to Client-Server and ODBC connectivity, SQL:SQL Language-DML commands-Selection, Insert, Update, Delete retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data.

Unit-V: Simple queries-Use of WHERE, Arithmetic comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries. Views DDL Commands-Table and View, Create, Alter, Drop Integrity Constraints; Transaction Processing-Commit, Rollback, Savepoint, LAB: SQL and MS Access.

Suggested Readings:

1. Coleman, Pat and Peter Dyson, *IntemetsBSP* Publications.
2. Keen, Pter and Mark McDonal, *The e-Process Edge*, Tata McGraw-Hill.
3. Oberoi, Sundeep, *E-Security and You*,Tata McGraw Hill.
4. Richart,Alberto*Manual and Stephen Asbury Active Server Pages 3*, IDG Books.
5. Rich Jason R.,*Starting an E-Commerce Business* IDG Books.
6. Samantha Shurety, *E-business with Net Commerce Addition* ,Wesley.
7. Schneider Robert D&J.R.Garbus, *Optimizing SQL Server 7*, Prentice-Hall

MBADIT-304: E-Customer Relationship Management

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of the course is to familiarize the students with Electronic Customer Relationship Management (CRM) and its role in an enterprise.

Course Contents:

Unit-I: Introduction: Knowledge Management, e-Business and CRM. The New Economy’s New Face, How We Got Here. The Long-Winded Road. The New imperatives. Understanding E-Business: CRM and KM, the New Digital Landscape, Getting Down to e-Business, Customer Relationship Management, Knowledge Management, Knowledge-Enabled Customer Relationship Management.

Unit-II: A Roadmap for Success: The Knowledge-Enabled Customer Relationship Management Roadmap Phase I: Evaluation and Strategic Alignment Phase II: Infrastructural Development and Development Phase III: Leadership, Change Management, Measurement and Refinement Aligning Strategy and Technology Choices: Getting Past the Innovator’s Dilemma. The KCRM Strategic Framework. Analyzing the Business Environment. Understanding the Context Strategic Technology.

Unit-III: Audit and Analysis: Why Audit Customer Knowledge? Initiating the Audit. Reference Measures and Methodological Choices. The Audit Method. Documenting Customer Knowledge Assets Using the Audit Results to Drive KCRM. Building an Implementation Team: Tasks and Expertise, Team Composition, Leadership, Risk Assessment and Common Pitfalls.

Unit-IV: Blueprinting the Technology Infrastructure: Design Challenges; The Customer Lifecycle Customer Knowledge Management: Technology Framework. The KCRM Architecture, Integration, Long-Term Considerations.

Unit-V: Results-Driven Development and Deployment: Hidden Costs and other Surprises. An overview of Big-Bang, Systems Development Methods. Looking Beyond the Waterfall. Results driven Incremental.

Suggested Readings:

1. Alex Berson, Stephen Smith, Kurt Threaring; *Building Data Mining Applications for CRM*, Tata McGraw Hill.
2. Michael J.A.Berry, *Data Mining Techniques: For Marketing, Sales and Customer Support* Gordon Linoff.
3. Michael J.A.Berry and Gordon Linoff, *Mastering Data Mining: The Art and Science of Customer Relationship Management*, John Wiley.

MBADIT-305: System Analysis and Design

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The Objective of the course is to familiarize the students with tools and techniques for undertaking Analysis and Design of data processing systems. The course also includes discussion on various aspects of software project management.

Course Contents:

Unit-I: Business Systems Concept; Information System Building Blocks; Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for analysis and design of business systems, Methodologies available; Need for structured techniques; structured techniques available and their relevance for SDLC.

Unit-II: Systems Planning; Preliminary Investigations; System Requirement Specification and Analysis; Evaluating Alternative Strategies of System Requirement Analysis, Data Flow Diagrams; Data Dictionaries; Process Organization and Intersection

Unit-III: Decision Analysis; Decision Trees and Tables; Expansion and Explosion; Design of databases and Normalization; Rapid Application Development; Flow Charting, Data and Process Modelling Tools; Use Case; Systems Design, Object Oriented Design; Output Design, Input Design; File and Database Design, Normalization. System Implementation - Installation and Evaluation. Managing Software Projects. Project Communication, tracking and reporting;

Unit-IV: Software Project Planning. Software Risk Management; System Control and Quality Assurance. Documentation Tools. Software Testing Techniques. Performance and Acceptance testing criteria. Capability Maturity Model

Unit-V: Project management techniques for managing software projects; System Controls and System Audit; System Administration and Training; Conversion and Operations Plan

Suggested Readings

1. Bennett, S., Mcrobb, S., & Farmer, R. (2006). *Object-Oriented systems analysis and design using UML* (3rd ed.). Boston: McGraw Hill.
2. Hoffer, J. A., & George, J. F. (2006). *Modern system analysis and design*. (4th ed.). New Delhi: Pearson Education.
3. Hughes, Bob. (2006). *Software project management*. 4th ed.). New Delhi: Tata McGraw Hill Education.
4. Kendall, K. E., & Kendall, J. E. (2009). *Systems analysis and design* (8th ed.). New Delhi: Prentice-Hall.

MBADIT-306: Knowledge Management Systems

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of the course is to familiarize the students with the knowledge management Systems and its applications in business.

Course Contents:

Unit-I: Basic concept of knowledge, intelligence and experience; data, information and knowledge, types of knowledge, implications of knowledge management, knowledge management life cycle

Unit-II: Knowledge creation; capturing tacit information, expert evaluation, fuzzy reasoning, interviews, onsite observations, brainstorming, protocol analysis, consensus decision making, Nominal Group Technique, Delphi method, concept mapping, black boarding, Knowledge codification.

Unit-III: Quality Assurance; knowledge testing, Logical testing, User acceptance testing; knowledge system deployment; post implementation review.

Unit-IV: Knowledge transfer: prerequisites, methods and strategies; Role of internet in Knowledge transfer, overview of data visualization, data mining, knowledge management portals.

Unit-V: Ethical, legal and managerial issues in knowledge management.

Suggested Readings:

1. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). *Knowledge Management Challenges, Solutions, and Technologies* . Prentice Hall. ISBN: 0-13-109931-0.
2. Elias M. Awad, Hassan M. Ghaziri (2004) Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.
3. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
4. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
5. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.

MBADIT-401: Data Warehousing and Data Mining

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The Objective of the course is to familiarize the students with tools and techniques for Data Warehousing and Data Mining.

Course Contents:

Unit-I: Introduction to data mining (DM): Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM,. What is Data warehousing (DW)?

Unit-II: Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations, Defining schemas, concept hierarchies, OLAP, Data Warehouse Architecture, Types of OLAP servers: ROLAP versus MOLAP versus HOLAP, Steps for design and construction, Three-tier Data

Unit-III: Data Warehouse Implementation: Efficient computation of Data cubes, Indexing OLAP Data and efficient processing of OLAP queries, Back-end tools and utilities

Unit-IV: Data Preprocessing, Why to preprocess data? Data cleaning: Missing values, Noisy data, Data Integration and transformation, Data Reduction: Data cube aggregation, Dimensionality reduction, Data Compression, Numerosity, Reduction Discretization and concept hierarchy Generation.

Unit-V: Data Mining Primitives, Languages and System Architectures: Task relevant data, Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI, Architectures of DM Systems, Concept of Cluster Analysis. , Application and trends in Data mining, Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry

Suggested Readings:

1. Barry Devlin: Data Ware House: From Architecture to Implementation, AddisonWesley.
2. Alex Berson, Stephen Smith, Kurt Threaring; Building Data Mining Applications for CRM Tata McGraw Hill.
3. Alex Berson, Stephen Smith; Data Warehousing, Data Mining and OLAP, Tata McGraw Hill.
4. Michael J.A. Berry, Data Mining Techniques for marketing sales and Customer Support, Gordon Linoff.

MBADIT-402: Software Engineering

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The Objective of the course is to familiarize the students with tools and techniques for Software engineering.

Course Contents:

Unit-I: Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each Lifecycle model, and the pros and cons of these approaches to software development

Unit-II: Analysis and Design of Information systems, assessing the Feasibility of a system, Gathering detailed requirement , Use of Structured methods such as Data flow, Entity Relationship diagrams etc , Use of Object Analysis and Design ,Use Cases and visualization of the IT based solution, Design of Inputs , Outputs and other interfaces

Unit-III: Documenting Software requirements - various documents used at different stages of software development process – User Requirement Specifications

Unit-IV: Software Estimation – challenges in Estimation of software – methods of software estimation such as Line of Code, Function Point, COCOMO, Use Case Point Method etc – Estimating a Coding Task versus non-coding activities such as Documentation etc

Unit-V: Software Quality and Testing – Need for testing, Quality assurance of software at each phase in the lifecycle, Various types of tests such as Black box v/s White box, Functional test, code reviews , Stress tests, load tests etc Use of Use Cases for functional testing, Preparing Test Data and Test Cases, overview of Automated methods for testing Review of Student Presentations on exercise which requires them to analyse a business process, document the requirements, Analysis and Conceptual design of the system, estimation of the software size

Suggested Readings:

1. Systems Analysis and Design by James Senn
2. Software Engineering by OOAD – Buch and Rambaugh
3. UML by Wrox Publication
4. OOAD & UML by Rambaugh
5. Nasscom Reports and Nasscom website for Industry Perspective

MBADIT-403: E-Business Financial Modeling

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives:-The objective of this course is to develop spreadsheet and modeling skills for creating computer-based models for analyzing a variety of decision problems facing today’s financial managers and professionals.

Course Contents:

Unit-I: Introduction to Excel and Financial Modeling: Introduction to Excel, Overview of Financial Modeling, Types and Purpose of financial models, Navigate Worksheets and Workbooks, Name Manager

Unit-II: Exploring Excel as a Tool for Financial Modeling: Excel Functions, Mathematical Functions, Statistical Functions, Financial Functions, Logical Functions, Lookups & Reference Functions, Text Functions, Date & Information Functions

Unit-III: Advanced analysis techniques :Working named ranges, Working with Charts, Data Validation, Hyperlink, Conditional Formatting, Pivot Tables, Auto & Advance Filter, Grouping & Ungrouping, Sheet Protection, What if Analysis, Financial Statement Analysis Understanding the Financial Statements and its interlinking: Income Statement, Balance Sheet, Cash Flow Statement, Ratio Analysis, Basic and Diluted EPS, ROE and DUPONT Analysis

Unit-IV: Introduction to Valuation: Need to value companies, Difference between price and value, Different terms of value: Market value/Intrinsic value, Valuation Techniques: Absolute Valuation Free Cash flow to Firm (FCFF)/Free Cash flow to Equity (FCFE)/Cost of Equity (Ke) /Cost of Debt (Kd) /Cost of Capital (WACC)/,Relative Valuation :Equity based Multiples: P/E, P/BV, P/S & PEG/Firm based Multiples: EV/EBITDA, EV/EBIT & EV/Sales.

Unit-V: Project Finance Modeling: Types of funding: Equity funding sources – cost, pros and cons/Debt funding sources – cost, pros and cons, Characteristics of project finance, Risks & Mitigants, Contractual arrangements to mitigate risk, Developing a fully integrated project finance modeling spreadsheet, Interest during construction, Escrow arrangement, Cash flow Feasibility Analysis, Scenario Building, Project IRR, Equity IRR, NPV Profiling.

Suggested Readings:

1. Simon Benninga, (2014). Financial Modelling, 4th Edition, MIT Press Ltd.
2. Tom Y. Sawyer, (2014). Financial Modeling For Business Owners & Entrepreneurs, 1st Edition, Apress
- Yemi Onigbode, (2011). Oracle E-business suite 12 financials cookbook.
3. Simon Benninga, (2010). Principles of Finance with Excel, 2nd Edition, OUP USA.
4. Tom Y. Sawyer, (2000). Pro Excel Financial Modelling, 1st Edition, Apress.

MBADIT-404: Internet and Web Designing

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of the course is to familiarize the students with environment for web-publishing and developing programming skills for the same.

Course Contents:

Unit-I: Introduction to WWW: Evolution and basic features of WWW, the concept of web-site and browsers, introduction to WWW servers.

Unit-II: File Transfer Protocol: Introduction to FTP, Business Applications of FTP, public domain software, types of FTP servers (including anonymous) FTP clients, common FTP commands.

Unit-III: Web-Browsers: Basic features, bookmarks, history progress indicators, customizing browsers, saving and printing web-pages and forms, saving web pages; Searching and downloading information from web-sites; Netscape communicator; Internet Explorer.

Unit-IV: Introduction to Web-Publishing technologies, Components of a web-site, applications of each components in business, features of a smart web site, process of planning for development of an effective web-site, Domain name selection; selecting host for web-site, maintaining a web-site, web-publishing tools.

Unit-V: Internet: ISP, Search Engine, URL, DNS, Security, E-Mail, HTTP, HTML, Building a simple HTML document, Tables, Frames, Links, adding Multi Media documents, Home Page, introduction to PHP, PERL, Java etc.

Suggested Readings:

1. Douglas E. Comer, *Computer Network and Internet*, Pearson Education.
2. Corner, Douglas: *The Internet Book*, Prentice Hall.
3. Leon, Alexis and Mathews Leon: *Internet for Everyone-Leon*, TECH World.
4. Xavier: *World Wide Web Design with HTML*, Prentice Hall.
5. Molly, *Using HTML 4*, PHI Learning.

MBADIT-405: E-Commerce

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of the course is to familiarize the students with environment for E-commerce and developing application skills for the same.

Course Contents:

Unit-I: Introduction to E-commerce: Meaning, nature and scope; Channels of e-commerce; Business applications of e-commerce; Global trading environment and adoption of e-commerce, Business models of E-commerce and Infrastructure; B2B, B2C, B2G and others; Application of E-commerce to Supply Chain Management; product and service digitization; Remote service procurement and online marketing and advertising.

Unit-II: Business to consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; order receipt and accounting; Order selection and prioritization: order scheduling, fulfilling and delivery, order billing and payment management; post sales services.

Unit-III: Business to Business E-commerce: Need and alternative models of B2B e-commerce, Using Public and private computer networks for B2b trading; EDI and paperless trading: characteristics, feature of EDI service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing

Unit-IV: Electronic Payment Systems and order fulfillment: types-e-cash and currency servers, e- cheques, credit cards, smart cards, electronic wallets and debit cards; operational, credit and legal risks of e-payment, Risk management options.

Unit-V: Security issues in e-commerce: types and sources of threats; protecting e-commerce assets and intellectual property. Regulatory environment of electronic commerce.

Suggested Readings:

1. Kalakota and Whinston, *Electronic Commerce: A Manager's Guide*, Pearson Education.
2. Greenstien and Vasarhelyi, *Electronic Commerce: Security, Risk Management and Control*, Tata McGraw Hill.
3. Joseph, *E-Commerce: An Indian Perspective*, Prentice Hall of India.
4. Turbon, et. al., *Electronic Commerce: A Managerial Perspective*, Pearson Education.

MBADIT-406: Information Security and Cyber Laws

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of the course is to familiarize the students with various aspects of Information Security and cyber Laws.

Course Contents:

Unit-I: Overview of basic concepts of security: confidentiality, integrity and availability, security threats, Information Security principles, operational and human issues in information and network security,

Unit-II: Security policies: types, development and management. Authentication, Access control mechanisms, Physical security control, operations security.

Unit-III: Cryptography: basic concepts, Symmetric and asymmetric cryptography, key management, firewalls, intrusion detection, malware detections.

Unit-IV: Legal Issues in Information communication Technology: Cyber Crime and IT Act 2000, Legal resources against hacking, Cyber Fraud, defamation and abuse and other IT offences; contracts in Cyber world and jurisdiction.

Unit-V: Cybersquatting: legal and other innovative moves against cybersquatting, copyright and protection of contents; software piracy; E-commerce taxation, protection of cyber consumers in India.

Suggested Readings:

1. Mark merkow and James Breithaupt, Information security: Principles and Practices, Pearson Education, New Delhi.
2. Vivek Sood, cyber Law Simplified, Tata McGraw Hill, New Delhi.
3. Matt Bishop, Introduction to computer Security, 1/e, Pearson Education, New Delhi.

MBADBA-301: Business Analysis using Excel

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of the course is to provide knowledge about to Turn the Numbers into Better Business Decisions and know the Professional Tools available for Business Analysts.

Course Contents:

Unit-I: Introduction- Turning Numbers into Better Business Decisions, The Business Analyst's Excel Toolbox:- Essential Excel for Business Analysis,

Unit-II: Professional Tools for Business Analysts, Collecting and Managing Business Data: Importing and Exporting Data, Power Functions for Managing Business Data,

Unit-III: Communicating Your Message: Your Stakeholders and Their Needs, Data Presentation Formats That Work, Winning Charts for Business Communication:

Unit-IV: Professional Charting, Dynamic Charts, Looking Inside Your Data (Analysis): Analyzing Data with Pivot Tables, Comparing Business Scenarios,

Unit-V: Looking Outside Your Data (Forecasting): Time Series and Forecasting, Regression.

Suggested Readings:

1. Manohar Hansa Lysander, Data Analysis and Business Modelling Using Microsoft Excel, PHI.
2. Whigham David, Business Data Analysis Using Excel, Oxford.
3. Winston Wayne, Microsoft Excel 2013 Data Analysis and Business Modelling, PHI
4. Fairhurst Danielle Stein, Using Excel for Business Analysis- A guide to Financial Modelling, Wiley.
5. Enders W. Applied Econometric Time Series. John Wiley & Sons, Inc., 1995
6. Brooks Cheri, Introductory Econometrics for Finance, Cambridge.
7. Day Alastair L. Mastering Financial Modeling in Microsoft Excel, Pearson, 2nd Edition

MBADBA-302: Fundamentals of Econometrics

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of the course is to know the econometrics available for analysis and learn the Econometric modeling and understand the forecasting process through various models.

Course Contents:

Unit-I: Introduction to correlation and regression Meaning and definition ; correlation coefficient: Pearson’s r , rank correlation coefficient, regression technique, simple linear regression, Least squares method, Accuracy of results, coefficient of determination, high R^2 , relevance and significance of estimated coefficients, presentation of estimation results.

Unit-II: Trend Analysis Changes in trend and slope, gradual changes in trend: estimation of non-linear trends, polynomial forms, higher order polynomials, log-transformed forms, inverse forms.

Unit-III: Multiple regression models Multiple independent variables, the problem of irrelevant independent variables: adjusted R^2 , significance of coefficients taken together: F test, choosing the correct functional form;

Unit-IV: Econometric modeling and problems Problems of Multicollinearity, heteroskedasticity and autocorrelation; cross-section and time-series regression analysis, Stationary and non-stationary time series,

Unit-V: Lagged dependent variables/autoregressive models, dummy variable regression, qualitative/categorical dependent variable regression, logit, probit and binomial regression models.

Suggested Readings:

1. D.N.Gujarati, G.C. Porter, S. Gunasekar, Basic Econometrics, TMH publication, New Delhi,
2. J.M. Woolridge, Introductory Econometrics: A modern approach, 4th edn, Cengage learning
3. Levin and Rubin, Statistics for Management, TMH publication.
4. B.H. Baltagi, Econometrics, Springer,
5. Barreto and Howland, Introductory Econometrics, Cambridge University Press
6. H.R. Seddighi, Introductory Econometrics: A practical approach, Routledge

MBADBA-303: Data Mining and Data Warehousing

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of the course is to teach students the concept of data warehousing, the process of data mining and integrate the Data Mining System with a Data Warehouse.

Course Contents:

Unit-I: Data warehousing Components –Building a Data warehouse, Mapping the Data Warehouse to a Multiprocessor Architecture, DBMS Schemas for Decision Support, Data Extraction, Cleanup, and Transformation Tools, Metadata.

Unit-II: Data Mining: Introduction – Data, Types of Data, Data Mining Functionalities, Interestingness of Patterns, Classification of Data Mining Systems, Data Mining Task Primitives.

Unit-III: Integration of a Data Mining System with a Data Warehouse: Issues, Data Preprocessing. Mining Frequent Patterns, Associations and Correlations.

Unit-IV: Mining Methods – Mining various Kinds of Association Rules, Correlation Analysis, Constraint Based Association Mining, Classification and Prediction

Unit-V: Basic Concepts: Decision Tree Induction, Bayesian Classification, Rule Based Classification.

Suggested Readings:

1. Pang-Ning Tan, Michael Steinbach and Vipin Kumar, “Introduction to Data Mining”, Person Education, 2007.
2. K.P. Soman, ShyamDiwakar and V. Aja, “Insight into Data Mining Theory and Practice”, EasternEconomy Edition, Prentice Hall of India, 2006.
3. G. K. Gupta, “Introduction to Data Mining with Case Studies”, Eastern Economy Edition, Prentice Hall of India, 2006.
4. Daniel T.Larose, “Data Mining Methods and Models”, Wiley-Interscience, 2006.

MBADBA-304: Decision Modeling and Data Analysis

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to analyze the sensitivity for decision making and know the Value of Information in Decision Trees.

Course Contents:

Unit-I: Decision Analysis: Introduction to Decision Modeling, Sensitivity Analysis Using Excel, Sensitivity Analysis, Introduction to Monte Carlo Simulation,

Unit-II: Introduction to Decision Trees, Strategies in Decision Trees, Sensitivity Analysis for Decision Trees, Decision Trees with Multiattribute Outcomes, Value of Information in Decision Trees

Unit-III: Data Analysis: Introduction to Data Analysis, Univariate Numerical Data, Simple Linear Regression, Multiple Regression, Regression Models for Cross-Sectional Data,

Unit-IV: Time Series Data and Forecasts, Autocorrelation and Autoregression, Time Series Smoothing

Unit-V: Time Series Seasonality, Regression Models for Time Series Data

Suggested Readings

1. Enders W. Applied Econometric Time Series. John Wiley & Sons, Inc., 1995
2. Brooks Chervis, Introductory Econometrics for Finance, CambridgePrss.
3. Mills, T.C. The Econometric Modelling of Financial Time Series. Cambridge University Press 1999.
4. Chawla Deepak and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House.

MBADBA-305: Data Analytics using R

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of the course is to familiarize the students about the basics of R, explore the data in R and perform clustering operation on data.

Course Contents:

Unit-I: Introduction to R and Data Handling: Getting Started with R, Loading and Handling Data in R, Exploring Data in R.

Unit-II: Basic and Advanced Regression Techniques: Linear Regression using R, Logistic Regression using R, Decision Tree using R.

Unit-III: Advanced Analytics and Machine Learning Techniques: Time Series in R, Clustering, Association Rules

Unit-IV: Text Mining and Natural Language Processing (NLP): Text Mining, Natural Language Processing (NLP)

Unit-V: Parallel Computing and Big Data Analytics: Parallel Computing with R, Big Data Analytics (Optional Extension).

Suggested Readings:

1. Seema Acharya.: Data Analytics Using R. McGraw Hill Education
2. Maindonald & Braun : Data Analysis and Graphics Using R,Cambridge University Press
3. Michael Milton: Head First Data Analysis, O'Reilly Media.
4. Rakshit-R Programming for Beginners(McGraw hill education)

MBADBA-306: Social Media Analytics

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of the course is to familiarize the learners with the concept of social media analytics and know about the information diffusion, learn the Geospatial social data mining. The course would enable to predict the future with social media.

Course Contents

Unit-I: Introduction to Social Media and Network Analysis: Foundation of social media, basic analysis techniques, and network theory.

Unit-II: Sentiment and Influence Analysis: Sentiment analysis and measuring influence and centrality in social networks.

Unit-III: Information Diffusion and Social Ties: Understanding how information spreads and the role of social ties in link prediction and information diffusion.

Unit-IV: Social Media Malicious Behavior and Privacy Concerns: Identifying social spam, malicious behavior, and addressing privacy issues in networked environments.

Unit-V: Advanced Social Media Analytics and Prediction: Forecasting trends, studying emotional contagion, and exploring social tagging and folksonomies for content discovery.

Suggested Readings:

1. Marshall Sponder, Social Media Analytics, McGraw Hill Publication.
2. Siddharatha Chatterjee & Michal Krystianczuk, Python Social Media Analytics.
3. Matthew Gains, Now Available: Social Media Analytics (techniques and insights for extracting value out of Social Media).

MBADBA-401: Time Series Data Analysis

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to understand the Stochastic process and learn the Autoregressive-moving average models (ARMA) and learn the methodology to identification of stationary time series models.

Course Contents:

Unit-I: Stochastic process and its main characteristics Stochastic process. Time series as a discrete stochastic process, Stationarity, Main characteristics of stochastic processes (means, autocovariation and autocorrelation functions).

Unit-II: Stationary stochastic processes, Stationarity as the main characteristic of stochastic component of time series, Wold decomposition, Lag operator, Autoregressive-moving average models ARMA (p, q) Moving average models MA (q).

Unit-III: Condition of invertability. Autoregressive models AR (p), Yull-Worker equations. Stationarity conditions. Autoregressive-moving average models ARMA (p, q). Coefficient estimation in ARMA (p, q) processes. Box-Jenkins’ approach Coefficients estimation in autoregressive models.

Unit-IV: Coefficient estimation in ARMA (p) processes, Quality of adjustment of time series models. AIC information criterion. BIC information criterion. “Portmonto”-statistics. Box-Jenkins methodology to identification of stationary time series models.

Unit-V: Forecasting in the framework of Box-Jenkins model Forecasting, trend and seasonality in Box-Jenkins model. Non-stationary time series Non-stationary time series. Time series with non-stationary variance. Non-stationary mean. ARIMA (p, d, q) models. The use of Box-Jenkins methodology to determination of order of integration.

Suggested Readings:

1. Enders W. Applied Econometric Time Series. John Wiley & Sons, Inc., 1995
2. Mills, T.C. The Econometric Modelling of Financial Time Series. Cambridge University Press, 1999
3. Andrew C. Harvey. Time Series Models. Harvester wheat sheaf, 1993.
4. Andrew C. Harvey. The Econometric Analysis of Time Series. Philip Allan, 1990.
5. Econometric Views 4.0 User's Guide. Quantitative Micro Software, LLC.

MBADBA-402: Applied Multivariate Analysis

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to understand the Basic concepts of multivariate distributions, the application of multidimensional scaling, various types of multivariate models and applicability of Confirmatory Factor analysis and structural equation modeling.

Course Contents:

Unit-I: Basic concepts of multivariate distributions, Multinomial and multivariate normal distributions

Unit-II: Principal component analysis and other multivariate data visualization techniques

Unit-III: Profile analysis, Multivariate analysis of variance (MANOVA), Multiple correlation coefficient

Unit-IV: Multidimensional Scaling, Exploratory Factor Analysis Cluster analysis, Discriminant analysis and classification

Unit-V: Confirmatory Factor analysis and structural equation modeling.

Suggested Readings:

1. Chawla Deepak and NeenaSondhi, Research Methodology: Concepts and Cases, Vikas Publishing House.
2. Alvin C. Rencher, Methods of Multivariate Analysis, Wiley.
3. Hair, Anderson, Talham and Black, Multivariate Data Analysis.
4. C. Chatfield, Introduction to multivariate Analysis, Springer.

MBADBA-403: Financial Modeling

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to Enhance the skills in Financial Statements Spreadsheet and Perform vertical analysis of financial statements and use the financial ratios to benchmark a company’s performance against competitors.

Course Content

Unit-I: Corporate Financial Statements Spreadsheet skills: Organizing and creating spreadsheets; entering and formatting data values; entering expressions for calculating values; linking worksheets; splitting screens to facilitate working between several worksheets. Financial management skills: Understanding the three key financial statements (i.e., a company’s income statement, balance sheet, and cash flow statement) and the relationships between the various items on them.

Unit-II: Analysis of Financial Statements Spreadsheet skills: Using logical IF statements; using conditional formatting to call attention to conditions that need correcting; pasting an Excel document into a Word document.

Unit-III: Financial management skills: Analyzing the year-to-year changes in financial statements and various financial ratios; performing vertical analysis of financial statements; using financial ratios to benchmark a company’s performance against competitors; inserting spreadsheet results into company reports.

Unit-IV: Forecasting Annual Revenues Spreadsheet skills: Creating, validating, and using linear, quadratic, cubic, and exponential regression models to fit the trends of historical data; creating various types of charts (e.g., scatter diagrams, forecast charts, error patterns, and downside risk curves); estimating the accuracy of forecasts; expressing forecast accuracy in terms of confidence limits and downside risk curves.

Unit-V: Financial management skills: Making forecasts; recognizing the difference between valid and invalid forecasting models; handling the risks inherent in forecasts; adjusting regression models for changes in trends.

Suggested Readings:

1. Day Alastair L. Mastering Financial Modelling in Microsoft Excel, Pearson 2nd edition
2. Benninga Simon, Financial Modelling.
3. Pignataro Paul, Financial Modelling and Valuation: A Practical Guide to Investment Banking And Private Equity.

MBADBA-404: Predictive Analysis for Business Decisions

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to Understand the Supervised Learning and Unsupervised Learning and Learn the process of Data Exploration, the Machine Learning Algorithms.

Course Contents:

Unit-I: Supervised Learning and Unsupervised Learning: Preparing Data for predictive modeling, Data Exploration

Unit-II: Decision Trees: Cultivating Decision Trees Optimizing the Complexity of Decision Trees, Interpreting Decision Trees

Unit-III: Logistic Regression Simple and Multiple Logistic Regression: Selecting Regression Inputs Optimizing Regression Complexity, Interpreting Regression Models, Transforming Inputs, Categorical Inputs Treatment, Categorical Input Consolidation Data Reduction/Selection Strategy

Unit-IV: Introduction to Machine Learning Algorithms: Model Assessment, Model Fit Statistics, Statistical Graphics for Comparing and Assessing Models

Unit-V: Implementing Predictive Models: Ensemble Models, Clustering and Segmentation Analysis K-Means Clustering, Profiling and Interpreting Clusters.

Suggested Readings:

1. Larsoe and Larose, Data Mining and Predictive Analysis, Willey Publishing
2. Seymour Geisser, Predicative Inference: An Introduction, Spring
3. Ralph Writers, Practical Predictive Analysis, Packet
4. Dean Abbott, Applied Predictive Analytic, Willey Publishing

MBADBA-405: Data Analysis using Python

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to understand the basics of Python Programming and to know the functions of python. The student would be able to learn the Object-oriented Programming and the File Handling in Python.

Course Contents

Unit-I: Introduction to Python and Programming Basics: Introduction to Python programming, basic syntax, and environment setup.

Unit-II: Variables, Data Types, and Control Flow: Understanding variables, expressions, conditionals, and loops.

Unit-III: Functions, Strings, and Lists: Function definitions, string manipulation, and list operations.

Unit-IV: Advanced Data Structures and Object-Oriented Programming: Searching, sorting lists, and an introduction to object-oriented programming (OOP).

Unit-V: Graphics, File Handling, and Advanced Programming Techniques: Working with Turtle Graphics and handling files, along with advanced programming techniques.

Suggested Readings:

1. Kamthane-Programming and Problem Solving with Python(Mcgraw Hill Education).
2. Brown:Python : The Complete Reference(Mcgraw hill education).
3. R. Nageswara Rao-Core Python ProgrammingDreamtech Press, 2016.
4. John Paul Mueller-Beginning Programming with Python For Dummies,Wiley, 2014 .
5. Paul Barry-Head First Python: A Brain-Friendly GuideShroff, O'Reilly, 2016.

MBADBA-406: IOT and Big Data

Maximum Marks: **100**

External Marks: **70**

Internal Marks: **30**

Time: **3 Hours**

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part ‘B’** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objectives: The objective of this course is to understand the Internet Connectivity Principles, Learn the process of Data Acquiring. The student would be able to Organizing and Analytics in IOT, Learn the Prototyping the Embedded Devices for IOT.

Course Contents

Unit-I: Introduction to IoT and Core Design Principles: Overview of IoT concepts, design principles for connected devices, and internet connectivity.

Unit-II: Data Management and IoT Applications: Data acquisition, organization, and analytics in IoT systems, with a focus on cloud computing platforms and key IoT technologies.

Unit-III: Prototyping, Security, Business Models, and Case Studies: Practical prototyping, addressing IoT security concerns, exploring business models, and analyzing real-world IoT case studies.

Unit-IV: Introduction to Big Data and Key Technologies: Covers the foundational concepts of Big Data, key technologies (Hadoop, MapReduce), and data architecture.

Unit-V: Advanced Big Data Processing, Analytics, and Applications: Focuses on advanced processing techniques (NoSQL, Spark), cloud computing, real-world applications (web log analysis), and data mining for business decision-making.

Suggested Readings:

1. 1 Raj Kamal: Internet of Things, McGraw Hill Education.
2. Anil Maheshwari : Big Data, McGraw Hill Education.
3. Arshdeep Bahga & Vijay Madisetti: Internet of Things -A Hands-on Approach (University press).
