

The Course Structure

The course structure for BBA and MBA Integrated is summarized below:

I Semester

Course No.	Title
IMBA 101	Fundamentals of Management
IMBA 102	Managerial Economics
IMBA 103	Communication Skills
IMBA 104	Basic Accounting
IMBA 105	Computer Applications in Management

II Semester

IMBA 201	Organizational Behaviour
IMBA 202	Economic Environment of Business
IMBA 203	Business Law
IMBA 204	Business Statistics
IMBA 205	Operating Systems

III Semester

IMBA 301	Managerial Costing
IMBA 302	Direct Tax Planning
IMBA 303	Entrepreneurship and Ethics
IMBA 304	Operations Research
IMBA 305	Data Communication

IV Semester

IMBA 401	Marketing Principles
IMBA 402	Human Resources Management
IMBA 403	Operations Management
IMBA 404	Financial Management
IMBA 405	Management Information System

V Semester

IMBA 501	International Business
IMBA 502	Basic Business Environment
IMBA 503	Principles of Management Accounting
IMBA 504	Consumer Behaviour
IMBA 505	Database Management System
IMBA 506	Comprehensive Viva

VI Semester

IMBA 601	Service Marketing
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IMBA 602 Industrial Relations and Labour Welfare
IMBA 603 Security Analysis and Investment
IMBA 604 Research Methods in Business
IMBA 605 System Analysis and Design
IMBA 606 Internet & Website Development
IMBA 607 Comprehensive Viva

VII Semester

IMBA 701 Business Marketing
IMBA 702 Sales and Distribution Management
IMBA 703 Strategic Management
IMBA 704 Money and Capital Market
IMBA 705 Programming in C
IMBA 706 Information Systems for Business Organizations
IMBA 707 Comprehensive Viva

VIII Semester

IMBA 801 Retail Management
IMBA 802 Rural Marketing
IMBA 803 Total Quality Management
IMBA 804 E-Business
IMBA 805 Customer Relationship Management
IMBA 806 Enterprise Resource Planning
IMBA 807 Comprehensive Viva

IX Semester

IMBA 901 Advertising and Brand Management
IMBA 902 Strategic Marketing
IMBA 903 Global Marketing
IMBA 904 Supply Chain Management
IMBA 905 Knowledge Management
IMBA 906 Business Process Reengineering
IMBA 907 Comprehensive Viva

Detailed Syllabus

Semester I

IMBA101 - FUNDAMENTAL OF MANAGEMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: HISTORICAL DEVELOPMENT

Definition of Management – Science or Art – Management and Administration – Development of Management Thought - Contribution of Taylor and Fayol – Functions of Management - Types of Business Organization

UNIT – II: PLANNING

Nature & Purpose – Steps involved in Planning – Objectives – Setting Objectives – Process of Managing by Objectives – Strategies, Policies & Planning Premises – Forecasting Decision-making.

UNIT – III: ORGANIZING

Nature and Purpose - Formal and informal organization – Organization Chart – Structure and Process – Departmentization by different strategies – Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process – Techniques – HRD – Managerial Effectiveness

UNIT – IV: DIRECTING

Scope – Human Factors – Creativity and Innovation – Harmonizing Objectives – Leadership – Types of Leadership Motivation – Hierarchy of needs – Motivation theories - Motivational techniques – Job Enrichment – Communication – Process of Communication – Barriers and Breakdown – Effective Communication – Electronic media in Communication.

UNIT – V: Controlling

System and process of Controlling – Requirements for effective control – The Budget as Control Technique – Information Technology in Controlling – Use of computers in handling the information – Productivity – Problems and Management – Control of Overall Performance – Direct and Preventive Control – Reporting – The Global Environment – Globalization and Liberalization – International Management and Global theory of Management.

REFERENCES

1. Harold Kooritz & Heinz Weihrich “Essentials of Management”, Tata McGraw-Hill, 1998.
2. Joseph L Massie “Essentials of Management”, Prentice Hall of India, (Pearson) Fourth Edition, 2003.
3. Tripathy PC And Reddy PN, “Principles of Management”, Tata McGraw-Hill, 1999.
4. Decenzo David, Robbin Stephen A, “Personnel and Human Reasons Management”, Prentice Hall of India, 1996.
5. JAF Stoner, Freeman R. E and Daniel R Gilbert Management, Pearson Education, Sixth Edition, 2004.
6. Fraidoon Mazda, “Engineering Management”, Addition Wesley, 2000.

IMBA102 - MANAGERIAL ECONOMICS

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: INTRODUCTION

Meaning, Nature and Scope – Economic Theory and Managerial Economics – Managerial Economics and Business Decision Making – Role of Managerial Economist.

UNIT – II: DEMAND ANALYSIS

Meaning, Types and Determinants of Demand. Cost concepts – Cost function and Cost output relationship Economies and diseconomies of scale – Cost control and cost reduction

UNIT – III: PRODUCTION FUNCTIONS

Pricing and output decisions under Competitive conditions Government control over pricing – Price discrimination Price discount and differentials.

UNIT – IV: PROFIT

Meaning – Measurement of profit – Profit policies and theories– Profit planning and forecasting – Profit maximization – Profit planning and forecasting – Cost volume profit analysis – Investment analysis.

UNIT – V: NATIONAL INCOME

Business cycle – Inflation and deflation – Balance of payment – Their implications in managerial decision.

REFERENCES:

1. G.S.Gupta, Managerial Economics, Tata McGraw Hill.
2. Varshney and Maheswari, Managerial Economics, Sultan Chand & Sons.
3. P.L. Mehta, Managerial Economics, Sultan Chand & Sons.
4. Joel Dean, Managerial Economics, Prentice Hall.
5. L.Rangarajan, Principles of Macro Economics, Tata Mc Graw Hill.

IMBA103 – COMMUNICATION SKILLS

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: INTRODUCTION

Meaning and important of communication in business, the process of communication, models of communication, types of information-order, advise, suggestion, motivation, persuasion, warning and education.

UNIT–II: CHANNELS OF COMMUNICATION

Channel effectiveness, Channel limitations. Media of communication, barriers of communication, approaches to effective communication, tools of communication, Diction, sentence, paragraph, punctuation and report writing.

UNIT–III: GROUP COMMUNICATION

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

UNIT–IV: DRAFTING

Process for drafting Effective Business Message; Letter writing: Good news, Bad news, Informative news, Persuasive news; Memorandum drafting; E-mail writing; Report writing – Short & Long Formal Reports

UNIT–V: STRATEGIES FOR IMPROVING COMMUNICATION

Strategies to improve - reading skills, speaking skills, listening skills; Guidelines to effective public speaking; Developing job application – Covering letter, Resume; Interviewing: Negotiating the job offer

REFERENCES:

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

IMBA104 – BASIC ACCOUNTING

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: INTRODUCTION

Nature and Scope of Accounting: Need, development and definition of accounting,
Accounting Principles: GAAP; Accounting as MIS

UNIT–II: ACCOUNTING PROCESS

Accounting Transactions: Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relationship between journal and ledger; Rules regarding posting; Trial Balance; Sub division of journal

UNIT–III: INCOME MEASUREMENT

Capital and Revenue : Classification of Income; Classification of expenditure; Classification of receipts, Accounting concept of income; Accounting concepts and income measurement; Expired cost and income measurement.

UNIT–IV: NATURE AND STRUCTURE OF FINANCIAL STATEMENTS

Final accounts; Manufacturing account; Trading account; Profit and Loss Account; Balance Sheet; Adjustment entries.

Rectification of errors: Classification, Location and Rectification Suspense Account; Effect on Profit.

UNIT–V: DEPRECIATION PROVISION AND RESERVES

Depreciation Provisions and Reserves : Concept of depreciation; Causes of depreciation; depletion, amortization and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy as per Accounting Standard, Provisions and reserves.

REFERENCES:

1. Gupta, RL and Radhaswamy, M : Financial Accounting ; Sultan Chand and Sons
2. Maheshwari, Introduction to Accounting, Vikas Publishing
3. Anthony, RN and Reece, JS : Accounting Principles; Richard Inwin Inc
4. Ramchandran & Kakani : Financial Accounting for Managers; Tata McGraw-Hill

IMBA-105 COMPUTER APPLICATIONS IN MANAGEMENT

Max Marks: -	100
Semester Exam: -	40
Practical: -	30
Internal Assessment: -	30

Unit- I

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

Unit- II

- Computer software: Classification and Types.
- Operating System: Functions, types-Multiprogramming, Multiprocessing, Timesharing, Real time, Online and Batch Systems.
- Booting process
- DOS: Internal and External commands, Batch and System files.

Unit- III

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

Unit- IV

Word Processing with MS Word:

- Working with Word documents, Working with Text- fonts, size, formatting etc
- Working with tables, checking spelling and grammar
- Adding Graphics to documents and printing a document.
- **MS-Power point**- preparing power point presentations

Unit- V

Spreadsheets and MS Excel:

- Working with Excel workbook and worksheets.
- Formulas and functions, inserting charts
- Printing in Excel

Note: Lab will be based on Units III,IV and V

Suggested Readings:

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

Semester II

IMBA 201 – ORGANIZATIONAL BEHAVIOUR

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: SCOPE AND SIGNIFICANCE

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

UNIT – II: INDIVIDUAL BEHAVIOUR

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

UNIT – III: GROUP BEHAVIOUR

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

UNIT – IV: LEADERSHIP AND POWER

Meaning and Importance; Leadership styles and Theories; Leaders vs Managers; Sources of Power - Power Centers –Power and Politics.

UNIT – V: DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

Organizational Climate - Factors affecting Organisational climate - Importance. Job Satisfaction - Determinants - Measurement – Influence on behaviour. Organizational change - Importance - Stability vs change - Proactive vs Reactive change - The change process - Resistance to change - Managing change. Organizational Development - Characteristics - Objectives - Team building. Organizational Effectiveness -Perspectives - Effectiveness vs efficiency- Approaches – The Time Dimension - Achieving organizational effectiveness.

REFERENCES

1. Stephen P. Robbins, Organisational Behavior, Prentice Hall of India, 9th Edition, 2001.
2. Hellriegel, Slocum and Woodman, Organisational Behavior, South-Western, Thomson Learning, 9th edition, 2001.
3. Schermerhorn, Hunt and Osborn, Organisational Behavior, John Wiley, 7th edition, 2001.
4. Fred Luthans, Organisational Behavior, Mc Graw Hill Book Co., 1998.
5. New Strom and Davis, Organisational Behaviour, McGraw Hill, 2001.
6. Jeff Harris and Sandra Hartman, Organisational Behaviour, Jaico, 2002.

IMBA202 – ECONOMIC ENVIRONMENT OF BUSINESS

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT–I: NATURE AND SCOPE OF MACRO ECONOMIC ISSUES

Growth, employment, inflation, balance of payment exchange rate - circular flow of income - national income concepts - measurement of national income - the role of economic planning - Indian economic planning.

UNIT–II: ANALYSIS OF NATIONAL INCOME, EMPLOYMENT, AND INFLATION

Keynesian perspective multiplier - accelerator – Business Cycle - the role of fiscal policy - Indian fiscal policy and Experience.

UNIT– III: ANALYSIS OF MONETARY SECTOR

Demand and supply of money - equilibrium of money market - the role of monetary policy - Indian perspectives.

UNIT– IV: INTERGRATION OF COMMODITY AND MONEY MARKET

Analysis of Inflation and unemployment - the role of economic policies – Indian experience.

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UNIT– V: ANALYSIS OF EXTERNAL SECTOR

International trade - trade multiplier - linkage model - the role of trade policy - analysis of performance of Indian economy in external sector.

REFERENCES

1. Sloman, John, Economics, Prentice - Hall of India Pvt. Ltd., New Delhi, 1998.
2. Paul A. Samuelson & William D. Nordhans, Economics, Tata Mc Graw - Hill Publishing Company Limited, New Delhi, 1998.
3. Dwivedi D.N., Macroeconomics- Theory and Policy, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2001.
4. Ruddar Dutt and K.P.M. Sundaram, Indian Economy, S. Chand and Co., Ltd., New Delhi, 2002.
5. Irvin B.Tucker, Macroeconomics for Today, Thomson Learning, 2001.

IMBA 203 –BUSINESS LAW

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: THE INDIAN CONTRACT ACT

Essential of a valid contract, Void Agreements, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts

UNIT – II THE SALE OF GOODS ACT

Sales contract, transfer of title and risk of loss, warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

UNIT - III NEGOTIABLE INSTRUMENTS ACT

Nature and requisites of negotiable instruments, transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for cheques and drafts, discharge of negotiable instruments.

UNIT – IV AGENCY

Nature of Agency – How created, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and third party, liability of principal or agents toets, termination of agency

UNIT – V CONSUMER PROTECTION ACT AND LAW OF INSURANCE

Law of Insurance: Contract of insurance – Fundamental elements – Life Insurance, Fire Insurance and Marine Insurance.

REFERENCES:

1. N.D.Kapoor, Elements of Mercantile Law – Sultan Chand and Company, New Delhi – 1998.
2. Sen & Mitra, Arun Kumar Sen & Jitendra Kumar Mitra – Commercial and Industrial Law – The World press, Private Ltd., Calcutta – 1996
3. P.P.S.Gogna, Mercantile Law, S.Chand & Co. Ltd, New Delhi, 1999
4. Dr.Vinod K.Singhaniania – Direct Taxes Planning and Management (1997 edition).
5. Respective Acts
6. Mercantile Law by N.D. Kapoor

IMBA 204 –BUSINESS STATISTICS

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT–I: NATURE AND SIGNIFICANCE OF STATISTICS

Role of statistics: Application of inferential statistics in managerial decision-making;
Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, skewness, standard deviation and mean deviation

UNIT–II: APPLICATION OF TIME SERIES ANALYSIS IN BUSINESS

Time series analysis: Concept, and secular trend; Seasonal variation; Cyclical variation and Irregular variation; various methods of time series analysis, and their applications in business decision-making; construction of Index Numbers and their uses.

UNIT–III: CORRELATION AND REGRESSION

Correlation and Regression: Meaning and uses; various methods of calculation of coefficients and their analysis and implication; two variable and multi variable cases

UNIT–IV: PROBABILITY

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Bayesian analysis, and its application
Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

UNIT–V: TESTING OF HYPOTHESIS

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chai Square-test in testing of the hypothesis.
Techniques of Association of Attributes & Testing

REFERENCES

- 1) Beri- Statistics for Management (Tata McGraw-Hill)
- 2) Chandran J S- Statistics for Business and Economics (Vikas), 1998.
- 3) Render and Stair Jr- Quantitative Analysis for Management (Prentice-Hall, 7th edition)
- 4) Sharma J K - Business Statistics (Pearson Education)
- 5) Gupta C B- An Introduction to Statistical Methods (Vikas), 1995, 9th ed.
- 6) Earshot L- Essential Quantitative Methods for Business Management and Finance (Palgrave, 2001)
- 7) Levin Rubin- Statistics for Management (Pearson) 2000, New Delhi.

IMBA-205 Operating Systems

Max Marks: -	100
Semester Exam: -	40
Practical: -	30
Internal Assessment: -	30

UNIT-I

Introduction,History,Types of Operating Systems,Overview of Hardware
Fundamental Concepts-Processes, Threads, Deadlock
Memory Management, Virtual Memory,I/O and File Systems,System Calls

UNIT-II

The Process-States (ready, running, blocked)
The Thread-User-level thread packages
Interprocess Communication,Mutual Exclusion, Critical Regions
Semaphores,Monitors.
Classical IPC Problems-Dining Philosophers,Producer/Consumer,Readers/
Writers.Scheduling Algorithms

UNIT-III

Deadlock :Resource Contention,Deadlock Detection,Deadlock Avoidance
Deadlock Prevention,Starvation
Memory Management : Multiprogramming,Swapping,Virtual Memory,
Paging, Page Tables, Page Replacement Algorithms

UNIT-IV

Input/Output : Device Controllers,Direct Memory Access,Interrupt
Handlers, Device Drivers, Disks, Clocks, Character I/O
File Systems : Files (attributes, operations),Directories
Hierarchical Systems-Implementation,Reliability, Performance

UNIT-V

Case Studies: Unix and Windows
File management commands, I/O commands, Communication commands in Unix.
Windows Process Management, Memory Management and I/O Management

Suggested Readings

1. *Modern Operating Systems*, Andrew S. Tanenbaum, Prentice Hall
2. Silberschatz Galvin, "Operating System Concepts"
3. Kanetkar, Unix Shell Programming, BPB Publications.

Semester III

IMBA 301 – MANAGERIAL COSTING

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: NATURE AND SCOPE

Cost Accounting: key terms, cost concepts, classifications, total cost components, cost accounting and management accounting, cost accounting and financial accounting.

UNIT–II: ELEMENTS OF COST

Materials (Purchasing, Storekeeping, Issue, Pricing & Control); Labour (Costing & Control); Overheads (Analysis, Distribution and Control, Treatment of Special Items)

UNIT–III: COSTING METHODS

Costing Methods: Single or Output Costing, Job Costing, Batch and Contract costing, Process Costing, Operating/ Servicing Costing

UNIT–IV: COST ANALYSIS AND DECISION-MAKING

Absorption and Marginal Costing, Cost – Volume – Profit Analysis, Relevant Costing.

UNIT–V: CONTEMPORARY ISSUES

Activity – Based Costing, Cost Management Systems, Uniform Costing, Cost Audit, Computerized Costing, Cost Control and Cost Reduction.

REFERENCES

1. Hongren, Foster & Datar : Cost Accounting – A Managerial Emphasis, Prentice Hall.
2. Cost Accounting, Khan & Jain, TMH
3. Arora, Cost Accounting, Vikas Publishing House
4. B M Lall Nigam & S P Jain: Cost Accounting - Principles & Practice, Prentice Hall of India.

IMBA 302 –DIRECT TAX PLANNING

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: NATURE AND SCOPE OF TAX PLANNING

Concepts of tax planning, tax evasion & tax avoidance, importance & scope of tax planning. Basic definitions under income tax act & determination of residential status.

UNIT–II: INDIVIDUAL TAXATION

Individual Taxation: Computation of income under different heads of income & clubbing provisions. Set off and carry forward of losses. Deductions out of GTI. Rates of tax & computation of tax liability. Tax planning relating to individuals (in general) and tax planning relating to employee's remuneration. Exempted incomes

UNIT–III: CORPORATE TAXATION

Corporate Taxation: Computation of income under different heads of income, Set off and carry forward of losses, Deductions out of gross total income, Rates of tax, computation of tax liability and MAT provisions.

UNIT-IV: TAX PLANNING

Introduction to TDS and payment of Advance Tax, Tax planning relating to following areas: Ownership pattern, Location of Business, Nature of Business, Dividend policy, issue of bonus shares, inter corporate dividends, Amalgamation and merger of companies, Tax planning under Wealth Tax Law

UNIT-V: TAX PLANNING AND DECISION-MAKING

Managerial decisions like make or buy, own or lease, close or continue, export or local sales, replace or repair, Foreign collaborations and joint ventures.
Double Taxation Avoidance Agreements.

REFERENCES

1. Girish Ahuja & Ravi Gupta, Corporate Tax Planning & Management
2. Vinod K. Singhania, Kapil Singhania, Monica Singhania, Direct Taxes Planning &
3. Management, Taxmann's Publication Pvt.Ltd.
4. Bhagwati Prasad Direct Taxes – Law & Practice, Wishwa
5. Vinod K. Singhania, Kapil Singhania, Monica Singhania, Direct Taxes – Law & Practice Taxmann's Publication Pvt. Ltd.
6. R.N.Lakhotia, Subash Lakhotia, Corporate Tax Planning Vision Books

IMBA 303 – ENTERENURSHIP AND ETHICS

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: NATURE AND SCOPE

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship; Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwala and others, Creative Performance in terms of motivation and skills.

UNIT – II: CREATIVITY AND ENTERPRENEURSHIP PLAN

Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

UNIT – III: OPERATION PROBLEMS

Incubation and Take-off, Problems encountered, Structural, Financial and Managerial Problems, Types of Uncertainty.
Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs

UNIT – IV: FAMILY AND NON-FAMILY ENREPREUNURS

Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

UNIT – I: VALUES AND ETHICS

Ethical Behaviour, Indian Ethos, Indian Value System and Values, Corporate Governance: Issues, need, and approaches to corporate social responsibility

REFERENCES

1. Couger, C- Creativity and Innovation (IPP, 1999)
2. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
3. Velasquez- Business Ethics- Concepts and Cases (Prentice-Hall, 5th edition) 2002.
4. Kitson Alan- Ethical Organisation (Palgrave) 2001.
5. Jonne & Ceserani- Innovation & Creativity (Crest) 2001.
6. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)

7. Holt- Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
8. Singh P and Bhandekar A- Winning the Corporate Olympiad: The Renaissance Paradigm (Vikas)
9. Dollinger M J- Entrepreneurship (Prentice-Hall, 1999)

IMBA 304 – OPERATIONS RESEARCH

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT–I: DECISION-MAKING ENVIRONMENT

Decision-making under certainty, uncertainty and risk situations; Uses of Decision tree, Uses, scope and applications of Operation Research in managerial decision-making

UNIT–II: LINEAR PROGRAMMING

Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality
Transportation problem: Various method of finding Initial basic feasible solution and optimal cost
Assignment model: Algorithm and its applications

UNIT–III: GAME THEORY

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game
Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems.

UNIT–IV: QUEUING THEORY

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating Arrival Rate and Service Rate; Applications of Queue model for better service to the customers
Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

UNIT–V: PROJECT MANAGEMENT

Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Crashing and resource leveling of operations
Simulation and its uses in Queuing theory & Materials Management

REFERNCES

1. Vohra- Quantitative Techniques in Management (Tata McGraw-Hill, 2nd edition), 2003.
2. Peter C Bell- Management Science/ Operations Research (Vikas)
3. Kothari- Quantitative Techniques (Vikas), 1996, 3rded.

4. Akhilesh K B and Balasubramanyam S- Quantitative Techniques (Vikas)
Taha Hamdy- Operations Research- An Introduction (Prentice-Hall, 7th edition)

IMBA-305 Data Communication and Networking

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT-I

- Fundamentals of Data Communication: Introduction, Communication systems, Signal and Data, Channel Characteristics
- Transmission Modes- Synchronous and Asynchronous transmission.
- Transmission Media-Guided Media (Twisted pair, Co-axial, Optical fiber), Unguided Media (Radio, VHF, Microwave, Satellite)

UNIT-II

- Data Modems: Concept of Modulation, Pulse Code Modulation (PCM), Shift Keying (ASK, FSK, PSK, QPSK), Classification of Modems, Standards and Protocols
- Multichannel data Communication- Circuits, Channels and Multichanneling, Multiplexing (FDM, TDM, STDM)
- Access Techniques- FDMA, TDMA and CDMA

UNIT-III

- Overview of Networking
- Networking Fundamentals- Switching techniques- Circuit switching, packet switching, datagram, virtual circuit and permanent virtual circuit, message switching and cell switching (ATM)
- Network Topologies Bus, Ring, Star with examples

UNIT-IV

- OSI Model and TCP/IP suit.
- Network Architectures- Layering the communication process
- LAN, MAN and WAN- Characteristics, protocols and Devices used in each.

UNIT-V

- Data Transmission Network, Telephone Networks-Dial-up and Leased line.
- Wireless Communication- Cellular Radio, Telephony(GSM), VSAT.
- Security and Privacy- Network security, Firewall and VPN

Suggested Readings

1. *Data Communications and Networking*, 4th ed., Behrouz A. Forouzan, McGraw
2. *Computer Networks*, 4th ed., Andrew Tanenbaum, Prentice Hall.
3. *Data and Computer Communications*, 7th ed., William Stallings, Prentice Hall

Semester IV

IMBA 401 – MARKETING PRINCIPLES

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT–I: NATURE AND SCOPE OF MARKETING

Concept and Significance of Marketing, Marketing Philosophies; Marketing Environment; Consumer Behavior; Consumer Markets and Industrial Markets; Market measurement and forecasting.

UNIT–II: MARKET SEGMENTATION

Market Segmentation, Targeting and Positioning, Segmenting Markets – Bases and Process, Market Segmentation and Product Differentiation, Target Market Selection, Positioning – Nature, Importance and Process of Marketing Research.

UNIT–III: MARKETING MIX DECISIONS

Marketing Mix decision: Product Decisions, New Product Development; Product Mix, Branding and Packaging Decisions; Product Life Cycle; Pricing Decisions: Objectives and Determination, Methods of Setting Price and pricing strategies:

UNIT–IV: MARKETING COMMUNICATION

Marketing Communication Mix-Advertising, Sales Promotion, Personal selling; and Public Relations: Direct Marketing & Relationship Marketing; Placement: Channels of distribution: Levels and types of channels, functions and management of channel members: Channel Selection & Motivation; Management of Physical Distribution; Current trends in wholesaling and retailing; Marketing Organization and Control.

UNIT–V: CHANGING NATURE OF MARKETING

Emerging Trends & Issues in Marketing: Rural Marketing, CRM, Services marketing, B2B Marketing, Internet Marketing, Consumerism, Legal Issues, Broadening the marketing concept.

REFERENCES

1. Kotler, Philip, “Marketing Management: Analysis, Planning, Implementations and Control”, Pearson Education, New Delhi. 2003, 11th ed.
2. Stanton William J., “Fundamentals of Marketing”, McGraw Hill, N.Delhi 10th ed. of 1994.

3. Kotler, Philip and Armstrong, "Principles of Marketing", Pearson Education, New Delhi 2004.
4. Bull, Victor P., "Marketing Management: A Strategic Planning Approach", McGraw Hill, New York.
5. Czinkota, M.R., "Marketing Management", Pearson Education Asia, New Delhi 2004.
6. Saxena Rajana, "Marketing Management", Tata McGraw Hill, New Delhi 2004.

IMBA 402 – HUMAN RESOURCES MANAGEMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT–I: NATURE AND SCOPE OF HRM

Concept, significance, framework of Human Resources Management; integrated strategic planning, process of HR and control review mechanism; Recruitment: Objective, strategies sources, techniques, process and assessment; Selection, placement and Induction: Procedures, Tests, interviews, Placement & Induction issues.

UNIT–II: DEVELOPING HUMAN RESOURCES

Performance Appraisal: Concept, objectives, system, and methods feed back and counseling. Employee and Executive; Training and Development: Essential ingredients of T &D, Training procedures, selection of techniques evaluation and feedback. Career Planning & Development.

UNIT–III: COMPENSATION MANAGEMENT

Concept, methods, advantages & disadvantages. Reward systems: Terminologies, role of; wage differentiates; mechanism of wage and salary Administration; Executive compensation issues, fringe benefits

UNIT–IV: INDUSTRIAL RELATIONS

Objective, conditions for Healthy Industrial Relations; Trade unions: functions, role, future. Grievance procedure and Disciplinary procedures. Collective Bargaining, essential conditions for, process of, Indian experience. Industrial conflicts: definition, reasons, resolution machinery. Workers participation in Management

UNIT–V: MANPOWER PLANNING

Man power planning - Job Analysis – Job description – Job Specification – Job evaluation – Job Design - Job satisfaction – Job rotation – Job enrichment – Job Enlargement - Personal Planning Recruiting, Employee Testing and Selection, Innergy, Writing Job Description, Methods of Collecting Job Analysis Information and Employing Law HR Scorecard – International perspective in HR – TQM – Lean management.

REFERENCES

Arun Monappa, 'Personnel Management', Tata McGraw, Hill, New Delhi, 1996
Subba Rao, P, 'Essential of Human Resource Management and Industrial Relation', Himalaya Publish
Gary Dessler, 'Human Resource Management', Pearson Education, 2008, Delhi

P.Nick Blanchard, James W. Thaker, 'Effective Training – Systems, Strategies, and Practices
Pearson Education, 2008, Delhi

IMBA 403 – OPERATIONS MANAGEMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT–I: INTRODUCTION

Transformation process model: Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product / Services.

UNIT–II: MANUFACTURING PROCESS AND PLANT LOCATION

Process types in manufacturing: project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services; Plant location; Layout planning.

UNIT–III: PRODUCTION PLANNING AND CONTROL

Production Planning & Control: Production planning techniques for various process choices, techniques of production control, aggregate planning techniques.

UNIT–IV: QUALITY MANAGEMENT

Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application.

UNIT–V: PRODUCTIVITY

Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling. Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance; Procedure for maintenance, total productive maintenance (TPM)

REFERENCES

1. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 1992), 2000 5th ed
2. Chary- Production and Operations Management (Tata McGraw-Hill, 1997 9th ed.)
3. Hill T- Operations Management (Palgrave, 2000)

4. McGregor D – Operations Management (McGraw-Hill, 1960)
Morton- Production and Operations Management (Vikas)
5. Haleem A- Production and Operations Management (Galgotia books, 2004)
Shanker Ravi- Industrial Engineering (Galgotia)
6. Production & Operations Management.- Kanishka Bedi, (Oxford University Press)

IMBA 404 –FINANCIAL MANAGEMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT–I: INTRODUCTION

Concept of finance, scope and objectives of finance; Profit maximisation vs. Wealth maximisation; Functions of Finance Manager in Modern Age; Financial decision areas, Time value of money, risk and return analysis, valuation of securities

UNIT–II: WORKING CAPITAL MANAGEMENT

Working Capital: Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement; Management of cash, inventory and receivables. Working Capital Financing: Sources of short term financing, Role of commercial bank in working capital management; Commercial paper; Factoring and other tools of working capital management

UNIT–III: INVESTMENT MANAGEMENT

Payback period method, Accounting Rate of Return, Introduction to Discounting and cash flows estimation, DCF methods, IRR, NPV, PI, Discounted payback methods, DCF method compared- conflicts resolution-Leasing and Lease evaluation.

UNIT–IV: FINANCING DECISION

Cost of capital, cost of equity, Debt, convertible Debentures, preference share capital, Minimum rate of return, capital structure, Optimum capital structure, Traditional theory, MM theory, corporate debt capacity, Indifference point.

UNIT–IV: DIVIDEND DECISION

Dividend policy, Gordon's dividend Growth model, Walter's model, MM dividend Irrelevance Model, Practice in Industry.

REFERENCES

1. I.M. Pandey – Financial Management, Vikas Publishing House Pvt. Ltd., 8th Edition, 1999.
2. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw-Hill Publishing Company Ltd, 5th Edition, 2001.
3. Aswat Damodaran, Corporate Finance Theory and Practice, John Wiley & Sons, 2000.
4. Hrishikes Bhattacharya – Working Capital Management, Strategies and Techniques, Prentice – Hall of India Pvt.Ltd., New Delhi 2001.

5. James C Vanhorne - Financial Management and Policy – Pearson Education Asia (Low priced edition) 12th edition 2002.
6. Khan and Jain – Basic Financial Management & Practice – Tata McGraw Hill – 5th edition 2001.

IMBA-405 DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM

Max Marks: -	100
Semester Exam: -	40
Practical: -	30
Internal Assessment: -	30

Unit-1

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

Unit-II

- **Management Information System** – Basic Ideas, Concepts, Evolution of MIS, Information Technology (IT) and MIS
- **Managerial Decision Making** – Decision Making Process, Types of Decisions, Group Decision Making features of CBIS

Unit-III

- **Decision Support Systems:** An Overview Of DSS, Characteristics of DSS; Capabilities of DSS, Classification of DSS, Relevance of Relational Database Design in Decision Making
- **Components of Decision Support Systems:** Model Base Management Subsystem, Database Management Subsystem, Knowledge Management, User Interface (Dialog) Management Subsystem.

Unit-IV

- **Constructing A DSS:** Development Process (SDLC, Prototyping), DSS Generators, Programming Languages and Software Tools used in DSS Development.
- Implementation, Performance and Testing of DSS.
- **Model Base Management System:** Types Of Models – Certainty, Uncertainty, Risk Structures, and Simulation Technique.
- **Knowledge Base Management System:** Knowledge, Knowledge Base, Expert Systems and Components of Expert Systems.

Unit-V

- **Inference Techniques:** Forward Chaining, Backward Chaining.
- **Knowledge Representation Techniques:** Rules, Frames, Semantic Networks
- **Data warehousing:** Concepts in Data warehouse, Datamart, Datamining, Online Analytical Processing (OLAP)

Suggested Reading

1. Turban, Efrain : Decision Support & Intelligent Systems- Pearson Education

2. Marakas, George.M. : Decision Support Systems in the 21st century – Pearson Education
3. Laudon : “Managing A Digital Firm”, Pearson Publishing.

Semester V

IMBA 501 – INTERNATIONAL BUSINESS

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: CHANGING NATURE OF INTERNATIONAL BUSINESS

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's in developing countries. Environment of international business: economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions.

UNIT– II: INTERNATIONAL BUSINESS COMPETITIVE STRATEGIES

Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.

UNIT–III: INTERNATIONAL ORGANIZATION AND CONTROL

International organization and control: Organizational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organizational Control, Bartlett & Ghoshal's Model of TNCs.

UNIT – IV: INTERNATIONAL TRADE

Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle.

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance Of Payment. Convertibility of Capital Account.

UNIT– V: FOREIGN EXCHANGE

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

REFERNCES

1. Aswathappa- International Business (Tata McGraw-Hill, 2002)
2. Daniels- International Businss (Pearson Education) 2004.
3. Paul J- International Busines (Prentice-Hall, 2004)
4. Deresky H- International Buiness (PHI, 2003)
5. Hill C W- International Buiness (Tata McGraw-Hill, 2002.)

6. Varma M L- International Trade (Vikas, 2003)
7. Taggart- The Essence of International Business (Prentice-Hall of India)

IMBA 502 –BASIC BUSINESS ENVIRONMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT– I: NATURE AND SIGNIFICANCE OF BUSINESS ENVIRONMENT

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning, basic philosophies of capitalism and socialism with their variants

UNIT– II: POLITICAL AND LEGAL ENVIRONMENT

Politico-legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; Changing dimensions of these laws and their impact on business

UNIT–III: ECONOMIC ENVIRONMENT

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations; Multinational corporations (MNC)

UNIT– IV: TECHNOLOGICAL AND SOCIO-CULTURAL ENVIRONMENT

Technological and socio-cultural environment: Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures

Impact of culture and values: Salient features of Indian culture and values and their implications for industrialisation and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business

UNIT–V: CHANGING NATURE OF BUSINESS ENVIRONMENT

Liberalization in India: The New Economic Policy; Globalization; Policy changes for liberalization-Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO

REFERENCES

1. Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.

2. Ghosh- Economic Environment of Business (Vikas), 2004.
3. Morrison J- The International Business Environment (Palgrave, 2003).
4. Agarwal R- Business Environment (Excel Books), 2002.
5. Bedi S K- Business Environment (Excel Books), 2004.
6. George A and Steiner G A- Business, Government and Society (Macmillan)

IMBA 503 – PRINCIPLES OF MANAGEMENT ACCOUNTING

Maximum Marks: 100

Semester Examination: 70

Internal Assessment: 30

UNIT– I: FINANCIAL ACCOUNTING

Introduction to Financial, Cost and Management Accounting, generally accepted accounting principles, conventions and concepts. The balance sheet and related concepts, the profit and loss account and related concepts/ Introduction to inflation accounting introduction to human resources accounting.

UNIT– II ACCOUNTING MECHANICS

Basic records, preparation of financial statements, revenue recognition and measurement, matching revenues and expenses, Inventory pricing and valuation, Fixed assets and depreciation accounting, intangible assets.

UNIT– III ANALYSIS OF FINANCIAL STATEMENTS

Financial ratio analysis, cash flow and funds flow statement analysis

UNIT–IV: MANUFACTURING COST CONTROL

Budgets, flexible budgets, control of programme expenses profit Budgeting and analysis, Zero base budgeting; Standard costs: Historical and combination cost systems, differential cost and Direct costing, variance analysis and evaluation of divisional Performance.

UNIT-V: EMERGING ISSUING IN MANAGERIAL ACCOUNTING

Inflationary Accounting; Responsibility Accounting; Human Resource Accounting; Balanced Score Card

REFERENCES:

1. M.Y.Khan & P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 2004.
2. M.A.Sahaf – Management Accounting (Principles & Praticce): Vikas Publishing House Pvt. Ltd., New Delhi, 2009.
3. R.Narayanaswamy – Financial Accounting – A managerial perspective Prentice Hall India Pvt., Ltd., New Delhi.
4. Bhattacharya S.K.John Dearden Accounting for Managemnt text and cases, Vikas publishing house, New Delhi, 2000.
5. Charles T.Hornegren – Introduction to management accounting Prentice Hall, New Delhi, 2001.

IMBA 504 – Consumer Behaviour

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT– I: Nature and Scope

Consumer behavior: Scope, importance and interdisciplinary nature. Marketing concept, societal marketing concept, social responsibility and ethics in marketing.
The consumer research process, quantitative and qualitative research.

UNIT II: CONSUMER DECISION-MAKING

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

UNIT III: CONSUMER MOTIVATION

Consumer motivation: Needs, goals and their interdependence. Rational vs. emotional motives, Dynamic nature of motivation, Hierarchy of needs. Motivational research.

UNIT IV: INTERNAL BEHAVIORIAL DETERMINANTS

Consumer perception: Absolute and differential threshold, subliminal perception. Perceptual selection, organization and interpretation.

Consumer learning: Motivation, cues, response and reinforcement. Behavioral learning and cognitive learning theories.

Attitude formation and change: What is attitude and its formation. Cognitive dissonance theory and attribution theory.

Personality and consumer behavior : Nature of personality, Freudian, Neo-freudian and trait theories. Role of personality in understanding consumer diversity. Product personality and brand personification. Self-image, Vanity and consumer behavior

UNIT V: EXTERNAL BEHAVIORIAL DETERMINANTS

Influence of reference groups - Friendship, Work, Celebrity and family. Impact of social class, culture, subculture and cross-cultural factors on consumer behavior.

The process of opinion leadership and motivation behind opinion leadership.

REFERENCES

1. Leon G.Schiffman & Leslie Lazar Kannk, Consumer Behaviour, Prentice-Hall of India
2. Reynolds & Wells: Consumer Behaviour - McGraw Hill, International.

3. James F.Engel Roger.D. & Blackwell - Consumer Behaviour - Dryden Press
4. S.C.Mehta - Indian Consumers - Tata McGraw Hill

IMBA-505 DATA BASE MANAGEMENT SYSTEMS

Max Marks: -	100
Semester Exam: -	40
Practical: -	30
Internal Assessment: -	30

Unit I

- **Basic concepts:** Entity, Attributes, Keys, Relationship, Association, Database, DBMS, Data Independence, Three Level Architecture.
- **Data Base Components** - Classification of DBMS Users, DBMS Facilities, Structure of DBMS, Advantages and Disadvantages of DBMS.
- **Types of DBMS** - Hierarchical, Network, Relational, Entity Relationship and Object-Oriented Data Base Models.

Unit II

- **Relational Databases** - Codd's Rules, Integrity Rules, Database Anomalies
- **Relational Algebra** - Union, Difference, Intersection, Cartesian Product, Projection, Selection, Join, Division
- **SQL**-Date Definition (Create/Drop a Table, View, Index),Data Manipulation (Select, Update, Delete, Insert), forms and Reports in MS-Access.

Unit III

- **Relational Data Base Design** - Full/Partial Functional Dependency, Partial Dependency, Transitive Dependency
- **Normalization** - Unnormalized Relations, First, Second, Third, BCNF, Fourth Normal Lossless Join and Dependency Preserving Decomposition.

Unit IV

- **Concurrency Control Techniques** - Locking Techniques, Time Stamp Ordering, Deadlock Detection, Recovery And Avoidance, Granularity Of Data Items,
- **Recovery Techniques** – Types Of Failures, Audit Trails, States Of Transaction, Recovery Concepts(Logs, Checkpoints, Archive Database), Database Backup And Recovery From Catastrophic Failures.
- **Security** – Security and Integrity Threats, Defence Mechanism

Unit V

- **Distributed Database Management Systems** - Definition and Components of DDMS, Advantages, Disadvantages
- Concepts of Object Oriented Database Management Systems

Note: Lab will be based on Units II.

Suggested Readings

1. Desai, B., "An Introduction To Database Concepts", Galgotia Publications.
2. Elmsari & Navathe, "Fundamentals Of Database Systems", Pearson Edu.New Delhi.
3. Hoffer, "Modern Database management", Pearson Edu. New Delhi.
4. Date, C. J. , "An Introduction to Database Systems", Addison Wesley.
5. Ullman, J. D., "Principals of Database Systems", Galgotia Publications.

Semester VI

IMBA 601 – SERVICE MARKETING

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I: UNDERSTANDING SERVICES

Nature and Significance of services, Factors influencing the growth in Services Marketing – Characteristics of Services – Development of Services Marketing Thought – Opportunities and challenges in services marketing – Differences between Goods and Services – Expanded Marketing Mix for Services

UNIT II: FRAMEWORK FOR ANALYZING SERVICES

Classification schemes in Services Marketing – Lovelock's Classification of Services – Insights and implication for different classification schemes, Systems in Services Marketing – Operations system, Delivery system and Marketing system– service Blue printing.

UNIT III: POSITIONING OF SERVICES

Positioning Dimensions – Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Relationship Marketing: Creating and maintaining valued relationship with Customers

UNIT IV: MANAGING THE CUSTOMER SERVICEFUNCTION

Measurement of Customer Service Satisfaction – Service Quality – Parasuraman et al.'s SERVQUAL dimensions. Management of Service Gaps.

UNIT V: MANAGING THE SERVICE SUPPLY AND DEMAND

Demand and supply strategies for services – Factors governing Demand and Supply – Capacity Utilization Services Marketing in selected Indian industries – exercises and case.

REFERENCES

1. Zeithaml V and Bitner M.J, 1996. Services Marketing. McGraw Hill.
2. Lovelock C.H. 1996. Services Marketing. New Jersey. Prentice Hall International
3. Payal A. 1998. The Essence of Services marketing. New Delhi. Prentice Hall of India
4. Donnelly J.H. Jr. And George W.R 1981. Marketing of Services. Chicago: American Marketing Association.

IMBA 602 – INDUSTRIAL RELATIONS AND LABOUR WELFARE

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I: INDUSTRIAL RELATIONS

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

UNIT II: INDUSTRIAL CONFLICT

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT III: LABOUR WELFARE

Concept, Objectives, Scope, Need, Voluntary Welfare Measures – Statutory Welfare Measures, Labour – Welfare; Funds – Education and Training Schemes.

UNIT IV: INDUSTRIAL SAFETY

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT V: WELFARE OF SPECIAL CATEGORIES OF LABOUR

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Disabled – Statutory Provisions – Social Assistance – Social Security – Implications.

REFERENCES

1. Dwivedi.R.S. Human Relations & Organisational Behaviour, Macmillan India Ltd., New Delhi, 1997.
2. Pylee.M.V. and Simon George, Industrial Relations and Personnel Management, Vikas Publishing House(P) Ltd.,New Delhi, 1995.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 4 th edition,2000.
4. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2001.

IMBA 603 –SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Maximum Marks: 100

Semester Examination: 70

Internal Assessment: 30

UNIT I: UNDERSTANDING CAPITAL MARKET

Overview of Capital Market: Market of securities: Stock exchange and New Issue Market their nature, structure, functioning and limitations. Trading of securities: equity and debentures/ bonds, Regulatory Mechanism: SEBI and their guidelines. Investor protection

UNIT II: VALUATION OF EQUITY

Valuation of Equity: Measures of risk and return: calculation, trade off, systematic and unsystematic. Equity valuation models. Analysis of equity Investment: Technical and fundamental approaches- company, industry and economy analysis Nature of stock market: EMH and its implications for investment decision.

UNIT III: BONDS AND DERIVATES

Bonds: nature, valuation. Bond theorem; Term structure of interest rates, Duration, Derivatives: Options and futures: meanings, trading, and valuation

UNIT IV: PORTFOLIO ANALYSIS AND SELECTION

Portfolio: concept, risk and return. Beta as a measure of risk: calculation. Selection of portfolios; Capital market theorem and Arbitrage pricing theory

UNIT V: PORTFOLIO MANAGEMENT

Portfolio Management and Performance evaluation: Performance evaluation of existing portfolio; Sharpe and Treynor measures. Finding alternatives and revision of portfolio; Portfolio management and mutual fund industry

REFERNCES

1. Chandra P- Investment Analysis and Portfolio Management Tata McGraw-Hill, 2004.
2. Fischer and Jordan- Security Analysis and Portfolio Management, Prentice-Hall, 6th edition) 1996.
3. Ranganatham- Investment Analysis and Portfolio Management, Pearson Education
4. Pandian P- Security Analysis and Portfolio Management (Vikas)

IMBA 604–RESEARCH METHODS IN BUSINESS

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I: INTRODUCTION TO RESEARCH

The hallmarks of Scientific research – the Building blocks of Science in Research – The Research Process for Applied and Basic Research – The need for theoretical frame work – Hypothesis development – Hypothesis testing with quantitative data. Research design The purpose of the study: Exploratory, Descriptive, Hypothesis Testing (Analytical and Predictive) – Cross sectional and Longitudinal studies.

UNIT II: EXPERIMENTAL DESIGNS

The laboratory and the Field Experiment – Internal and External Validity - Factors affecting Internal validity. Measurement of variables – Scales and measurements of variables. – Developing scales: Rating scale and attitudinal scales. Validity testing of scales developed. Reliability concept in the scales being developed. Stability Measures .

UNIT III: DATA COLLECTION METHODS

Interviewing, Questionnaires etc. Secondary sources of data collection. Guidelines for Questionnaire Design – Electronic Questionnaire Design and Surveys. Special Date Sources: Focus Groups, Static and Dynamic panels. Review of the Advantages and Disadvantages of Various Data-Collection Methods and When to use each. Sampling Techniques. Probabilistic and non-probabilistic samples. Issues of Precision and Confidence in Determining Sample Size. Hypothesis testing. Determination of Optimal sample size.

UNIT IV: MULTIVARIATE STATISTICAL TECHNIQUES

Factor Analysis – Cluster Analysis – Discriminant Analysis – Multiple Regression & Correlation – Canonical Correlation – Application of SPSS Package

UNIT V: RESEARCH REPORT

The purpose of the written report – concept of audience – Basics of written reports. The integral parts of a report – The title of a report, The table of contents, The synopsis, The introductory Section, Method of sections of a report. Results Section – Discussion Section – Recommendations and Implementation section.

REFERENCES

1. Donald R. Cooper and Ramela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, New Delhi, 2000
2. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.

3. C.R.Kothari, Research Methodology, Wishva Prakashan, New Delhi, 2001.
4. Donald H.McBurney, Research Methods,ThomsonAsia Pvt. Ltd. Singapore, 2002.
5. G.W.Ticehurst and A.J.Veal, Business Research Methods, Longman, 1999.
6. Ranjit Kumar, Research Methodology, Sage Publications, London, New Delhi, 1999.

IMBA-605 SYSTEM ANALYSIS AND DESIGN

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

Unit I

Overview Of Systems Analysis And Design - Modern Approach to System Analysis And Development, Role Of Managers in Systems Development, Types Of Information Systems.

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

Unit II

Systems Concept: Components Of A System, Open System, Closed System. Identifying And Selecting System Development Project, Feasibility Study-Operational, Technical, Economical.
Tools For Analysis And Design Of Business Systems
Methodology Available: Need For Structured Techniques; Structured Techniques Available.

Unit III

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

Unit IV

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

Unit V

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

Suggested Readings

1. Jeffrey. Hoffer, “ Modern Systems Analysis and Design”, Pearson Edu., New Delhi.
2. Awadh. Elias M. Systems Analysis and Design. IInd ed., New Delhi Prentice Hall of India.1990
3. Coad, Peter & Edward, Yourdon. Object- Oriented Analysis . IInd ed. Englewood Cliff, New jersey, Yourdon Press 1991

4. Hawryskiewycz, I.T. Introduction to system Analysis & Design IInd ed., New Delhi Prentice Hall of India.1991
5. Marco. T.D. Structure Analysis and systems specification New Delhi, Yourdon Press. 1989.

IMBA-606 INTERNET AND WEB DEVELOPMENT

Max Marks: -	100
Semester Exam: -	40
Practical: -	30
Internal Assessment: -	30

UNIT I

- **Networking Concepts** : LAN, MAN and WAN- Advantages, Disadvantages and Characteristics of each.
- **Networking Devices** : Repeaters, Switches, Hub, Bridge, Router, Cables and Connectors. Network Interface Card (NIC).

UNIT II

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

UNIT III

- **Dot Com Concepts**: Dot Com companies Vs. Brick and Mortar companies, Critical success factors for Dot Com companies, Hybrid companies
- **Security of Data Transfer** – Cryptography - Encryption and decryption of data
Digital Signatures, Cyber Laws

UNIT IV

- **What Is VBScript**- Adding VBScript Code to an HTML Page, VBScript Data Types, VBScript Variables, VBScript Constants, VBScript Operators.
- **Using Conditional Statements**- Looping Through Code, VBScript Procedures
Coding Conventions- VBScript and Forms, Using VBScript with Objects.

UNIT V

- Configuration and features of Internet Information Server(IIS), Configuration and features of Apache Web Server; SERVER Side Programming using ASP
- Data types in ASP, Writing Sub Procedures and Function in ASP, Server side validation using ASP

Suggested Readings

1. Coleman, Pat and Peter Dyson Internet BPB Pub. Delhi, 1997
2. Belesis Peter Dynamic HTML unleashed, ,New delhi,Techmedia,1998,
3. Ricart, Alberto Manuel and Stephen Asbury Active Server Pages 3, IDG books, Delhi 2000
4. Mitchell Scott ,Atkinson James ,Active server pages 3.0 in 21 days, ,Techmedia

Semester VII

IMBA 701 – Business Marketing

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I NATURE AND SCOPE

Nature and scope, difference between consumer marketing and Business marketing, Distinctive characteristics of industrial marketing – Understanding industrial marketing environment - Inter relationship with other functions.

UNIT II INDUSTRIAL BUYER BEHAVIOUR

Industrial buyer behaviour – different buying situations – organizational procedures and polity aspects in industrial buying decisions – industrial buying practices – buying center – models of industrial buyer behaviour.

UNIT III INDUSTRIAL PRODUCTS

Industrial Products - Development – Product life cycle – Segmentation – experience curve-positioning strategy - Personal selling – industrial sales force management – sales force selection – training and control – evaluation.

UNIT IV SELECTION OF VENDORS

Selection of vendors - evaluation - industrial product and service pricing methods - Competitive bidding – Negotiation skills.

UNIT V DISTRIBUTION

Industrial products distribution Channels – Physical Distribution – Logistics – Communicating with industrial customers

REFERENCES

1. Michael H.Morris, Industrial & Organisational Marketing, Mac Millan, 1999.
2. Krishan K Havaldar, Industrial Marketing, McGraw-Hill, 2001.
3. Reeder, Industrial Marketing, Prentice Hall, 2001.
4. F.Fobert Dwyer John F.Tanner, Business Marketing, McGraw-Hill, 2001.

IMBA 702 SALES AND DISTRIBUTION MANAGEMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

Unit I INTRODUCTION

Introduction: Selling as a part of marketing; Sales management process; Role of sales manager; Concept of personal selling; Sales management and salesmanship; Theories of personal selling; Process of personal selling

Unit II GOALS

Goals in sales management: Goal setting process in sales management; Analysing market demand and sales potential; Techniques of sales forecasting; Preparation of sales budget; Formulating selling strategies; Designing sales territories and Quota

Unit III SALES FORCE MANAGEMENT

Sales force management: Organising the sales force; Designing the structure and size of sales force; Recruitment and selection of sales personnel; Leading and motivating the sales force; Training and compensating the sales personnel; Sales contest; Evaluation and analysis

Unit IV CHANNELS OF DISTRIBUTION

Introduction to distribution management: What is distribution channel? Importance of a channel; Types of channel; Primary and specialised distributors and participants; Distributors policies and strategies

Unit V CHANNEL MANAGEMENT

Channel management: Forces of distributing systems; distributors selections and appointment; Channel conflicts and resolutions; Training the distributors sales team.

REFERENCES

- 1) Donaldson B- Sales Management: Theory and Practice (Palgrave, 1998)
- 2) Sahu P K and Raut K C- Salesmanship and Sales Management (Vikas, 3rd edition)
- 3) Spiro- Sales Management (Tata McGraw-Hill)
- 4) Davar R S- Salesmanship and Publicity (Vikas, 16th edition)
- 5) Rama Mohana Raok – Services Marketing (Pearson Education)

IMBA 703 – STRATEGIC MANAGEMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: NATURE AND SCOPE

Definition, nature, scope, and importance of strategy; and strategic management (Business policy); Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists

Strategic intent: Vision, Mission, Business definition, Goals and Objectives.

UNIT II: ENVIRONMENTAL ANALYSIS

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS). Industry level analysis ; Porters’s five forces model.

Internal Appraisal – The internal environment, organizational capabilities in various functional areas and Strategic Advantage Profile; Methods and techniques used for organizational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).

UNIT III: FORMULATION OF STRATEGY

Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy; .Business level strategies—Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

UNIT IV: STRATEGIC ANALYSIS AND CHOICE

Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix). Qualitative factors in strategic choice.

UNIT STRATEGIC IMPLEMENTION AND CONTROL

Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values. Strategic control and operational Control. Organizational systems and Techniques of strategic evaluation.

REFERENCES

1. Michael E. Porter : Competitive Strategy, The Free Press.
2. A Kazmi : Business Policy & Strategic Management, Tata McGraw Hill.
3. Lomash, Business Policy & Strategic Mgmt, Vikas Publishing House, New Delhi
4. Ranjan Das : Crafting the Strategy, Tata McGraw Hill. New Delhi
5. Pitts, Strategic Management. Vikas Publishing Houser, New Delhi

IMBA 704 – MONEY AND CAPITAL MARKET

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: INDIAN FINANCIAL SYSTEM

Indian Financial System: Financial Concepts, Financial Assets, Financial Intermediaries, Financial Markets, Classification, Capital Market, Industrial Securities Market, Government Securities Market , Long Term Loans Market , Mortgages Market , Financial Guarantees Market , Money Market, Treasury Bills Market Short Term Loan Market, Foreign Exchange Market, Financial Instruments, Multiplicity of Financial Instruments.

UNIT II: MONEY MARKET

Definition, Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Composition of Money Market, Types of Bills, Discount Market, Acceptance Market, Importance of Bill Market, Types of Treasury Bills, Operations and Participants, Importance, Defects, Money Market Instruments, Inter-Bank Participation Certificate, Structure of Indian Money Market, Features of Indian Money Market , Recent Developments.

UNIT III: NEW ISSUES MARKET

Relationship between New Issues Market and Stock Exchange, Functions of New Issue Market, Instrument of Issues, Players in the New Issue Market, Recent Trends, causes for Poor Performance -Suggestions.

UNIT IV: SECONDARY MARKET

Secondary Market : Introduction, Control Over Secondary Market, Registration of Stock Brokers, Registration Procedure, Code of Conduct for Stock Brokers, Kinds of Brokers and their Assistants, Method of Trading in a Stock Exchange, Carry over or Badla Transactions, Genuine Trading Vs Speculative Trading, Kinds of Speculators, Speculative Transactions, Inside Trading – concept of Depository services.

UNIT V: SECURITIES AND EXCHANGE BOARD OF INDIA

Securities and Exchange Board of India: Capital Issues (Control) Act, Controller of Capital Issues, Securities Contract (Regulations)Act, Malpractices in the Securities Market, Deficiencies in the Market, SEBI -Objectives, Functions, Powers, Organization, SEBI and the Central Government , SEBI Guidelines for Primary Market, Secondary Market.

REFERENCES

1. Bhole, Financial Institutions in Market, Tat McGraw Hill
2. Bhalla, V K : Management of Financial Services, Anmol, New Delhi 2001.
3. H.R. Machiraju, Indian Financial System, Vikas Publishinh Housde, New Delhi
4. Bhalla, V K and Dilbag, Singh: International Financial Centres, Anmol, New Delhi 1997.
5. Ennew C, Trevir Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Pub., 1990.

IMBA-705 Programming in C

Max Marks: -	100
Semester Exam: -	40
Practical: -	30
Internal Assessment: -	30

UNIT-I

Introduction to Programming, Brief History of C.
Programming Language generations, Compiler, Interpreter and Assembler.
Steps in Compiling a Program, Compilation Phases, Multi-File
Compilation, Header Files
Linking and Loading, C memory map.

UNIT-II

Expressions- Basic data Types and Derived Data types.
Variables- types, Declaration and initialisation, Variable Scope, Type Qualifiers,
Storage class specifiers, Constants and expressions.
Operators- Assignment Operators, More Operators, Increment and Decrement
operators

UNIT-III

C Statements : Selection Statements- if, nested ifs, if-else ladder, the ? alternative,
Switch-Case
Iteration Statements- The for Loop, The While and Do-While loop
Jump Statements- Goto, Break, Exit() and Continue statement.
Expression and Block statements.

UNIT-IV

Functions : General form of a function, Scope and arguments, call by value and call
by Reference, Return statement- returning from a function and returning values,
Function Prototypes, User defined and system functions, using library functions

UNIT-V

Pointers- pointer variables and operators, initializing pointers, pointer expressions.
Arrays and strings- single dimensional arrays, passing arrays to functions, two
dimensional arrays, arrays of strings
Array initialisation, Variable length arrays

Suggested Readings

1. Kanetkar Y, Let us C, BPB Publications.
2. Schildt Herbert, C- the complete Reference, Tata Mc Graw Hill.
3. Mahapatra, Thinking in C

IMBA 706 INFORMATION SYSTEMS FOR BUSINESS ORGANIZATIONS

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT-I : Information Systems-Organization Management & Strategy

Emergence of digital form in the existing era of I.T. Information needs of management at various levels of organization - flow of information in the organizations - Top down - Bottom up - Integration Information Systems - meaning - nature - Role

Unit-II : Approaches and types of information systems

Approaches to information systems - Technical - Behavioural - Socio-technical approaches - Types of Information Systems in business organizations - Decision Support System - MIS - Expert System - Knowledge Management System - Transaction Processing System - Importance of information systems in supporting various levels of business strategy formulation and decision makings - software and hardware requirements for developing efficient information system.

Unit-III : Information systems for financial management

Appreciation of information requirements of a finance manager for various financial decisions in an organization. Designing suitable information system to meet such requirements Integration of financial information system with that of enterprise information system - functional requirements of finance and accounting system.

Unit-IV: Implementing an Accounting or Financial package (Tally)

Introduction - Accounting structure - setting up of accounts and grouping - Narrations - Items - Charges - Documents in accounting packages - Receipts and payments - purchase and sales -customer and supplier accounts - Journal documents - credit and debit notes - Rectification of errors (Trial Balance) - Preparing final accounts.

Note: The above maybe implemented suitably using an available package. Suggested Tally or Oracle financials.

Unit-V : Current Issues in Information Systems

Role of Intranet and Internet in the development of financial information system for a business organization - E-commerce - Enterprise Resource Planning - SCM - CRM Integration planning of the above with financial system.

References

- 1) James A.O Brien - Introduction to Information systems - Tata McGraw Hill -4th ed - New Delhi.
- 2) Turban -Rainer and Potter Introduction to Information Technology.
- 3) W.S.Jawadekar -Management Information Systems - Tata McGraw Hill -1st ed -New Delhi.

- 4) Dennis Curtin, Kunal Sen , Kina foley, Cathy Morm - Information Technology - McGraw Hill Book Company.
- 5) Cyzanshy - I.T - Inside and Outside - Pearson Education.
- 6) Handbooks and documentation of the relevant package for Unit IV.
- 7) OZ : Management Information Systems - Thomson.
- 8) Stair : Principles of Information Systems - Thomson.

Semester VIII

IMBA 801 – RETAIL MANAGEMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT – I: INTRODUCTION

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

UNIT II: SITUATION ANALYSIS

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

UNIT III: MANAGING RETAIL BUSINESS

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

UNIT IV: DEVELOPING THE PRODUCT

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

UNIT V: INTERNATIONAL RETAILING

Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management

REFERENCES

1. Berman B and Evans J R- Retail Management, Pearson Education, 2002.
2. Michael Lervy M and Weitz B W- Retailing Management, Tata McGraw-Hill, 2004
3. Newman A J and Cullen P- Retailing: Environment and Operations, Vikas, 2002
4. Varley R and Rafiq M- Principles of Retail Management, Palgrave, 2004
5. Lamba- The Art of Retailing , Tata McGraw-Hill, 2001

IMBA 802 –RURAL MARKETING

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I CHARACTERISTICS

Indian rural market environment – demographic details – Characteristic features specific to rural markets – Marketing opportunities and challenges under rural setting.

UNIT II RURAL BUYERS

Understanding rural buyer behaviour - Purchase Decision making process – Influencing factors – Changes in the behavioral pattern

UNIT III SEGMENTATION

Rural market segmentation – Targeting – Positioning products in rural market

UNIT IV MARKETING MIX

Marketing mix relevant to rural market – Pricing methods – Rural marketing channels.

UNIT V COMMUNICATION & RESEARCH

Advertising and sales promotion under rural settings – Conduct of marketing research in rural markets.

REFERENCES

1. T.P.Gopaldaswamy, Rural Marketing Environment, Problem and Strategies, Wheeler Publications, 1999.
2. C.S.G. Krishna Macharyulu and Lalitha Ramakrishnan, Rural Marketing, Pearson Education, 2002
3. R.L.Varshney & S.L.Gupta, Marketing Management, An Indian Perspective, Sultan Chand, 2000.
4. V.S.Ramasamy & Namakumar, Marketing Management, Planning Implementing and Control, An Indian Context, McMillan, 1999.

IMBA 803 – TOTAL QUALITY MANAGEMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I: PRINCIPLES OF QUALITY MANAGEMENT

Definitions of Quality, Quality Philosophies of Deming, Crosby and Miller, Service vs Product Quality, Customer focus, Quality and Business performance leadership for quality management, Quality planning, Designing for Quality and Manufacturing for Quality, Vision, Mission Statements and Quality Policy.

UNIT II: TOTAL QUALITY MANAGEMENT

Evolution of TQM, TQM models, Human and System Components, Continuous Improvement Strategies, Deming wheel, Internal External Customer concept, Customer satisfaction Index, Customer retention, Team work and team building, Empowerment, TQM culture, Quality Circle, 5S principle, Top Management commitment and involvement.

UNIT III: QUALITY MANAGEMENT TOOLS FOR BUSINESS APPLICATIONS

Principles and applications of Quality Function Deployment, Failure Mode and Effect Analysis, Taguchi Techniques, Seven old QC tools, Seven New Management tools, Statistical Quality Control techniques, Mistake proofing, Benchmarking, 8D methodology, JIT, and Kanban

UNIT IV: QUALITY IMPERATIVES FOR BUSINESS IMPROVEMENT

Dimensions of Quality, Reliability prediction analysis, Total productive maintenance, Costs of quality, Business process reengineering, Process Capability analysis, Quality assurance and ISO9000 and QS9000 certification

UNIT V: TQM IMPLEMENTATION STRATEGIES

Organizational structure and mindset of individuals, Motivational aspects of TQM, Change Management Strategies, Training for TQM, TQM Road map, Quality improvement Index

REFERECES

1. Rose J.E., Total Quality Management, Kogan Page India Pvt., Ltd., 1993.
2. Jill A.Swift, Joel E.Ross and Vincent K.Omachonu, Principles of Total Quality, St.Lucie Press, US, 1998.
3. Dale H.Besterfield et al, Total Quality Management, Pearson Education Asia, 2001.
4. P.L.Jain, Quality Control and Total Quality Management, Tata McGraw-Hill, 2001.

5. John Bank J.E., Total Quality Management, Prentice Hall, India, 1993.

IMBA-804 E-Commerce

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

Unit I

- **Introduction to E-Commerce-** Definition, Evolution,
- **Internet** –Technology Concepts, Limitations Of Internet, Future Of Internet.
- **WWW** Web Servers, Clients, Email, Search Engines, Chat, Music, Video.
- **Internet Marketing Technologies** – Databases, Datawarehouse And Datamining.

Unit II

- **E-Commerce Business Models** – Key elements of Business Models, Business to consumer (B2C) Business model, Business-to-Business (B2B) Business model, Consumer to Consumer Business model
- **Building E-Commerce-** System Development life Cycle, Choosing Software and hardware. E-commerce Site Tools
- **HTML-**Authenticating HTML, Building Blocks of HTML,Page Design, Site Design, Linking HTML Documents, Adding Images, audio and video
- Creating Forms in HTML, Using different input types in HTML Forms

Unit III

- **E-Commerce Security** – Security threats, technology solutions to threats and protection. Policies, procedures and Laws
- **E-Commerce Payment Systems** : Cash, Checking transfer, Credit card, stored value and accumulating Balance.
- **Credit Card E-Commerce Transactions:** Working, Credit Card Enablers, Limitations of Online payment systems
- **Digital Payment Systems** : Digital Wallets, Digital Cash, Smart Cards as stored value systems
- **B2B Payment Systems** : Electronic Billing presentment and payment

Unit IV

- **Ethical, Social and Political Issues in E-Commerce** : Responsibility, Accountability and Liability.
- **Privacy and Information Rights** : Privacy and Legal Protections, Private industry self-regulation, Privacy Advocacy groups.
- **Intellectual Property Rights** : Types, Copyright and Patent.

Unit V

Net Marketplaces – Characteristics of Net Marketplaces, Types of Net Marketplace, E-Distributors, E-Procurement, Exchanges.

Auctions, Portals and online communities

Online Content Providers- Digital copyrights and Electronic publishing, Entertainment industry

Note: Lab will be based on Units I and II

Suggested Readings

1. Keneth Laudon & Traver, "E-commerce", Pearson Edu. New Dellhi.
2. Cady, G.H. and Part McGreger, "The Internet" BPB Pub., Delhi,1999
3. Carpenter, Phil e Brands, HBS Press, Boston,2000
4. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw Hill,2000

IMBA 805 Customer Relationship Management

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

Course Objectives: The idea of CRM is that it helps businesses use technology to gain insights into the behaviour of customers and the value of those customers.

Unit-I : Introduction to CRM

Marketing/Commerce in the 21st century - Changing marketing environment - The value Discipline Model - The new (e) marketplace - Its impact customer loyalty - The case for CRM - CRM definition - Components of CRM - CRM concepts - Goals of CRM - CRM functions - Customer Experience Management - Back office and front office functions.

Unit-II : CRM in Marketing

CRM marketing initiation - cross-selling and upselling - Behaviour prediction - customer life time value - The call centre and customer care measurement - Analytical CRM - The Concepts of Data Warehouse - Data mining - clickstream analysis - personalization - operational CRM

Unit-III : CRM Planning

CRM Planning - CRM business plan - The CRM program life cycle - Developing CRM strategy - Building CRM infrastructure - Analyzing and segmenting customers - Delivering the offer to the customer - creating a CRM culture - The role of marketing and sales departments in CRM

Unit-IV : Building and managing CRM using I.T

Understanding the technology component - CRM technology definition - Business function - I.T. functions - Making technology decisions

Unit-V : CRM Road blocks

The four P's - Process - Perception - Privacy - Politics - Other CRM - Lack of CRM integration - Poor organizational planning - Demanding customers - future of CRM.

References:

1. CRM Hand Book, Jylldyche, Pearson Education.
2. CRM, Judith W Kincaid, Pearson Education.
3. Wagner : Customer Relationship Management - Thomson.

IMBA-806 ENTERPRISE RESOURCE PLANNING (ERP)

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

Unit I

Enterprise Resources Planning: Evolution of ERP-MRP and MRP-II-problems of system islands -need for system integration and interface-early ERP Packages-ERP products and Market opportunities and problems in ERP selection and implementation.

Unit II

ERP implementation: Identifying ERP benefits team formation-consultant intervention-selection ERP- process of ERP implementation –Managing changes in IT organization –Preparing IT infrastructure - Measuring benefits of ERP.

Unit III

Integrating With other systems: Post ERP, Modules in ERP: Business Modules of ERP package, Reengineering Concepts: the emergence of Reengineering Concept; Concept of business Process-rethinking of processes – identification of Reengineering need - preparing for Reengineering – implementing change –change management –BPR & ERP.

Unit IV

Supply chain Management: The concept of value chain differentiation between ERP & SCM - SCM for customer focus - need and specificity of SCM - SCM scenario in India - products and markets of Sehl - issues in selection and implementation of SCM solutions - CRM solutions; E-business: Introduction to 1 - Net technologies.

Unit V

Evolution of E-commerce, EDI and E-business – business opportunities – basic and advanced business on Internet – Internet banking and related technologies – security and privacy issues – technologies for E-business, Future and growth of E-Business.

Suggested Readings

1. Hammer, Mcheal and Jamts Chamby Reengineering the corporation, 1997.
2. Leon, Alexix Countdown 2000, Tata MC Graw
3. Ptak, Carol A. & Eli Schragenheim ERP, St. Lucie Press NY, 2000.

Semester IX

IMBA 901 – ADVERTISING AND BRAND MANAGEMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I INTRODUCTION

Role of Integrated Marketing Communication in the Marketing Programme; Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behavior;

UNIT II ADVERTISING PLANNING AND STRATEGY

Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising Planning and Strategy, Creative Strategy Development and Implementation.

UNIT III MEDIA MANAGEMENT

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; The Organization for Advertising; Social, Ethical and Legal Aspect of Advertising.

UNIT IV BRANDING

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

UNIT V BRAND POSITIONING

Brand Positioning: Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of Information in Brand Management; Role of e-communities in Brand Management.

REFERENCES

1. Rajeev Batra, John G. Myers and David A. Aaker (1996). Advertising Management, 5th Edition, Pearson Education.
2. Wells W., Burnet J. and Moriarty S. (2003). Advertising: Principles & Practice, Pearson Education.
3. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.

4. Reference Books:

5. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill.
- Kumar, Ramesh (2004). Managing Indian Brands, Vikas Publishing House, Delhi.
6. Keller K. L. (2003), Strategic Brand Management, 2nd Edition, Pearson Education.

IMBA 902 – STRATEGIC MARKETING

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I: NATURE AND TASK OF STRATEGIC MARKETING

New Paradigms in Marketing; Corporate strategy vs. Marketing Strategy; Nature and tasks of Strategic Marketing; Strategic marketing and Marketing management; Strategic Intent-mission-Vision-Core competence

UNIT II: MARKETING ENVIRONMENT ANALYSIS

Marketing environmental audit- Assessing internal environment; Porter's Five Force Model
Customer analysis - grouping of customers - adoption process- brand loyalty analysis;
Market analysis - broad market characteristics
Competitor analysis - levels of competition, competitive advantage; competitive intelligence; competitive strategies

UNIT III: ASSESSING CORPORATE CAPABILITIES AND RESOURCES

Resources-based view of competitive advantage, Creating and sustaining competitive advantage; Value Chain Analysis; Resources audit and utilization;

UNIT IV: FORMULATION OF MARKETING STRATEGY

Nature and Scope of Marketing Strategy; Strategic market planning; Strategic position and action; ; Porter's Generic strategies; New Generic Strategies;
Growth strategies - Intensive, integrative and diversification; strategic alliances –Competitive strategies for domestic players; strategies for global players

UNIT V: STRATEGIC SELECTION AND IMPLEMENTATION

Models of Strategic Choice; Factors governing selection of strategy; Controlling Marketing Strategies; Methods of Performance Evaluation; Basic Control Tools

REFERENCES

1. David A.Aaker, Strategic Market Management, John Wiley, 2001.
2. Sahaf, M.A, Strategic Marketing, Prentice-Hall of India, New Delhi, 2008
3. Orville C.Walker,Jr.,Marketing Strategy, Tata McGraw Hill,2001.
4. Linda E.Swayne, Cases in Strategic Marketing, Prentice Hall, 2000.

IMBA 903 – GLOBAL MARKETING

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I: INTRODUCTION

International Marketing: definition, concept and setting; Domestic vs. International Marketing; Trade Theories: basis of international trade, principles of absolute and relative advantage, factor endowment theory.

UNIT II GLOBAL SEGMENTATION TARGETING AND POSITIONING

Global Market Segmentation, Global Targeting – Global Product Positioning; Global Marketing Information System; Elements of Global Information System, Sources of Information, Marketing Research, Global Marketing Research Control

UNIT III INTERNATIONAL INSTITUTIONS

International Institutions: World Bank, IMF, UNCTAD, WTO, EEC, ADB, SAPTA, NAFTA, Free Trade Zones, Common Markets.

UNIT IV INTERNATIONAL PRODUCT PLANNING & DISTRIBUTION

International Product Policy : new product policy, international product life cycle, product line policies, branding, packaging & labelling. Distribution: methods of entry into foreign markets, foreign market channels and global logistics;

UNIT V INTERNATIONAL ADVERTISING AND PRICING

5 M's of advertising – Mission, Money, Message, Media, Measurement, Advertisement content, Advertisement copy, Global Media Decisions
Pricing Strategies : factors in international pricing, alternative pricing strategies, terms of sales and payment – letter of credit, line of credit, forfeiting.

REFERENCES

1. V Terpestra & R Sarathy : International Marketing, Harcourt College Publishers.
2. Subhash C Jain : International Marketing, Asian Books Pvt. Ltd.
3. Onkvisit, Sak & Shaw : International Marketing Analysis & Strategy, Prentice Hall of India./Pearson Education
4. Warren Keegan : Global Marketing Management, Pearson Education /Prentice Hall Inc.

IMBA 904 SUPPLY CHAIN MANAGEMENT

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I OVERVIEW OF SUPPLY CHAIN MANAGEMENT

Role of Supply Chain Management: Scope and Importance, Customer Driver Strategies, Logistics and Competitive Strategy: Systems view.

UNIT II CO-ORDINATION AND MANAGEMENT OF TRANSPORTATION

Inventory, Order Processing, Purchasing, Warehousing, Materials Handling, Packaging, Customer Service Management.

UNIT III INTERFACES WITH OTHER AREAS

Marketing and Supply Chain Interface, Finance and Supply Chain Interface.

UNIT IV DISTRIBUTION REQUIREMENT PLANNING

Distribution Network Planning and Warehouse Location, Integrated Supply, Production, distribution Policies and Plans.

UNIT V DECISION MODELS

Decision support models of supply chain management: Transportation Systems, Warehouse Design, Distribution Inventory Policies, Transshipment, etc. Information Systems.

REFERENCES

1. David Taylor and David Brunt, Manufacturing Operations and Supply Chain Management, Vikas Thomson Learning, 2001.
- Philippe - Pierre Dornier, Global operations & logistics, John Wiley & sons Inc, New York, 2002.
- Monczka / Trend / Handfiled, Purchasing and Supply chain management, Thomson south-western college publishing, 2000.
- B.S. Sahay, Supply chain management for global competitiveness, Macmillan India Ltd, Delhi, 2000.
- David Hutchins, Just in Time, Jaico Publishing House, Mumbai, 2001
6. David Simchi – Levi & Philip Kaminsk, Designing and Managing the supply chain, McGraw-Hill Companies Inc., 2000.

IMBA 905 Knowledge Management

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

UNIT I Business Intelligence and Business Decisions; Modelling Decision Processes; Decision support systems; Group decision support and Groupware Technologies.

UNIT II Executive Information and support Systems; Business Expert System and AI, OLTO & OLAP;

UNIT III Data Warehousing; Data Marts..., Data Warehouse architecture; Tools for data warehousing.

UNIT IV Multi-dimensional analysis; Data mining and knowledge discovery; Data mining and Techniques; Data Mining of Advance Databases.

UNIT V Knowledge Management Systems: Concept and Structure KM systems, techniques of knowledge management appreciation & limitation.

REFERENCES

1. Decision support system, EIS, 2000
2. W. H. Inmon, "Building Data Warehousing", Wiley, 1998.
3. Han, Jiawei, Kamber, Michelinal, "Data Mining Concepts & Techniques", Harcourt India, 2001

Maximum Marks: 100
Semester Examination: 70
Internal Assessment: 30

Unit I. INTRODUCTION

Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles

Unit II. PRODUCTIVITY MODELS

Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector. Productivity evaluation models, productivity improvement model and techniques.

Unit III ORGANISATIONAL TRANSFORMATION

Principles of organizational transformation and re-engineering, fundamentals of process re-engineering, preparing the workforce for transformation and re-engineering, methodology, guidelines, DSMCQ and PMP model.

Unit IV RE-ENGINEERING PROCESS IMPROVEMENT MODELS

PMI model, Edsomwan model, Moen and Nolan strategy for process improvement, LMICIP model, NPRDC model.

Unit V RE-ENGINEERING TOOLS & IMPLEMENTATION

Analytical and process tools and techniques – Information and communication technology – Enabling role of IT, RE – opportunities, process redesign – cases. Software methods on BPR – Specification of BP, Case study – order, processing, user interfaces maintainability and reusability.

REFERENCES

1. Sumanth, D.J., Productivity engineering and management, Tata McGraw-Hill, New Delhi 1990.
2. Edsomwan, J.A., Organisational transformation and process re-engineering, British Library Cataloging in Pub.data 1996.
3. Rastogi, P.N., Re-engineering and re-inventing the enterprise, wheeler publications, New Delhi 1995.
4. Premvrat, Sardana, G.D. and Sahay, B.S., Productivity Management – Systems approach Narosa Publications, New Delhi, 1998.