### B.E.MBA integrated in ELECTRICAL & ELECTRONICS

#### X SEMESTER

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Course No IBM-</th>
<th>Course Title</th>
<th>Hours / week</th>
<th>Credits</th>
<th>University External Marks</th>
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STRATEGIC MANAGEMENT

Course : BE-MBA X th Semester

Paper – Compulsory

Paper Code: IBM-1001

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50       External Assessment: 100

Part -A

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, Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological).

Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS) PEST.

Internal Appraisal – The internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organisational 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).

Part -B


Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix), Industry level analysis, Porters’s five

Strategic Management of Technology and Innovation - Licensing new technology, imbibing new technology, searching for strategic partners in new business areas, Internal and external sources of technology, linking new technology and novel customer needs, building competence through new product development, technological innovation and strategy

Recommended Text Books

GLOBAL MARKETING

Course : BE-MBA  Xth Semester

Paper: Elective-Marketing

Paper Code: IBM- 1002

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Part-A

Global Marketing: Development of Global Marketing, market characteristics, industry conditions, marketing infrastructure, regulatory framework, basis for trade - absolute vs comparative advantage, protectionism and trade restrictions, tariffs, quotas, GATT

Selecting markets: list of selection criteria, market index for country selection, grouping global markets, consumer market, business market and government market, categorizing global marketing mindsets, global market entry strategies - exporting, local production, ownership

Pricing for global markets: transportation cost, tariffs, taxes, local production costs, channel costs, market and environmental factors affecting price, determining transfer prices, dealing with parallel imports or gray markets, sources of finance - commercial banks, government sponsored financing

Part-B

Developing new products for global markets: three strategic choices – extension, adaptation, invention, role of foreign subsidiaries in R&D, acquisitions as a route to new products, joint venture route to new products, concept test, test marketing

Developing a global distribution strategy: distribution density, channel length, channel alignment, distribution logistics, locating and selecting channel partners

Planning and controlling global marketing: selecting control metrics, resolving conflicts between headquarters and subsidiaries

References:

2. Global Marketing, Johny K.Johansson, TMH
CONSUMER BEHAVIOR

Course : BE-MBA  X th Semester

Paper: Elective-Marketing

*Paper Code: IBM- 1003*  
*Time: 3 Hours*

Course Duration: 45 Lectures of one hour each.

**Part-A**

Current trends in Consumer Behavior (CB), Consumer empowerment through the web, Information bank for understanding CB, consumer need arousal , need recognition, consumer Psychological set, consumer information search and processing, Brand evaluation, Purchase and post purchase behavior

Consumer learning, Habit and Brand Loyalty, unplanned purchase behavior, strategic implications of low-involvement decision making, situational influences , use of situational variables in marketing strategy, consumer perception, perception interpretation , price perception, Attitude development for change, lifestyle and personality

**Part-B**

Group and culture influences, culture values, cross-culture values, subculture influences, reference group influences, House-hold decision making, group communication – word of mouth as diffusion process, Market segmentation and Micromarketing

Marketing communication process – source effects in marketing communication, message effects, media effects, consumer decoding of marketing communication, Alternatives evaluation and selection- how consumers make choices, evaluation criteria , decision rules for Attribute based choices

Consumer Rights and Social responsibility

1. Consumer Behavior – Insights from Indian Market, Majumdar, PHI
2. Consumer Behavior – A Strategic Approach , Henry Assael , Biztantra (Dreamtech)
INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course: BE-MBA X th Semester

Paper: Elective-Finance

*Paper Code: IBM- 1004*  
*Time: 3 Hours*

Course Duration: 45 Lectures of one hour each.

**Note:** Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50  
External Assessment: 100

**Part-A**


Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return


**Part-B**


2. Investment Management - Lofthouse, Stephen , John Wiley & Sons Publications
INTERNATIONAL FINANCIAL MANAGEMENT

Course: BE-MBA  X th Semester

Paper: Elective-Finance

Paper Code: IBM-1005

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50

External Assessment: 100

Part-A

Global Financial markets and interest rates: domestic and offshore markets, Euromarkets, Interest rates in the global money markets, money market instruments

Foreign exchange market: types of transactions and settlement dates, exchange rate quotations and Arbitrage, exchange rate determination and forecasting

Forwards, Swaps and Interest parity: Swaps and deposit markets, interbank forward dealing, option forwards, Exchange Rate Agreements and Foreign Exchange Agreements (FXA), Forward currency markets in India

Part-B

Currency and Interest rate futures: futures contracts, markets and trading process, future prices expected spot prices and forward prices, option pricing models, Over the Counter (OTC) market prices

Hedging, Speculation and Management of Transaction exposure: Hedging with money market, currency options, currency futures, internal hedging strategies

Management of Interest Rate Exposure: Forward Rate Agreements (FRAs), Interest
STRATEGIC FINANCIAL MANAGEMENT

Course : BE-MBA  X th Semester

Paper: Elective-Finance

Paper Code: IBM-1006  Time: 3 Hours
Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50  External Assessment: 100

Part-A

Options, Futures and Corporate finance: call options, put options, valuing options, option – pricing formula, stocks and bonds as options, capital structure policy and options

Warrants and convertibles: difference between warrants and call options, warrant pricing and Black-Scholes model, value of convertible bonds

Derivatives and Hedging risk: forward contracts and futures contracts, interest-rate futures contracts, duration hedging

Part-B


International Corporate Finance: Foreign exchange markets and exchange rates, law of one price and purchasing-power parity, interest rates and exchange rates, interest rate parity, international bond marketing

References:

1. Mergers, Restructuring and Corporate Control, Weston, Chung, Hoag, PHI
2. Corporate Finance, Ross, Westerfield, Jaffe, TMH
ERP

Course: BE-MBA  X th Semester

Paper: Elective-IT

Paper Code: IBM- 1007  Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Part-A

ERP Package selection: Need assessment, Justifying ERP implementation, cost benefit analysis, ERP package evaluation and selection, make or buy decision

ERP systems development process: ERP implementation life cycle, planning, requirement analysis, reengineering vs customizing, transition strategies—big bang, phased, parallel, hybrid, implementation-hidden costs

ERP systems: Sales and Marketing—sales and distribution, sales forecasting, product pricing systems, billing systems ERP and Customer Relationship Management (CRM), Accounting and Finance—cash management process, capital budgeting process, financial accounting and management accounting Production and Materials management—MRP system, capacity planning process, manufacturing execution systems, Human Resources—compensation and benefits administration

Part-B

Managing an ERP project: Risks in ERP implementation, managing large scale ERP projects, project team selection, user training, technological challenges, operation and upgradation issues

Role of consultants and vendors: maintenance of ERP system, future trends and directions in ERP, open source ERP systems

References

1. Enterprise Resource Planning, Mary Sumner, Pearson
2. Enterprise Resource Planning, Alexis Leon, TMH
DATA WAREHOUSING & DATA MINING

Course: BE-MBA  Xth Semester

Paper: Elective-IT

Paper Code: IBM-1008
Course Duration: 45 Lectures of one hour each.

Time: 3 Hours

Part-A

Data Warehousing (DW): components of DW, DW and data marts, planning for DW, specifying business requirements, DW and Meta Data, dimensional modeling, slowly changing dimensions type1, 2 and 3, factless fact tables, aggregate fact tables, data extraction, transformation and loading (ETL), ETL tools, indexing the DW, DW and OLAP

Data mining: preprocessing data for data mining, descriptive data summarization, data cleaning, prediction modeling with simple linear regression and multiple regression, logistic regression

Classification data mining modeling: classification by decision tree induction, tree pruning, Bayesian classification, classification by back propagation in Neural networks

Part-B

Mining frequent patterns and associations: market basket analysis, Apriori Algorithm, web mining, web log analysis, text mining

Cluster analysis: interval scaled variables and binary variables, cluster analysis by partitioning, hierarchical methods, density based methods, clustering based on distance

Open source data mining software and proprietary software

References:

1. Data Mining –Concepts and Techniques, J.Han, Micheline Kamber, Elsevier
2. Data Mining –Methods and Models, Daniel .T.Larose, Wiley
3. Data Mining- Galit Shimuli, Wiley
STRATEGIC HUMAN RESOURCE MANAGEMENT

Course : BE-MBA X th Semester

Paper: Elective-HR

Paper Code: IBM-1009

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50
External Assessment: 100

Part-A

Introduction to Strategic Human Resource Issues, Challenges of Career development, Diverse work force development, self development, Pay-for-performance systems, Types of Pay-for-performance plans- individual based, team based, plant wide and corporate level

Hofstede’s cultural orientation model, FIRO-B questionnaire, Johari Window questionnaire, HR metrics and importance, Factor analysis in HR Research, competency mapping models and framework

Part-B

Determining the mix of Host-country and expatriate employees, the challenges of expatriate assignments, selective training, career development and compensation of expatriate employees, developing a global HR system and pay system, international staffing managing diversity, off shoring, equal employment opportunities, repatriation –problems and solutions, HR strategies and orientation for Mergers

Managing employee separation, Downsizing and outplacement, cost and benefits of employee separation, types of early separation (voluntary and Involuntary), features of early retirement policies, managing layoffs, alternatives to layoffs, the goals of outplacement.

3. Human Resource Research methods, Dipak Kumar Bhattacharyya, Oxford
MANPOWER PLANNING & PERFORMANCE APPRAISAL

Course: BE-MBA X th Semester

Paper: Elective-HR

Paper Code: IBM-1010

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50  External Assessment: 100

Part-A

Manpower planning: setting up objectives, aligning manpower planning with strategic business goals, Role analysis, job analysis, job specification, job description

Recruitment and selection: recruitment and legislation, fair employment practices, recruitment, hiring procedure, forecasting human resource requirements, managing growth and replacement of top executives

Part-B

Performance appraisal: need for performance appraisal, parameters of performance appraisal, computerized performance appraisal systems, self appraisal questionnaire, 360 degree performance appraisal systems

Comparing performance appraisal and performance management, graphic rating scales, paired comparison method, forced distribution, critical incident, behavioral anchored rating scales, web-based performance appraisals, conducting appraisal interviews