University Institute of Engineering & Technology
Panjab University Chandigarh

SYLLABUS FOR BE-MBA

2014-15
### ORGANIZATION BEHAVIOR

Course: BE-MBA III th Semester

**Paper – Compulsory**

**Paper Code:** IBM- 301

**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.

**Objectives:** To introduce the student to the concept of human behavior and also organization behavior. Important concepts like perception, leadership, motivation etc are introduced to build a foundation for understanding organization working environment.

Internal Assessment: 50  
External Assessment: 50

**Part-A**

Perception: Factors Influencing perception- perceptual selectivity Linkage between perception and Individual decision making-ethics in decision making. (4)

Personality and Emotional Quotient (EQ): The meaning of personality, its determinants-personality Traits; The big five model, Emotional quotient. (5)

Motivation & Morale: Concepts to Applications. (2)


**Part-B**


Conflict & Inter Group Behavior & Collaboration: Sources of Conflict, Intra-individual Conflict, Interpersonal Conflict, Inter-group behavior and Conflict, Organizational Conflict, Negotiations-Approaches to Conflict Management-Collaboration. (5)


**References**

1. Behavior in Organizations ,Greenberg, Baron , PHI
3. Organization Behavior ,Fred Luthans , TMH
Course: BE-MBA IV th Semester

**Paper – Compulsory**

*Paper Code: IBM- 401*  

*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.

**Objectives:** To introduce the current concepts of IT and how it is influencing the working of organizations. Students are introduced to application of IT in Business field.

Internal Assessment: 50  
External Assessment: 50

**Part A**

Information Technology (IT) : IT and society, IT infrastructure in India vis-à-vis developed nations (Telecommunication , Internet reach, PC, Broadband , Mobile Phones ), IT applications in Healthcare & Education

System Investigation & Analysis , Networking: System Analysis & Design , Symbols used in modeling a business process , modeling different business processes , Networking concepts: Ethernet ,IP addressing, Functioning of Routers, Bridges, hubs and switches in a network, Telecommunication (GSM, CDMA , Wireless and other new technologies)
Internet & Intranet: Functioning of Internet, Encryption & Digital signatures, Firewalls, Fraud on the Internet, Virus, Hacking & Denial of Service attacks, Intellectual Property Protection on the Internet, Intranet & security

**Part B**

E-Commerce & E-Governance: E-Commerce models, Intermediaries in E-Commerce, study of successful models like E-Choupal, E-Payments (E-Cash, E-Wallets) and major players in the area, Online Shopping, Revenue models for Online Shopping Portals, Web Auctions: study of portals like EBay, dealing with E-Waste, E-Governance in India, study of implementation of E-Governance in different states in India, scope for further improvement

New Technologies shaping the IT field: Study of new technologies like RFID, WiMAX, Bluetooth, GPS, smart cards etc and their implementation case studies

Online Banking: infrastructure and implementation of Online Banking in India, intermediaries in online banking

Cloud Computing: The business model of cloud computing, advantages and drawbacks of adopting the cloud computing framework.

**References:**

1. Business Data Communications & Networking, Jerry FitzGerald, Alan Dennis, John Wiley
2. Information Technology for Management: Improving Performance in the Digital Economy, Efraim Turban, Linda Volonino, John Wiley
MARKETING MANAGEMENT

Course: BE-MBA  V th Semester

Paper – Compulsory

*Paper Code: IBM- 501*  
*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.

**Objectives:** This course introduces the students to marketing functional area and builds a foundation for further study. The core concepts of the subject are discussed.

Internal Assessment: 50  
External Assessment: 50

**Part A**

Introduction to Marketing: Definition; Scope and Importance of Marketing; Key Customer Markets; Concepts/Philosophies of Marketing; Holistic Marketing Concept; Marketing Tasks; Marketing Mix

(4)

Marketing Environment: Marketing Environment; New Marketing Realities; New Consumer Capabilities; Demographic Environment; Social-Cultural Environment; Natural Environment; Technological Environment and Political-Legal Environment; SWOT analysis.  
(8)
Analyzing Markets: Marketing Research Process; Sources of data collection; factors influencing consumer behavior; buying decision process; post-purchase behavior; Organizational Buying; Stages in the Buying Process.

Market Segmentation: Levels of market segmentation; segmenting consumer markets; Niche Marketing; segmenting business markets; Michael Porter’s five forces model; Analyzing competitors; strategies for market leaders; Targeting and Positioning.

**Part B**

Product Decisions: Product characteristics; classifications; differentiation; packaging and labeling; Product Life Cycle.

Pricing Strategies: Understanding Pricing; Setting the Price; Initiating and Responding to Price Changes; Reactions to Competitor’s Price Changes.

Marketing Channels: Marketing Channels; Role of Marketing Channels; Identifying Major Channel Alternatives; Types of Intermediaries; Channel-Management Decisions, Retailing, Wholesaling.

Marketing Communication: The Role of Marketing Communications; Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

References:

1. Principles of Marketing, Philip Kotler, Pearson
2. Marketing Management, R. Saxena, TMH

**HUMAN RESOURCE MANAGEMENT**

Course: BE-MBA V th Semester

**Paper – Compulsory**

*Paper Code: IBM-502*  
*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.

Objectives: Human Resource Management (HRM), an important functional area in organizations is discussed and students are introduced to different aspects of HRM.

Internal Assessment: 50          External Assessment: 50

Part-A


Job analysis : Methods - IT and computerized skill inventory - Writing job specification - HR and the responsive organization.

Recruitment and selection process : Employment planning and forecasting – Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

Part-B

Training & Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet Performance appraisal: Methods - Problem and solutions - MBO approach – The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers. (3)


References:

MANAGERIAL ECONOMICS

Course : BE-MBA VI th Semester

Paper – Compulsory

Paper Code: IBM- 601

Objectives: This course serves as an introductory course to Managerial Economics. Students are introduced to Microeconomics and Macroeconomics and its importance.

Internal Assessment: 50                      External Assessment: 50

Part-A

Introduction to Managerial Economics and Demand Concepts: Nature Scope and Importance of Managerial Economics, opportunity costs, incremental principle, time perspective, Equi marginal principles, Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions and Law of Demand, Income and Price elasticity of demand, substitution effect (12)

(8)

Production Function: Concept and types, Returns to Factor and Returns to Scale, Law of Variable Proportions, law of diminishing marginal returns  

(4)

Cost concepts and Analysis: Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs  

(3)

Revenue Curves: Concept and Types.  

(2)

Part B

Perfect Competition: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run, Price Discrimination; Imperfect Competition, Monopolistic Competition, Oligopoly and Barriers to Entry.  

(8)

Economic Environment of Business- Meaning of GDP, Monetary and Fiscal Policy, Deficit Financing, Inflation, Subsidies, Devaluation of Rupee, Liberalization, Privatization and Disinvestment  

(8)

References:

1. Managerial Economics, Mote, Paul Gupta, Vikas Publisher, New Delhi  
3. Microeconomics, Robert. Pindyck, Daniel Rubinfield, Pearson

CORPORATE LEGAL ENVIRONMENT

Course: BE-MBA VI th Semester

Paper – Compulsory

Paper Code: IBM- 602  

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.
Objectives: The Corporate Legal environment has a profound impact on the working of organizations. This course introduces the students to various laws related to business.

Internal Assessment: 50  External Assessment: 50

Part A
The Contract Act 1872 : Introduction: Meaning of contract; Types of contract; Essential elements of a valid contract. Offer: Meaning and Definition of offer; Types; Rules regarding offer; Revocation of offer; Lapse of offer.
Acceptance: Meaning and Definition of acceptance; Rules regarding acceptance; Revocation of acceptance.
Consideration: Definition; Types; Rules; Exceptions
Capacity of Parties: Position of Minor, Person of unsound mind, Persons disqualified by law.
Free consent; Discharge of contract, Remedies for Breach of contract, Contract of Indemnity, Contract of Guarantee

Sales of Goods Act 1930 : Meaning; Difference between Sale of Goods and Agreement to Sale, Essentials of Contract of Sale; Difference between Contract of Sale and Hire-Purchase Agreements; Conditions and Warranties; Transfer of property or ownership; Performance of Contract of Sale; Rights of Unpaid Seller; Auction Sale.

The Companies Act, 1956 : Definition; Meaning; Features; Types of companies; Incorporation of a company; Memorandum of Association; Articles of Association and Prospectus; Doctrine of Indoor Management; Lifting of Corporate Veil; Registration and Incorporation of a company; Doctrine of Ultravires Transactions; Winding up of company.

Part B

Information Technology Act-2000 : Objective of the act, documents excluded from the scope of the act, digital signatures, types of digital signatures in India, certifying authorities in India, regulation of certifying authorities, duties of subscribers, offences, appellate tribunal, penalties and adjudication

References:
2. An Introduction to Mercantile Laws- N.D. Kapoor, Sultan Chand & Sons
### ACCOUNTING FOR MANAGERS

Course: BE-MBA VII th Semester

**Paper – Compulsory**

**Paper Code: IBM- 701**

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.

**Objectives:** This course introduces the students to basics of Accounting functional area and builds the foundation for Financial Management.

Internal Assessment: 50  
External Assessment: 50

#### Part-A

Accounting and its functions; Basic Accounting Concepts and Accounting Conventions; Accounting Principles; Generally Accepted Accounting Policies (GAAP); Accounting Standards; Branches of Accounting: Financial Accounting; Cost Accounting; Management Accounting; Accounting Equation; Accounting Structure; Types of Accounts.  

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<th>Sr. No</th>
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<td>Statistics &amp; Research Methodology</td>
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Rules regarding Journal Entries; Recording of Journal Entries; Ledger Posting; Trial Balance; Preparation of Final Accounts; Trading Account; Profit & Loss Account; Balance Sheet; Treatment of Adjustments into trial balance. (7)

Meaning of Management Accounting; Nature; Scope; Objectives; Functions of Management Accounting; Relationship between Financial and Management Accounting; Tools and Techniques of Management Accounting; Limitations; Meaning of Financial Statement; Importance and Limitations of Financial Statement; Meaning and Objectives of Financial Statement Analysis; Limitation of Financial Analysis. (10)

Ratio Analysis: Meaning of Ratio; Interpretation of Ratios; Significance of Ratio Analysis; Limitations of Ratio Analysis; Classification of Ratio; Analysis of Short-term financial position; Analysis of Long term financial position; Analysis of profitability. (7)

Part-B

Fund Flow Analysis: Meaning and Concept of Funds; Meaning of Fund Flow; Meaning of Fund Flow Statement; Significance; Limitations; Procedure of Preparing Fund Flow Statement; Schedule Showing Change in working capital; Adjusted Profit & Loss Account; Statement of Sources and Applications of Funds. Treatment of Adjustment; (9)

Cash Flow Analysis: Meaning; Classification of Cash Flow; Comparison between Fund Flow Statement and Cash Flow Statement; Difference between Cash Flow Statement and Cash Budget Limitations; Preparation of Cash Flow Statement (as per AS-3); Treatment of Adjustments. (8)

References:

1. Managerial Accounting, Hilton, Ramesh, Jaidev, TMH

STATISTICS & RESEARCH METHODOLOGY

Course : BE-MBA VII th Semester

Paper – Compulsory

Paper Code: IBM- 702

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.

Objectives: The course introduces the students to statistical techniques and methods of research

Internal Assessment: 50  External Assessment: 50

**Part A**

Introduction to Descriptive Statistics: Types of Data, Measures of Central Tendency; Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis.  

Probability: Basic probability concepts, Joint probability, Conditional probability, Bayes Theorem, Random Variables and Discrete Probability distributions: Poisson, Binomial and Normal, Normally distributed variables, areas under the standard normal curve

Research Design: Meaning, Characteristics and various concepts relating to research design and classification of research design, Importance.

Measurement and Scaling: Data Types Nominal, Ordinal and Ratio scale; scaling techniques.

**Part B**

Formulation of Hypothesis: Confidence Intervals, Meaning, Characteristics and concepts relating to testing of Hypothesis (Parameter and statistic, Standard error, Level of significance, type-I and Type-II errors, Critical region, one tail and two tail tests); Procedure of testing Hypothesis. Numerical problems based on chi-square test, Hypothesis tests for one population mean: Z test, t-test, Wilcoxon Signed-Rank test, Inferences for two population means, Mann-Whitney Test, F-test

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, Analysis of Variance (ANOVA)- One way and Two way ANOVA. Introduction to discriminant analysis and Factor Analysis

References:

1. Business Research Methods, William G. Zikmund, Cengage Learning India
2. Business Research Methods, Cooper, D.R. & Schindler, Tata McGraw-Hill

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THE STUDENTS OF BEMBA WILL DO SUMMER TRAINING OF 6-8 WEEKS AFTER 8th SEM. THE TRAINING REPORT WILL BE EVALUATED IN IX SEMESTER. THERE WILL BE NO SIX MONTHS TRAINING FOR BEMBA STUDENTS.

BUSINESS RESEARCH

Course: BE-MBA VIIIth Semester

Paper – Compulsory

*Paper Code: IBM-801*  
*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.

**Objectives:** The course teaches the students the methods of business / marketing research and how to effectively handle research projects.
Part-A


Measurement and Scaling- Primary Scales of measurement, Comparative Scaling Techniques, Non comparative Scaling techniques-Likert, Semantic Differential Scale, Stapel Scale, Questionnaire Design- question content, structure and order (10)

Part-B

Sampling Design: Meaning and need of Sampling, Probability and non-probability sampling design, simple random sampling, systematic sampling, stratified sampling, cluster sampling and convenience, sampling, judgement and quota sampling (non-probability), determination of sample size, Hypothesis Testing, Parametric and Non-Parametric Tests (9)

Discriminant and Logit Analysis- Formulating the problem for Discriminant analysis, Multiple Discriminant Analysis, Logit model (8)

Factor analysis, Cluster analysis and Multidimensional Scaling - Conducting Factor analysis, Cluster analysis and Multidimensional Scaling- Conjoint Analysis (8)

2. Marketing Research- Text and Cases, Rajendra Nangundkar, TMH
3. Marketing Research – GC Beri, TMH
4. Marketing Research- Parshuram, Dhruv Grewal, R.Krishnan – Biztantra

FINANCIAL MANAGEMENT

Course : BE-MBA VIII th Semester

Paper – Compulsory

Paper Code: IBM- 802 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.

Objectives: In the course foundation is built for financial analysis. The various aspects of Financial Management are introduced.

Internal Assessment: 50                  External Assessment: 50

Part-A

Introduction to Financial Management: Meaning; Scope; Finance Function; Financial Goals; Agency Problem; Relationship of Finance with Accounts and Economics.  (4)

Sources of Finance: Features; Advantages and Limitations of Equity Shares; Preference Shares; Debentures; Term-Loans; Right Issue.  (3)

Cost of Capital: Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.  (6)

Capital Structure: Meaning; Determinants; Assumptions; Net Income and Operating Income Approach; Traditional Position; M-M Position; EBIT and EPS Analysis; Capital Structure and Taxation.  (3)

Leverage Analysis: Meaning; Types; Estimation of Financial; Operating and Combined Leverage; Relation of Financial Leverage with Risk and Return.  (3)

Management of Working Capital: Meaning of WC; Need of WC Management; Determinants of WC; Operating Cycle; Estimation of WC.  (5)

Part-B

Inventory Management: Meaning; Need to hold Inventory; Objective of Inventory Management; Inventory Investment Analysis; Inventory Control System.  (6)

Capital Budgeting: Meaning; Basic Principles of Costs and Benefits; Investment Criteria; Payback Method; Accounting Rate of Return Method; Net Present Value Method; Benefit-Cost Ratio; Internal Rate of Return; Capital Rationing; Introduction to Basic Techniques of Risk Analysis in Capital Budgeting.  (7)
Dividend Decisions: Meaning and Types of Dividend; Issues in Dividend Policy; Traditional Model; Walter Model; Gordon Model; Miller and Modigliani Model; Bonus Shares and Stock Splits.

References:
1. Financial Management, Van Horne, PHI
STUDENTS ARE OFFERED 4 SPECIALIZATIONS: Marketing, Human Resource (HR), Information Technology (IT) and Finance. Students have to select 2 specialization areas. They will then study 3 subjects in each of the specialization area they select. The students will thus study 8 subjects in IX sem (3 + 3 + 2 compulsory). In case minimum number of students (as decided from time to time) do not opt for the specialization then that specialization will not be offered.

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* Internal sessional marks breakup will be: 2 sessionals of 30 marks each (student has to appear in one session, he/she can appear in both - the best of one will be selected) + surprise test/quiz/presentation for 10 marks + 10 marks for attendance

**QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

Course: BE-MBA IX th Semester

**Paper – Compulsory**

*Paper Code: IBM-901*  
*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.

**Objectives:** The objective of the course is to introduce to the students the quantitative skills required by managers.

Internal Assessment: 50  
External Assessment: 50

**Part-A**

Linear Programming- Equation formulation, Graphical solution of two-variable linear programming problems, Simplex algorithm, Transportation and Assignment problems  (8)
Game theory- Game models, zero sum games, dominance rule, 2 x n and m x 2 games, solution of m x n games (8)

Queuing: Single channel single-phase queuing system, multichannel single-phase queuing system, single channel multiphase queuing system (8)

**Part-B**

Markov Chains – Markov processes, Markov analysis, input transition probabilities, input conditions, output- specific state probabilities, steady state probabilities, absorbing chains (9)

Simple linear regression and multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results (6)

Forecasting models- Moving- average forecast methods, Simple Exponential Smoothing, Holt’s method- Exponential Smoothing with trend, Winter’s Method- Exponential Smoothing with Seasonality (10)

1. Business Forecasting : John.E.Hanke, Dean.W.Wichern, PHI
2. Statistics for Managers using Microsoft Excel : Levine, Stephan, Krehbiel, Brenson, PHI

**PROJECT MANAGEMENT & ENTREPRENEURSHIP**

Paper Title: Project Management & Entrepreneurship

**Paper: Compulsory**

*Paper Code: IBM-902*  
*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.

**Objectives:** The course introduces the students to the important aspects of managing a project and skills needed to be an entrepreneur
**Part –A**

**Market and Technical Analysis:** Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis-Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment. (5)

**Project Costing and Finance:** Cost of project; Cost of production; Break even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance. (5)

**Project Appraisal:** Time Value of Money; Project Appraisal Techniques – Playback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Protection. (6)

**Risk Analysis:** Measures of Risk; Sensitivity Analysis; Simulation Analysis; Decision Tree Analysis. (5)

**Project Scheduling/Network Techniques in Project Management:** CPM and PERT Analysis; Float times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation. (7)

**Part-B**


Institutions for - entrepreneurship development, Role of constancy organizations - Role of financial institutions -Bank finance to entrepreneurs, Making a business plan, Entrepreneurship development: Role of Government in supporting entrepreneurship programs in the country. (6)

**References:**

SUPPLY CHAIN MANAGEMENT

Course: BE-MBA IX th Semester

Paper: Elective-Marketing

Paper Code: IBM-903  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.

Objectives: Supply Chain Management has become a critical function for organizations in today’s competitive world. Students learn the concepts of managing the chain.

Internal Assessment: 50  External Assessment: 50

Part -A

Definition of Supply Chain Management and Logistics - Scope of Transportation, Relationship between transportation and other business functions, Transport Economics: Distance – volume-density, Freight Cost – Handling – Liability - market factors; Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment; Reverse Logistics, Govt. rule & regulations related to Logistics; Documentation related to Transportation :- Bill of Lading, Freight Bill, Claims and F.O.B Terms of Sale, Legal Classification of carriers- Private, Contract carrier etc. (10)

Inventory Control, Planning & Managing Inventories: Strategic role of stock, costs of holding stock, Economic Order Quantity (EOQ), uncertainty in demand and costs, models for known demand: price discount from suppliers, planned shortages and back-orders, models for uncertain lead time demand (8)

Material Handling & Wastage Control; Packing & Packaging; Order Management; Competitive advantage through logistics and supply chain management; Responsive Supply Chain, RFID applications in Supply Chain. (7)

Part –B

Network Design and Facility Location –Facility location analysis, Optimization models, Heuristic Modeling –Grid Technique. Information systems for Supply Chain Management-
Contemporary Logistics Information Technologies, e-enabled logistics management and tracking systems. (10)

Planning & Sourcing in Supply Chain; Planning demand and supply: Demand forecasting – Type and Time horizon of forecast and category of forecasting, aggregate planning; Strategic sourcing; Sourcing decision in Supply Chain- selection of source, technical up-gradation of vendor, vendor performance evaluation, vendor rationalization. (10)

References:
1. Designing & Managing the Supply Chain, Simchi-Levi, David, TMH
2. Inventory Control and Management, Donald Waters, Wiley

SERVICES MARKETING

Course : BE-MBA IX th Semester

Paper: Elective-Marketing

Paper Code: IBM-904  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.

Objectives: This course introduces the students to important function area of services marketing. Services are intangible in nature and its management is an important part of the marketing portfolio.

Internal Assessment: 50  External Assessment: 50

Part-A

Marketing of services - Introduction - Growth of the Service Sector -The Concept of Service - Characteristics of Services-Classification of Services - Designing the Service-Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations. (8)

Marketing Mix in Services Marketing - The Seven Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process. (7)
Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.  

Part -B

Delivering Quality Services - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap  


Marketing of Services with special reference to (a) Financial Services (b) Health Services (c) Hospitality Services including Travel, Hotels and Tourism. (d) Professional Services (e) Public Utility Services (f) Communication Services (g) Educational Services  

References


ADVERTISING AND SALES MANAGEMENT

Course : BE-MBA IX th Semester

Paper: Elective-Marketing

*Paper Code: **IBM- 905**          *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.

Objectives: Advertising and Sales Management are important components of the Marketing strategy of a company. This course introduces the students to these important functions.

Internal Assessment: 50  External Assessment: 50
Part-A

Advertising: As an element in Marketing Mix, its role and importance; Advertising as a means of communication, Setting advertising objectives, DAGMAR approach to setting objectives. Preparing advertising plan, Developing message, writing copy, advertising appeals and pre-testing and post-teaching copy (10)

Media decisions, media strategy and scheduling decisions; Planning and managing advertising campaigns; Different types of advertising, public relations; Industrial advertising; advertising budget and relevant decisions; Advertising agencies; their role and importance; management problems of agencies; client-agency relations; advertising in India, problems and prospects. (15)

Part-B

Sales Management: Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies. (8)

Product, Pricing and Promotion issues in Channel Management and Physical Distribution - Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems. (7)

E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation (5)

References:
1. Advertising and Promotion : An integrated marketing communication perspective, George Belch, M.Belch,K.Purani
3. Sales Management : Concept and Cases , W.L.Cron, Wiley

INDIAN FINANCIAL SYSTEM

Course: BE-MBA IX th Semester
Paper: Elective-Finance

Paper Code: IBM-906

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.

Objectives: The objective of the course is to introduce the components of Indian Financial System and their working.

Internal Assessment: 50                      External Assessment: 50

Part-A

Commercial Banking-Evolution, Financial Services, Fiduciary Services, Off-balance Sheet Activities, Analysis of Assets and Liabilities of Scheduled Commercial Banks; Reserve Bank of India-Central Banking- Introduction to Central Banking, Instruments of Monetary Control, Public Debt, Secondary Debt Market, REPO’s, Reserve Requirements, Selective Credit Controls, Advances to Priority Sector, Supervision System; Regional Rural Banks- Objectives, RBI Assistance, Evaluation of RRB’s.

Cooperative Credit- Introduction, Role of RBI, Organizational Structure, National Bank for Agriculture and Rural Development (NABARD), Reforms in Cooperative Credit.

Non-banking Finance Companies – Introduction, Definition of Non-banking Finance Company, Financial Sector Reform, Liberalization Measures for NBFC’s, Regulations for NBFC’s Accepting Public Deposits, Limits on Acceptance of Deposits, Size of Non-banking Companies, Deposits, Distribution of Deposits, Comparison of NOF and Deposits, Capital Issues by Finance Companies, FCNR Deposits for NBFC’s, Assets of NBFC’s, Investment Norms for NBFC’s, Deployment of Funds, Funds Mismatch of HP/Leasing Companies.

Part-B


References:
1. Indian Financial System ,Markets, institutions and services ,B.V.Pathak, Pearson
2. Indian Financial Systems & Markets , S.Saha, Tata Mcgraw Hill
3. Indian Financial System , M.Y.Khan, Tata Mcgraw Hill

MANAGEMENT OF FINANCIAL SERVICES

Course : BE-MBA IX th Semester

Paper: Elective-Finance

Paper Code: IBM- 907 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.

Objectives: Management of Financial Services is an important component of Business Finance. This course introduces the students to this component.

Internal Assessment: 50 External Assessment: 50

Part-A

Financial Services - Meaning, types and their importance, Securities Trading - Online Vs Offline Trading, Demat and Remat, Depository - Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository systems in India, SEBI regulation. (8)
Insurance Services- Introduction, Principles of insurance, Types of Insurance, Life Insurance Products- Traditional and ULIPs, Credit rating - the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects. (8)

**Part-B**

Leasing - concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. (8)

Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital. (7)

Call money market, Treasury bill market, Commercial Bill market, Market for CPs and CDs, Discount market and market for financial guarantees, Factoring - Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India. (7)

Plastic Money - Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India. (7)

References:

1. Financial services & system, S Gurusamy McGraw-Hill
2. Financial Instruments and services, Nalini P T PHI
3. Financial Services, M Y Khan Tata McGraw-Hill

**STRATEGIC FINANCIAL MANAGEMENT**

Course: BE-MBA X th Semester

**Paper: Elective-Finance**

*Paper Code: IBM- 908  Time: 3 Hours*

**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.

**Objectives:** Strategic Financial Management is an important component of the Financial Portfolio. This course explains the working of this component.
Internal Assessment: 50                      External Assessment: 50

Course Duration: 45 Lectures of one hour each.

**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 (8)

Warrants and convertibles: difference between warrants and call options, warrant pricing and Black-Scholes model, value of convertible bonds (5)

Derivatives and Hedging risk: forward contracts and futures contracts, interest-rate futures contracts, duration hedging (9)

**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 (11)

References:

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

**E-COMMERCE**

Course: BE-MBA    IX th Semester

**Paper: Elective-IT**
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.

Objectives: E-commerce has gained tremendous importance in today’s business scenario. Various techniques / methodologies are discussed in this subject.

Internal Assessment: 50               External Assessment: 50

Course Duration: 45 Lectures of one hour each.

Part-A

Ecommerce terminology: Blogs, Message boards, Newsgroups, Banner Advertising, Spiders / crawlers/ robots , hacking, SSL / SET protocols , Escrow, Podcast , webcast, web beacons , spyware , Adware, RSS feed, Spam , Web agents, cookies, search engine, worms (2)

Planning for a Ecommerce : Value chain analysis , SWOT analysis, studying trends and current technology, government incentives, hardware and software assessment for building a web store, intermediaries in Ecommerce (8)

Characteristics of E-Business markets : Various business models, Business model design, pricing and distribution of digital products, bundling, building customer traffic, subscription vs paid model, bricks and clicks business model, call centre integration in ecommerce, affiliate marketing, viral marketing (10)

Part-B

Security in ecommerce transactions: Public key infrastructure, process of getting a digital signature in India , types of digital signatures, role of intermediaries like Verisign (6)

Internet audience: study of internet audience, online consumer behavior , Online research : Click stream analysis , Search log analysis, emails, pop-ups, online focus group (10)

Online payment systems: On-Line Electronic Cash, Electronic Payment Schemes, Credit card secure electronic transaction, e-cheque, accumulating balance payment system, stored value payment system, digital wallets (9)
References

1. E-commerce Management, Text and cases, Sandeep Krishna Murthy, Cengage
3. Ecommerce, Strategy, Technology and Implementation , Gary.P.Schneider, Cengage
4. Web commerce Technology Handbook , Daniel Minoli, Emma Minoli, TMH

IT PROJECT MANAGEMENT

Course : BE-MBA IX th Semester

Paper: Elective-IT

Paper Code: IBM-910 Time: 3 Hours

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.

Objectives: Managing the IT project is critical in delivering the end product. This subject introduces to the students as to how to manage the IT project.

Internal Assessment: 50 External Assessment: 50

Course Duration: 45 Lectures of one hour each.

Part-A

Software development process: waterfall model, prototyping, spiral model, software configuration management process, process management- capability maturity model (7)

Software requirement analysis and specification: problem analysis, data flow diagram, entity-relationship modeling, decision tables, creating a requirement document (8)

Planning a software project: cost estimation-COCOMO model, schedule and milestones, personnel plan, software quality assurance plans, configuration management plans, project monitoring plans, risk management (6)
Part-B

Function-Oriented design: Modularity, Top-down and bottom-up strategies, structure charts, first-level factoring, design heuristics, Metrics - network metrics, stability metrics, information flow metrics (8)

Object oriented design (OO): classes and objects, encapsulation, inheritance and polymorphism, OO design notation and specification, dynamic modeling, metrics - Weighted Methods per Class (WMC), Depth of Inheritance (DIT), Number of Children (NOC), Coupling between Classes (CBC) (9)

Software testing: error, fault and failure, top-down and bottom-up approaches, test cases and test criteria, functional testing - equivalence class partitioning, cause-effect graphing, structural testing - control based criteria, data flow based criteria (5)

Software delivery: models, managing IT project teams (2)

References:
1. Software Engineering, Ian Sommerville, Addison-Wesley
2. Software Engineering Project Management, R. Thayer, Wiley

DECISION SUPPORT SYSTEMS

Course: BE-MBA IX th Semester

Paper: Elective-IT

Paper Code: IBM-911 Time: 3 Hours

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.

Objectives: With today’s systems having great computing power, the DSS has assumed even greater significance. This course introduces to the students the criticality of decision making using computers.

Internal Assessment: 50 External Assessment: 50

Course Duration: 45 Lectures of one hour each.
Part-A

Distinction between Transaction Processing System (TPS), Management Information System (MIS), Expert System (ES) and Decision Support System (DSS)  (5)

Architectures of DSS system: components, classifications, backend and front end components of DSS, Web based DSS, Group Decision Support System (GDSS), technologies and infrastructure for group decision making, distributed computing  (6)

Modeling for DSS: the decision making modeling process, Intelligence, design and choice phases, design under certainty, risk and uncertainty, sensitivity analysis, what-if, goal-seek and scenario analysis with spreadsheets  (10)

DSS design to support operational, tactical and strategic decision making  (2)

DSS design methodology for Healthcare, Insurance, Manufacturing and Education sectors  (4)

Part-B

Enterprise Decision Support System (EDSS): Characteristics and capabilities of EDSS, integrating DSS and EDSS, Computerized systems like CRM, ERP, MRP and their design basics, EDSS and supply chain, Corporate Enterprise portals and their design, Electronic Document Management (EDM) systems  (12)

Importance of Knowledge Management Systems (KMS) and its integration with DSS, Design of Knowledge Management System for different sectors, Artificial Intelligence based DSS systems.  (6)

Reference

1. Decision Support Systems and Intelligent Systems, E. Turban, J.E. Aronson, Pearson

TRAINING AND DEVELOPMENT

Course: BE-MBA IXth Semester

Paper: Elective-HR

Paper Code: IBM-912  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.

**Objectives:** Training and development is an important component of the HR portfolio. This course introduces the students to the importance of designing good training systems.

Internal Assessment: 50  
External Assessment: 50

**Part-A**
National Training Interventions: Training as an economic instrument, achievements and challenges, National initiatives: 1964 to the present day, the European scene, which way forward.

Attitudes Towards Education and training: Education, training and work, changes in attitudes to training and development, Philosophies of training. Learning and Training: What do we understand by learning, Reinforcement theories, cybernetic and information theories, cognitive theories and problem solving, experimental learning, Learning to learn and self-development, Mental process, other horizons.

The Learner and the Organization: The learner, the organization as a learning environment, the learning organization. Approaches to Training Interventions: Organization learning systems, Generalized approaches, Planned training interventions, the costs and benefits of training interventions.

**Part-B**
The Training Function in Organizations: The training function, Management's responsibility for training, Creating and appropriate structure, The training of training staff, Ethical standards

Assessing Organizational Training Needs: The levels of organizational needs, types of organizational reviews, before starting the review, reasons for an organizational review, carrying out an organization-wide review.

Training Policy, Plans and Resources: Training policy, policy development, annual training plan, training resources, from policy to training plan and budget, Assessing Training Needs-the job and the individual: Job training analysis, Analytical techniques, Carrying out an individual training needs analysis, assessing performance.
Determining and evaluating training interventions: Training interventions, determination of training objectives, determination of the appropriate training strategy, planning and implementation of the training, evaluation of the programme. (5)

References:
1. Effective training, systems, strategies and practices, P.N. Blanchard, J.W. Thacker, V.A. Ram, Pearson

ORGANIZATIONAL CHANGE AND DEVELOPMENT STRATEGIES

Course: BE-MBA IX th Semester

Paper: Elective-HR

*Paper Code: IBM-913*  
*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.

**Objectives:** Organization change is important in today’s rapidly changing world. This course equips the students with techniques to manage change effectively.

Internal Assessment: 50  
External Assessment: 50

**Part-A**


Values, Assumption, And Beliefs in OD- Chronology of Events in Management and organization Thought, early Statement of OD values and assumptions, A Values Study. (3)

OD Interventions : Thinking about OD Interventions, Classifying OD Interventions. (4)

**Part-B**


Intergroup and Third-Party Peacemaking Interventions: Intergroup Team-Building Interventions, Third party Peacemaking Interventions, Organization Mirror Interventions, Partnering. (7)


References:

1. Organization development and transformation – Managing effective change, W. French, C. Bell, R. Zawacki

**INDUSTRIAL PSYCHOLOGY**

Course: BE-MBA IX th Semester

**Paper:** Elective-HR

**Paper Code:** IBM-914

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.

**Objectives:** Industrial psychology equips the students with techniques / methodologies for handling this component in organization.

Internal Assessment: 50  
External Assessment: 50

**Part-A**

Nature and scope of Industrial Psychology: Psychology and management, contributions of Freud and post Freudian development of Psychology (5)

Factory organization: industrial bureaucracy, formal and informal groups, status system, balancing of social power, union and employer’s organizations (7)

Psychology of leadership, understanding and motivating employees, industrial morale and job satisfaction, counseling, Psychology of industrial conflict, stress management (7)

**Part-B**

Personality: Idiographic approach, Nomothetic approach, psychoanalytical perspectives, levels of awareness, defence mechanism, projective tests, Rorschach test, Thematic Appreciation Test (TAT), Role playing or visualization, stereotyping, brand personality (10)

Trait perspective: Allport’s trait categories, Catell’s 16 PF test, personality tests, personality questionnaire, Type perspective- four humours, Sheldon’s typology, Eysenck’s typology, Factor theory, Jung’s typology, Allport’s typology (9)

Intelligence: models, Stanford-Binet intelligence scale, Wechsler scale, Emotional intelligence (7)

**References:**

1. Psychology in Organizations, S.Alexander Haslam, Sage publications

**SUMMER TRAINING**

Course: BE-MBA IX th Semester

**Paper:** Compulsory

*Paper Code: IBM-915*  
Course Duration: 45 hours
**Objective:** To expose the student to working of business functional areas in corporate / organizations.

Internal Assessment: 200

The students would submit a report of the summer training and give viva-voce for the same. The student may also be required to give a presentation for 30-45 minutes.

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**X Semester**

In the X semester the students will study 2 subjects each in the area of specialization areas they have selected in the IX semester. The students will have 7 subjects in X sem (2+2+compulsory+seminar+minor project)

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* Internal sessional marks breakup will be: 2 sessionals of 30 marks each (student has to appear in one sessional, he/she can appear in both - the best of one will be selected) + surprise test / quiz/ presentation for 10 marks + 10 marks for attendance.

**STRATEGIC MANAGEMENT**

Course: BE-MBA Xth Semester

**Paper – Compulsory**

*Paper Code: IBM-1001*  
*Time: 3 Hours*

**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.

**Objectives:** Strategic Management assumes great importance in today’s world of managing resources. This course introduces the students to this important component.

Internal Assessment: 50  
External Assessment: 50

Course Duration: 45 Lectures of one hour each.
**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, 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).

**Part -B**


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

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.

Objectives: With global trade increasing many fold global marketing has assumed great importance. This course introduces the students to this important aspect.

Internal Assessment: 50 External Assessment: 50

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 (8)

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 (10)
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  Xth Semester

**Paper: Elective-Marketing**

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

**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.

**Objectives:** Consumer behavior makes us aware about how consumers thing and act. This knowledge can be used to make more informed decisions.

Internal Assessment: 50  External Assessment: 50

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 Xth 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.

**Objectives:** Investment analysis and Portfolio management are important aspects of Financial Management. This course equips the students with the knowledge base to make informed decisions.

Internal Assessment: 50                     External Assessment: 50

**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 (5)


Company Analysis: Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value. (3)


**Part-B**

Portfolio Theory: Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Efficient Frontier for two securities, Efficient Frontier for n-securities, Optimal Portfolio. (4)
Portfolio Analysis: Concept of Traditional and Modern Portfolio Analysis, Markowitz Theory Risk –Return Optimisation, Single Index Model, Beta Generation in Efficient Frontier, Three securities Model, Interactive Risk through Covariance, Correlation Co-efficient, Sharpe’s Model. (5)

Portfolio Selection: Concept of Portfolio Selection, Optimal Portfolio, Objectives, Risk and Investor Preferences, Investment Constraints, Cut-off Rate and New Securities, Efficient Frontier and Portfolio Selection, Beta, Traditional Portfolio Building, Capital Market Theory, CAPM, SML, Forms of CAPM, Zero Beta CAPM, Tax adjusted CAPM, Arbitrage Pricing Theory. (6)

Portfolio Revision: Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique. (5)

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.

Objectives: This course introduces the important aspects of International Financial Management. It equips the students with knowledge base important to take effective decisions.

Internal Assessment: 50 External Assessment: 50

Part-A
Global Financial markets and interest rates: domestic and offshore markets, Euromarkets, Interest rates in the global money markets, money market instruments (6)

Foreign exchange market: types of transactions and settlement dates, exchange rate quotations and Arbitrage, exchange rate determination and forecasting (6)

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 (10)

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 (8)

Hedging, Speculation and Management of Transaction exposure: Hedging with money market, currency options, currency futures, internal hedging strategies (8)

Management of Interest Rate Exposure: Forward Rate Agreements (FRAs), Interest (7)

References:
1. International Financial Management , P.G.Apte , Tata McgrawHill
2. Multinational Financial Management , Shapiro, Wiley

ERP

Course : BE-MBA  X th Semester

Paper: Elective-IT

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.

Objectives: With the organizations integrating their operations ERP assumes great importance. This paper introduces this important aspect.
**Part-A**

ERP Package selection: Need assessment, Justifying ERP implementation, cost benefit analysis, ERP package evaluation and selection, make or buy decision (8)

ERP systems development process: ERP implementation life cycle, planning, requirement analysis, reengineering vs customizing, transition strategies- big bang, phased, parallel, hybrid, implementation-hidden costs (8)

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 (12)

**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 (10)

Role of consultants and vendors: maintenance of ERP system, future trends and directions in ERP, open source ERP systems (7)

**References**

1. Enterprise Resource Planning, Mary Sumner, Pearson
2. Enterprise Resource Planning, Alexis Leon, TMH
3. Class A ERP Implementation- Integrating Lean and 6 sigma, S.Donald, Cengage India

**DATA WAREHOUSING & DATA MINING**

Course: BE-MBA Xth Semester

**Paper: Elective-IT**
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.

Objectives: With high computing power available at low cost Data Warehousing and Data Mining assumes great importance. This subject introduces the basics of this important aspect.

Internal Assessment: 50 External Assessment: 50

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 (12)

Data mining: preprocessing data for data mining, descriptive data summarization, data cleaning, prediction modeling with simple linear regression and multiple regression, logistic regression (8)

Classification data mining modeling: classification by decision tree induction, tree pruning, Bayesian classification, classification by back propagation in Neural networks (8)

Part-B

Mining frequent patterns and associations: market basket analysis, Apriori Algorithm, web mining, web log analysis, text mining (7)

Cluster analysis: interval scaled variables and binary variables, cluster analysis by partitioning, hierarchical methods, density based methods, clustering based on distance (8)

Open source data mining software and proprietary software (2)

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- 1008

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.

Objectives: Strategic Human Resource management is an important aspect of the HR portfolio. This is because of globalization of organizations assuming importance in today’s world.

Internal Assessment: 50 External Assessment: 50

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 (10)

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 (10)

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 (14)

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. (11)
MANPOWER PLANNING & PERFORMANCE APPRAISAL

Course: BE-MBA Xth 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.

Objectives: Manpower planning and performance appraisal are critical aspects of future planning as far as employees are concerned. This subject deals with this important aspect.

Internal Assessment: 50  External Assessment: 50

Part-A

Manpower planning: setting up objectives, aligning manpower planning with strategic business goals, Role analysis, job analysis, job specification, job description (9)

Recruitment and selection: recruitment and legislation, fair employment practices, recruitment, hiring procedure, forecasting human resource requirements, managing growth and replacement of top executives (12)

Part-B

Performance appraisal: need for performance appraisal, parameters of performance appraisal, computerized performance appraisal systems, self appraisal questionnaire, 360 degree performance appraisal systems (12)

References:

SEMINAR

Course: BE-MBA Xth Semester

Paper: Compulsory

Paper Code: IBM-1010

Course Duration: 45 hours

Internal Assessment: 100 marks

The students are required to prepare and deliver a presentation to the class on a given topic. The topic will be related to current business scenario/specialization area.

Presentation - 30 minutes

Question Hour session - 10 minutes

The student will be evaluated on the basis of Presentation content, Communication ability and handling question's.

MINOR PROJECT

Course: BE-MBA Xth Semester

Paper: Compulsory

Paper Code: IBM-1011

Course Duration: 45 hours

Internal Assessment: 100 marks
The students are required to prepare a minor project on the topic allotted to them. The topic will be allotted by consultation with the student in the area of specialization.

The student is required to submit the report in the following format:

a) Problem statement
b) Literature review
c) How to solve the problem
d) Research methodology
e) Data sources identified
f) Data collection
g) Statistical analysis
h) Results
i) Shortcomings