



UNIVERSITY OF JAMMU

(NAAC ACCREDITED 'A' GRADE UNIVERSITY)

Baba Sahib Ambedkar Road, Jammu-180006 (J&K)

NOTIFICATION (20/Oct. /Adp/39)

It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, is pleased to authorize the adoption of the revised Syllabi and Courses of Study in the subject of **MBA of Master Degree Programme in Business Administration** for III and IV Semesters under the (Non-CBCS Scheme) in the **Off-Site Campuses and Colleges** for the examinations to be held in the years as per the details given below:-

Subject	Semester	for the examinations to be held in the year
MBA	Semester-III	December 2020, 2021 and 2022
	Semester-IV	May 2021, 2022 and 2023

The Syllabi of the courses is available on the University website: www.jammuuniversity.ac.in.

No. F.Acd/II/20/2942-2988


Dated: 19-10-2020

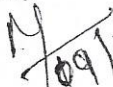
Copy to:

1. Dean, Faculty of Business Studies
2. HOD/Convener, Board of Studies in Business Management
3. All members of the Board of Studies
4. C.A. to the Controller of Examinations
5. Director, Computer Centre, University of Jammu
6. Asst. Registrar (Conf. /Exams. PG)
7. Incharge University Website for necessary action please


DEAN ACADEMIC AFFAIRS


09/10/20


09/10/20


10/09/10/20

(For the examination to be held in 2020, 2021 and 2022)

UNIVERSITY OF JAMMU

MASTER OF BUSINESS ADMINISTRATION (MBA)
(NON CBCS)

Semester-III		
Course Code	Paper	Marks
301	Strategic Management	100
302	Project Work Based on Summer Training	50
303	Viva-voce	50
311	Consumer Behaviour	100
312	Advertising and Sales Promotion	100
313	Distribution and Sales Management	100
314	Brand Management	100
321	Security Analysis & Portfolio Management	100
322	Management of Financial Services	100
323	Risk Management and Insurance	100
324	Banking and Financial System	100
331	Strategic Human Resource Management	100
332	Performance and Compensation Management	100
333	Organizational Change and Intervention Strategies	100
334	Culture, Society and Organizations	100
341	Global Business Operations	100
342	Supply Chain Management	100
343	Enterprise Resource Planning	100
344	Management of Technology and Innovation	100

(The students will have to opt for 5 elective Courses from any two functional areas selecting three from major and two from minor areas).

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Strategic Management
Course No.: 301
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Objective: The objective of the course is to develop the strategic orientation among the management students. The course will help the student in understanding the concepts of Business Strategy in detail by utilizing frameworks and tools which can be applied in the corporate world.

UNIT I

Concept of Strategy, Strategic Decision Making, Strategic Management Process. Difference between Policy, Strategy and Tactics. Strategic Intent, Vision, Mission, Goals. and Objectives. Environmental Scanning: Factors, Approaches, Methods, Environmental Appraisal. Internal Analysis / Organizational Appraisal.

UNIT II

Corporate Level Strategy, Business Level Strategies, Operational Level Strategies; Strategic Analysis and Choice. Strategy Implementation: Procedural implementation, Structural implementation, Behavioural implementation.

UNIT III

Participants & Barriers In Strategic Evaluation; Strategic Control; Techniques Of Strategic Evaluation and Control. Contemporary Issues in Strategic Management. Corporate Sustainability and Corporate Social Responsibility.

UNIT IV & V

Case study

One case study as a question with 40 percent weightage.

Note for Paper setting

The question paper will contain two questions each from first three units and the candidate will be required to answer one question from each unit i.e there will be an internal choice within each unit. In addition there will be a case study from unit 4 and 5 for 28 marks. The case study shall be followed by 2-3 questions.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Strategic Management
Course No.: 301
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Suggested Reading

- Arthur A. Thompson, Jr, Margaret A. Peteraf, John E. Gamble, A.J Strickland III and Arun Jain (2014). *Crafting and Executing Strategy*, Tata McGraw Hill, 19th Edition.
- Azhar Kazmi (2016). *Strategic Management and Business Policy*, Tata McGraw Hill, 4th Edition.
- Charles WL Hill and Gareth R Jones, (2014). *Strategic Management*, South Western, Cengage Learning, 11th Edition.
- Fred R David. (2008). *Strategic Management*, PHI Learning, 13th Edition
- Hill, Ireland, Hoskisson, Manikutty, (2012). *Strategic Management*, Cengage Learning, 9th Edition.
- J David Hunger and Thomas L Wheelen (2010). *Essential of Strategic Management*, PHI Learning, 5th Edition.
- R. Srinivasan: *Strategic Management, The Indian Context* (2012), 4th edition, Prentice hall India.
- Vipin Gupta, Kamala Gollakot, R. Srinivasan (2007) : *Business Policy and Strategic Management: Concepts and Applications*, Prentice Hall India.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Consumer Behaviour
Course No.: 311
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

OBJECTIVE:

The objective of this course is to help the students to understand the concepts of consumer and apply the knowledge in making effective marketing decisions.

UNIT I

Overview Of Consumer Behaviour; Relationship Between CB And Marketing; Scope And Applications Of Consumer Behaviour, Cultural, Social And Economic Factors Affecting Consumer Behaviour. Consumer Behaviour Models - Howard - Sheth, Engel Kollat - Blackwell And Nicosia Model; Consumer Research Process.

UNIT II

Consumer Decision Process, Brand Evaluation, Pre – Purchase and Post – Purchase Evaluation; Consumer Involvement in Purchase Decision; Consumer Influence and Diffusion Of Innovations; The Adoption Process.

UNIT III

Intrinsic Influences and their Application in Consumer Behaviour: Consumer Motivation; Personality and Self Concept; Consumer Perception; Consumer Learning; Consumer Attitude Formation and Change; Life Style Marketing; Consumer Responses to Marketing Communications.

UNIT IV

Extrinsic Influences and their Application in Consumer Behaviour: Environment and Situational Influences, Societal Influences, Group Influences. Household and Family Influences, Social Class, Reference Group, Cultural Influences - Culture, Sub-Culture and Cross Cultural.

UNIT V

Consumer Behaviour and Strategic Applications: Consumer Segmentation and Targeting Strategies, Customer Satisfaction, Customer Loyalty, Purchase Intentions and Switching Behaviour. Organizational and Institutional Consumer Behaviour, Marketing Ethics and Consumer Behaviour.

Note for Paper setting

The question Paper shall comprise of two questions from each unit(total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Consumer Behaviour
Course No.: 311
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Suggested Readings:

- Assael, H. (2009). Consumer behaviour and marketing action. New Delhi: Cengage Learning.
- Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). Consumer behaviour. USA: Thomson-South Western.
- Evans, M., Jamal, A., & Foxall, G. (2006). Consumer behaviour. New Jersey: John Wiley & Sons.
- Hawkins, Del. I., Best, R. J., Coney, K. A., & Mookerjee, A. (2006). Consumer behaviour: building marketing strategy. New Delhi: McGraw Hill.
- Lindquist, J. D., & Sirgy, J. M. (2009). Consumer behaviour. New Delhi: Cengage Learning.
- Paul, P., & Olson, J. C. (2005). Consumer behaviour and marketing strategy. New Delhi: McGraw Hill.
- Schiffman, L. G., & Kanuk, L. L. (2007). Consumer behaviour. New Delhi: Prentice Hall.
- Sheth, J. N., & Mittal, B. (2003). Consumer behaviour: A managerial perspective. Singapore: Thomson Asia.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Advertising and Sales Promotion

Course No.: 312

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVE:

The purpose of this course is to acquaint the students with the concepts and application of various tools of Advertising and Promotion.

UNIT I

Introduction to Advertising: Definition and Classification - Origin and Development of advertising - Role and functions of advertising - The Advertiser and the Advertising Agency interface- Steps in development of advertisement.

Unit II

Advertising Design: Appeals, message strategies and executional framework: advertising design and theory - Types of advertising appeals - Structure of an advertisement - Creating an advertisement - Advertising effectiveness

Unit III

Creative Strategy Development- Advertising Campaigns, Copy Platform, Search for Major Selling Ideas; Advertising Appeals- Information/Rational Appeals, Emotional Appeals, Combined Appeals; Advertising Execution. Creative Tactics for Print Advertising; Creative Tactics for Television.

Unit IV

Media Planning and Strategies: Growth and importance of media - Meaning and role of media planning, media plan - Market analysis, media objectives - Developing and implementing media strategies, evaluating the effectiveness

Unit V

Sales Promotion: Scope and role of sales promotion, Objectives of sales promotion, Sales promotion methods - Promotion mix - Advertisement - Message - Copy writing - Media strategy - Personal selling, significance and Process – Publicity, advantages and disadvantages .

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Advertising and Sales Promotion
Course No.: 312
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Note for Paper Setting:

The question paper shall contain two questions from each unit (Total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five i.e. there shall be internal choice within each unit).

Suggested Readings:

- Advertising and promotion, George e belch, Michael belch and Purani, Tata McGraw Hill, 2009
- Advertising and sales promotion, S H H Kazmi and Satish K Batra, Excel books India, 2009
- Advertising Principles and Practices, William Wells, John Burnett, Sandra Ernst Moriarty Prentice Hall, 2003
- Advertising and Promotions, Kruti Shah, Tata McGraw Hill Education, 2009

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Distribution and Sales Management
Course No.: 313
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

OBJECTIVES

The course intends to develop an understanding about a key area in Business Management i.e. Distribution and sales Management, as a potential means for gaining competitive Advantage. It aims to provide an opportunity to relook at this area from a strategic point of view rather than a tactical orientation in an organisation.

UNIT I

Marketing Channels: Concepts, Importance of Channels, Flows in Channels, Environment of Channels, Channel Structures, Channel Participants: Wholesalers, Retailers and Facilitating Agencies, Behavioural Processes in Marketing Channels.

UNIT II

Selection & Compensation of Channel Members, Performance appraisal of Channel Members. Channel Conflicts & Techniques to resolve channel conflicts. Communication in marketing channels

UNIT III

Strategy in Marketing Channels, Designing Marketing Channels: Customer Oriented Marketing Channels, Customer Oriented Logistics Management, Channel Information System, Managing Wholesalers and Franchisees.

UNIT IV

Sales Management- Sales in 21st century, Personal characteristics and Sales Aptitude, Sales Management Process, Emerging trends in Sales Management, Selling Process, Sales organisation, Sales Territory Management, Sales Quota Management.

UNIT V

Recruitment of Sales Force, Selection of sales Force, Motivation of sales force, Sales Force Compensation, Sales Force Control and Evaluation of Sales Force.

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Distribution and Sales Management
Course No.: 313
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Suggested Reading:

Stern&El -Ansary	Marketing Channels (4th Edition), Prentice Hall India Pvt. Ltd.
Rosenbloom, Bert	Marketing Channels (7th Edition), Thomson, South Western
Panda.Tapan.K. & Sunil Sahadev-	Sales and Distribution Management (2nd Edition), Oxford University Press
Johnston & Marshall	Sales Force Management (8th Edition), Tata McGraw Hill
Still, Cundiff & Govani	Sales Management: Decision, Strategy and Cases (5th Edition), Pearson Education Ltd.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Brand Management

Course No.: 314

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVES

The Primary objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management with appropriate global examples. To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset.

UNIT I

Introduction, Concept: Nature and Importance of Brand, Types of Brands, Brand vs. Product, Strategic Brand Management Process, Historical origin of branding, Scope of branding, Perceptual mapping and Brand Benefits and Attributes. Marketing Mix in Brand Building, Symbolic Branding

UNIT II

Brand Positioning: Concept, Choosing Points-in-Difference, Points-of-Parity, Positioning Strategies, Repositioning Strategies, Brand Personality, Brand Image, Brand Identity, Brand Loyalty, Branding Challenges and Opportunities.

UNIT III

Brand Equity - Concept, Sources, Building Brand Equity, Measuring, Managing Brand Equity. Brand Feelings, Brand Resonance, Brand Experience, Designing and Implementing Branding strategies. Product and Brand Failures. Revitalizing brands, Rebranding, Retiring brands

UNIT IV

Brand value chain, Brand Extension-Concepts, Rules & Risks of Brand Extension, Brand Licensing & Franchising, Emerging Trends and Issues in Branding in Global and Indian Context, Experiential Brands.

UNIT V

Web Branding-Traffic and Brand building, Battle for web traffic, elements of web traffic plan, traffic builders, domain name, portal presence, publicity and word of mouth and banners & button, importance of brand online.

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Brand Management
Course No.: 314
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Suggested Reading

- Keller, K.L. (2012) "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", Prentice Hall, edition 4th, ISBN 13: 9780132664257
- Kotler, P& Keller, K (2012) "Marketing Management", Prentice Hall, edition 14th, ISBN - 13: 9780132102926
- Chunawala, S.A. (2011) "Product Management " Mumbai Himalaya Publication, edition 8th, ISBN: 9350244810
- Mujumdar, R (2007) "Product Management in India" Prentice Hall, edition 3rd, ISBN 978-81-203-3383-3
- Chandrasekar, K.S. (2011) "Product Management, Himalaya Publishing House, edition 2nd ISBN 978-93-5024-952-9
- Lehman, D.R. and Winer R.S (2006) "Product Management, McGraw -Hill , edition 4th ISBN-10: 0071238328, ISBN: 978-0071238328'
- S.Ramesh Kumar (2006) " Marketing and Branding: The Indian Scenario", Pearson Education India, edition 1st, ISBN: 978813

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Security analysis and Portfolio Management

Course No.: 321

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVES

The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

UNIT-I

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Type of investors, Aim & Approaches of security analysis.

UNIT II: Fundamental and Technical Analysis

Risk-Return analysis in Investment, Fundamental analysis: Economic analysis, Industry analysis, Company Analysis-Technical analysis and market efficiency: basic tenets- tools of technical analysis – DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, indicators-patterns, Industry Life cycle, competition analysis, impact of structural economic changes on industry Security Valuation (Company Analysis)

UNIT III: Efficient Market Hypotheses

Dividend Discount Model (DDM), P/E Model, Efficient Market Hypothesis, Need of efficient markets, alternative market hypotheses Forms of EMH, Implications of various forms of efficient markets, tests of market efficiency-random walk Hypothesis, security market line(SML), Efficient frontier, capital assets pricing model (CAPM) and required rate of return.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Security analysis and Portfolio Management

Max. Marks: 100 marks

Course No.: 321

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

UNIT IV: Portfolio Management

Portfolio Management, Markowitz portfolio theory, Individual Investor Life Cycle. Life cycle net worth and investment strategies. life cycle and investment goals. Portfolio Management Process- policy statement, investment strategy, portfolio construction, and monitoring, importance of asset allocation in portfolio management, Investment constraints

UNIT-V: Equity Portfolio Management Strategies

Passive vs. Active Management. Passive management constructing index portfolios. tracking error. methods of index portfolio investing.

Evaluating of Portfolio Performance: Composite Portfolio Performance Measures. Treynor measure. Sharpe measure. Jensen measure, information ratio measure, time-weighted and rupee-weighted returns

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Suggested Reading:

- 1 Reilly, Frank K. and Brown, Keith C. Investment Analysis & Portfolio Management, OH,USA: Thomson South-Western
- 1 Bodie, Z.,Kane A. Marcus, A., and Mohanty,P, Investments, New Delhi: Tata McGraw-Hill.
- 1 Financial Markets: A Beginners' Module work Book, National Stock Exchange of India, Mumbai.
- 1 Securities Market (Basic) Module Work Book, National Stock Exchange of India, Mumbai.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Management of Financial Services

Course No.: 322

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVES

The main objective of this course is to develop an insight into the dynamic field of financial services and to equip the students to understand and manage the ever-evolving role of these services in overall financial system.

UNIT I

Financial Services - An overview, Financial System - its components, financial institutions, financial markets - typology, primary and secondary financial market activities, participants and instruments, Innovations in financial service industry and its regulatory framework.

UNIT II

Financial market activities – primary and secondary. Stock market operations - trading mechanism in stock exchanges, functional specialization of members of stock exchange. Stock market indices, their compilation and implications.

UNIT III

Investor protection and investment management services. Credit rating - concept, mechanism and significance in investment decision making. Role of Credit Rating agencies - CRISIL, ICRA, ONICRA, CARE etc. Mutual Funds management, role of mutual funds in retail investment.

UNIT IV

Merchant banking services - Initial Public Offering, issue management, pre and post issue services. Strategic financial decisions and Corporate restructuring services - mergers, acquisitions, amalgamations and takeovers.

UNIT V

Contemporary financial services - Housing finance, Cash management services, Debt securitization, for factoring and credit cards.

Note for Paper Setter

The question Paper shall comprise of two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Management of Financial Services

Course No.: 322

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

Suggested Reading:

- V.K. Bhalla Management of Financial Services.
- M.Y. Khan Financial Services
- G.S. Batra & R.C. Dangwal Financial Services - New Innovations.
- G.S. Batra Financial Services and Markets.
- Renu Sobti Banking and Financial Services in India.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Insurance and Risk Management
Course No.: 323
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

OBJECTIVE

The objective of this course is to acquaint MBA students to the basics of Insurance and Risk Management. This course will help them in developing an understanding about the various aspects of Insurance and Risk Management and their impact on the business.

UNIT-I

Risk- Basic categories of risk, Burden of Risk on Society, Methods of handling risk, Risk Management-Objectives of risk management, evaluating potential loss, selecting the appropriate technique for loss exposures-Risk Control-avoidance, loss prevention, and loss reduction, Risk financing- retention, non-insurance transfers, commercial insurance,

UNIT-II

Changing scope of risk management- financial risk management-Enterprise risk management, Loss Forecasting- probability analysis, regression analysis, forecasting based on loss distributions, Financial Analysis in Risk Management Decision Making- time value of money, financial analysis applications, Implementing and Administering risk management program.

UNIT-III

Basic characteristics of insurance, Requirements of insurable risk, types of insurance, Basic legal principles and requirements of insurance contract, basic parts of insurance contract. Basic components of a life insurance contract, contractual provisions of life insurance, types of life insurance policies, types of life insurance claims and their settlement, claim amount

UNIT-IV

Insurance intermediaries and their functioning, Risk management in insurance companies, risk Management Elements, Risks in providing Insurance services, Reinsurance- nature of reinsurance risks, role of the reinsurers, Techniques of reinsurance,

UNIT-V

Insurance in India, Insurance sector reforms – Malhotra Committee 1993, IRDA Bill, Insurance players in India, Major Provisions of Insurance Act, 1938, Insurance Regulatory and Development Authority Act,1999 – duties, powers and functions of Authority

Note for Paper Setter

The question Paper shall comprise of two questions from each unit(total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Insurance and Risk Management
Course No.: 323
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Suggested Readings:

1. Life and Health Insurance Black, Jr.Kenneth and Horold Skipper
Pearson (Indian Economy
Edition).
2. Principles of Risk Management and Insurance Rejda, George (Economy (Indian
Economy Edition)
3. Risk Management and Insurance. Trieschman, Sommer and Hoyt –
Cengage Learning
4. Insurance and Risk Management P.K.Gupta Himalaya Publishing House
5. Insurance Principles and Practice M. N. Mishra and S.B. Mishra, S.Chand
& Co Ltd.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Banking and Indian Financial System

Course No.: 324

Duration of Examination: 3hrs

Total Credits:

Max. Marks: 100 marks

Internal Assessment: 30 marks

External Assessment: 70marks

Minimum contact hrs. 45

OBJECTIVES

This course aims at providing students with an understanding of the structure, organisation, and working of Banking and Indian Financial System.

UNIT I -Financial System

Introduction: Nature and role of financial system, Financial system and economic development, evolution and developing of banking in India, present structure of Indian financial system and financial sector reforms since 1991.

Central Banking in India

Reserve Bank of India: Organization, Management functions and role, monetary policy-aims and objectives, instruments of monetary control and recent policy developments.

UNIT II

Commercial Banks

Definition of Banks, Evolution of Commercial Banks in India, Functions of Commercial Banks, Banking Structure in India, RBI and Commercial Banks.

Bank Deposit Accounts: Introduction to Bank Deposits, Types of Deposit Accounts, Strategies of mobilizing deposits, Common guidelines of opening and operation accounts, deposit related services, Deposit services offered to Non-Resident Indians, Deposit Insurance.

UNIT III

Basis Bank Lending: Principles of Lending and Loan Policy, Basics of Loan Appraisal, Credit decision-making and Review, Types of Advances, Management of Non-Performing assets.

Bank Investments: Investment Policy, Statutory Reserve Requirements, Non-SLR Requirements, Banks' Investment Classification and Valuation Norms.

UNIT IV

Developing Banking: Concept, objectives and functions of development banks, operational and promotional activities of development banks, IFCI, ICICI, IDBI, SIDBI state development banks, state financial corporations.

UNIT V

Cooperative Banking: Present structure of rural banking, organization structure, management and functions of co-operative banking, its weakness and suggestions for reforms, Co-operative banking reforms since 1991; Organisation structure, management and functions of RRB's

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Banking and Indian Financial System

Course No.: 324

Duration of Examination: 3hrs

Total Credits:

Max. Marks: 100 marks

Internal Assessment: 30 marks

External Assessment: 70marks

Minimum contact hrs. 45

Note for Paper Setter.

The question Paper shall comprise of two questions from each unit(total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Reading

- Commercial Banking in India: A beginner's Module; NSE.
- Bhalla, V.K., "Indian Financial System", Anmol publisher pvt. ltd. Delhi
- Bhole, L.M. Financial Markets and Institutions, Tata McGraw Hill, Delhi.
- Ghosh, D: Banking Policy in India. Allied Publicatons, Delhi.
- Khan, M.Y., Indian Financial System, Tata McGraw Hill, Delhi.
- Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
- Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi.
- Averbach, Robert D: Money, Banking and Financial Markets, Mcmillan, London.
- Srivastave R.M., Management of Indian Financial Institution, Himalaya Publishing House Mumbai.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Strategic Human Resource Management

Course No.: 331

Duration of Examination: 3hrs

Total Credits:

Max. Marks: 100 marks

Internal Assessment: 30 marks

External Assessment: 70marks

Minimum contact hrs. 45

Course Title: Strategic Human Resource Management

Course No. MBA -331

Contact Hours: 45

Duration of Examination: 3 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

Semester Examination: 70 Marks

OBJECTIVE

Main objective of the course is to provide an understanding of the concepts frameworks and strategic issues in Human Resource Management.

UNIT I

Strategic Human Resource Management: Concept, Need, Importance, Process, Issues and Challenges, Implications of Strategic Human Resource Management; Evolutionary stages of Strategic Human Resource Management; Models and Theories of Strategic Human Resource Management; Integrated HR and Corporate strategy and Systems.

UNIT II

Global Human Resource Environment; Technology and Structure; Workforce Diversity; Demographic Changes; Temporary Contract Labour; Outsourcing; WTO and Labour Standards.

UNIT III

Strategic Planning; SBU Planning; HR Strategy and HR Planning; Strategic Recruitment and Selection; Reward and Compensation Strategies; Training and Development Strategies.

UNIT IV

Performance Management Strategies; Retention Strategies; Retrenchment Strategies; HR Strategies in multinational, global and transnational companies; Mergers and Acquisitions; Competitive Advantage.

UNIT V

Strategic Human Resource Audit; Evaluating and benchmarking HR functions; Balanced Scorecard; Competency Mapping; HR Process Restructuring; Virtual Organizations; Emotional Intelligence.

Note for Paper Setting

The question paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Strategic Human Resource Management

Course No.: 331

Duration of Examination: 3hrs

Total Credits:

Max. Marks: 100 marks

Internal Assessment: 30 marks

External Assessment: 70marks

Minimum contact hrs. 45

Suggested Readings

- Sharma, A. and Khandekar A., 'Strategic Human Resource Management', Response Books, Sage Publications
- Dhar, R. L, 'Strategic Human Resource Management', Excel Books
- Jeffery, R. Mello, Strategic Human Resource Management, Thomson Southern Western Publication.
- Huselid, M., Becker, B. E., Beatty, W. R. and Ulrich, D. 'The Workforce Scorecard: Managing Human Capital to Execute Strategy'. Boston: Harvard Business School Press.
- Ulrich, D and Brockbank, W. 'The HR Value Proposition', Boston: Harvard Business School Press,2005
- Paauwe, J. 'HRM and performance: Achieving long-term Viability', Oxford: Oxford University Press,2004
- Boxall, P. and Purcell, J. 'Strategy and Human Resource Management', Houndmills: Palgrave,2003
- Armstrong, M. 'Strategic Human Resource Management', Kogan Page Publishers,2000.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Performance and Compensation

Max. Marks: 100 marks

Management

Course No.: 332

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

OBJECTIVES

Main objective of the course is to provide an understanding of the concepts, frameworks and issues and careers in Performance and compensation Management.

UNIT I

Performance Management: Concept, Perspectives, Objectives and Pre-requisites; Performance Appraisal to Performance management; Principles, Process and Model of Performance Management; Performance Management Systems; Role of HR Professionals in Performance Management and Ethics in Performance Management.

UNIT II

Introduction to Compensation Management: Nature and Scope, Job Evaluation; Wage and Salary Administration; Wage Concepts, Wage Determination Process, Theories of Wage, Types of Wages: Time Rate, Piece Rate, Debt Method; Wage Differentials; Wage Policy and Wage Fixation Machinery.

UNIT III

Compensation Systems: Internal and External Equity; Productivity and Wages, Individual-Group Variable Compensation, Employee Stock Ownership, Retirement Plans. Incentives: Definition, Types of Incentives, Individual Incentives: Organization Wide Incentives: Scanlon Plan, Profit Sharing, Non-Financial Incentives; Fringe Benefits: Definition, Objectives and Types.

UNIT IV

Wage Legislation: Laws Relating to Workmen's Compensation; Payment of Wages Act (1936), The Minimum Wages Act (1948), The Payment of Bonus Act (1965), The Equal Remuneration Act (1976), Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief benefits.

UNIT V

International Compensation - global convergence of compensation practices - Pay for performance for global employees - practices in different industries - Employee benefits around the world - CEO pay in a global context - Beyond compensation.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Performance and Compensation

Max. Marks: 100 marks

Management

Course No.: 332

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

Note for Paper Setter

The question Paper shall comprise of two questions from each unit(total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Readings

- Kohli. A.S, Deb. T, (2012) 'Performance Management' Oxford university press, First edition.
- Cardy. R.L, Leonard. B, (2011) 'Performance Management' PHI learning pvt. Ltd., Second edition.
- Bhattacharya D.K, (2013) 'Compensation Management', Oxford university press, First edition.
- Mikovich. G.T, Newman. J.M, Venkataratanam C.S, (2012) 'Compensation', McGraw Hill, Ninth edition.
- Sarma, A., (2010). "Understanding Wage and Compensation System", Himalaya Publishing House.
- Armstrong, M. (2000) 'Performance Management', Kogan Page Publicaton.
- Rao, Venkateshwara, T., (2004). Performance Management and Appraisal System, Sage Publication.
- Angela Baron, Armstrong, M., (2005). Managing Performance, CIPD Publishing.
- Armstrong. M., (2003). A Handbook of HRM Practice, Kogan Page Publication.
- Taylor, S. (2005), Human Resource Management, Derek Torrington, Laura Hall Publication.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Organizational Change and Intervention Strategies

Max. Marks: 100 marks

Course No.: 333

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

OBJECTIVES

To acquaint the students with issues related to the processes of organizational change and development. Also, prepare them as Organizational Change facilitators using the knowledge and techniques of behavioral science.

UNIT I

Understanding Change; Nature, Forces, Types and Importance; Change Management Challenges; Organising for Change Levers; Key Roles of Organizational Change; Steps in Change Management; Manager as a Change Agent.

UNIT II

Building a Culture of Change; Models of Organizational Change; Perspectives on Change; Managing Resistance to Change; Change and Transition Management; Value-based Change; Nurturing Organisational Change; Culture and Change.

UNIT III

Organisation Development: Concept and Nature, Underlying assumptions and Values in Organisation Development, Foundations of Organisation Development, Issues in Consultant Client relationship; Management Development vs Organization Development, Success of an Organisation Development Programme, Fundamental strength of OD; Future of OD.

UNIT IV

OD Interventions: Team Interventions: Process Consultation, Gestalt approach, Group Team building meeting, Role Analysis Technique, Role Negotiating Technique, Force-Field analysis, Responsibility Charting, Comprehensive Interventions: Confrontation Meeting, Grid OD, Survey Feedback; Structural Interventions.

UNIT V

Evaluating Organizational Change: Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change, Concept of Organizational Learning, Process of Organizational Learning, Types of Organizational Learning, Disciplines Practiced in Organizational Learning.

Note for Paper Setter

The question Paper shall comprise of two questions from each unit(total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Organizational Change and Intervention Strategies

Course No.: 333

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

Suggested Readings :

- Carnall, C., (1995) (Managing Change in Organisations, Englewood Cliffs, New Jersey, Prentice Hall International.
- French, W.E. and Bell, C.H. (1999), Organisation Development, New Delhi: Prentice Hall of India.
- Liz Clark, (1997), The Essence of Change, Prentice Hall Serves.
- Carr, Hard and Trahand, (1996), Managing and Change Process, Mc Graw Hill.
- Robert A. Paton, James Mc Calman, (2000), Change Management, New Delhi: Sage.
- Nilakant, V and Ramnarayan. S. (1998), Managing Organisational Change; New Delhi: Response Books.
- Dijer, William G., (1984) Strategies for Managing Change, Addison - Wesley Publishing Co. Inc.
- Harigopal, K. (2001) Managing of Organisational Change - Leveraging Transformation, Response Books.
- Virmano, B.R. (2000) 'Managing People in Organisations, Sage: Response Books
- Varma, Madhurendra K. (2000). 'Nurturing Change though Your Human Assets', Response Books.
- Chandra, Ashok and Shilpa Kabra, (2000) 'Human Resource Strategy, - Architecture for change', Response Books.
- Rohmetra Neelu, Singh B.P and Sharma Vishal (2014), Sustainable Business Practices, EXCEL Books, New Delhi.
- Rohmetra Neelu, Singh B.P and Sharma. Vishal, (2014) Business Dynamics: Contemporary Issues and Challenges, Excel Books, New Delhi.
- Rohmetra Neelu, (1998). Human Resource Development in Commercial Banks in India, Ashgate Publishing Co., UK.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Culture, Society and Organisation

Course No.: 334

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVES

To enable comprehend the relationship between culture, society and organisations as well as sensitizing them to need for managing differently in diverse cultural environments and inter-cultural work settings.

UNIT I

Culture: Meaning and concept: foundations of culture, Cultural Orientations, Elements of Culture and the cultural Phenomenon, Culture as a multi-level dynamic construct; Social Structures and Process.

UNIT II

Cultural Diversity: Meaning and Nature, The importance of valuing diversity, Historical developments in diversity management concept, Workforce diversity as a competitive advantage, Dysfunctional diversity, The impact of diversity on groups/teams, Types of diversity in groups; Managing diversity: Descriptive and Prescriptive Models, Strategies and Guidelines; Cultural Identity and Performance; Global Diversity Management: Issues and Challenges.

UNIT III

Explanation of the societal dimensions of Race, Ethnicity, Gender, Caste, Social/Economic Status, Age, Physical Abilities, Religious Beliefs and Political ideologies. Culture, Society and Organisations Connect; Culture and Organizations: Organisational responses to cultural diversity: Coping with cultural differences: Understanding Socialization; Cultural influence on organizational designs and structure.

UNIT IV

Organizing in multinational organizations, Relationship of MNOs to its members, Managerial roles in MNOs, Cultural differences in the psychological contract; Cultural Dynamic and impact of Cultural Distance within Mergers and Acquisitions; Improving interpersonal relationships: Multicultural literacy for employees.

UNIT V

Cross-cultural psychology: Concept, nature, rationale and themes of debate; Interpretive positions: Culture-Comparative psychology, Cultural psychology and indigenous psychology; Cross-cultural psychology and Organizations: Inter-cultural perception and interaction, emotion, perception, words and language and thinking as a cultural process; Methodological issues in cross-cultural psychology; Cultural Intelligence: Issues and challenges.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Culture, Society and Organisation

Course No.: 334

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

Note for Paper Setter

The question Paper shall comprise of two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Readings:

- Laungani, P.D. (2007), 'Understanding Cross Cultural Psychology', New Delhi Sage
- Valsinger, J.(2007), 'Culture in Minds and Societies: Foundations of Cross Cultural Psychology', New Delhi: Sage.
- Triandis, H.C. (1994), 'Culture and Social behaviour', New York: McGraw Hill
- Berry, J.W. Poortinga, Y.H. et. Al (Eds) (1997), 'Handbook of Cross-Cultural Psychology', 2nd Ed. 3 Volumes, Boston: Allyn and Bacon.
- Smith, P.B., Peterson, M.F and Thomas, D.C, (2008), 'The handbook of Cross Cultural Management Research', Thousand Oaks, CA: Sage Publications.
- Robbins, S.P and Sanghi, S. (2006), 'Organisational Behaviour' (11th Ed.) Pearson Education: India.
- Kirton, G and Green, A.M. (2005), Dynamics and Managing Diversity: A Critical Approach', (2nd Ed.) Elsevier Butterworth - Heinemann: Oxford.
- Powell, G. (1994), ' Gender and Diversity in the Workplace', Thousand Oaks, CA: Sage Publications.
- Daneils, K. and Macdonald, L. (2005), 'Equality, Diversity and Discrimination: A Student Text', CIPD: London.
- Thomas, D.C.P.D (2008), ' Cross Cultural Management: Essential Concepts', New Delhi: Sage.
- Valsinger, J. (2007), 'Culture in minds and Societies: Foundations of CrossCultural Psychology', New Delhi: Sage
- Triandis, H.C. (1994), 'Culture and Social Behaviour', New York: McGraw Hill.
- Adler, N.J. (2012), 'International Dimensions of Organisational Behaviour', New Delhi: Cengage Learning, New Delhi.
- Sharma Anuradha and Neelu Rohmetra, (2012), "Emotional Intelligence in the Telecom sector; Strategy Communication and Motivation connect", and Motivation connect', Lambert Academic Publishing.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Global Business Operation
Course No.: 341
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

OBJECTIVES

Global Business Management course is designed to prepare individuals to understand and address the complications associated with business operations in today's global economy. Focused on trade transactions and logistical knowledge, participants gain exposure to the terminology and challenges of managers operating in the global arena. The course will help participants develop the practical knowledge and skills required of International business professionals in today's global marketplace.

UNIT I

Why Go Global? When is a Company Ready to Go Global, Harmonized Codes -Classifying Your Export Products, Which Foreign Markets will be Successful for your Product?, Selecting Foreign Markets, Sources of International Marketing Data.

UNIT II

Two Key Decisions before Going Global, Finding Your partners for Indirect Exporting Finding Your partners for Direct Exporting,

UNIT III

International Business Across Cultures, International Pricing, Legal Considerations, Tax and Accounting Issues, INCO TERMS, Documentation, Financial Risk, Payment Methods, and Trade Finance.

UNIT IV

Setting a Pace for Your Export Growth-Assessing Your Export Progress and Success Managing International Channels of Distribution, International Advertising, Public Relations, and Trade

UNIT V

Missions/Shows, Key to Success: A Customer Orientation, Sustaining Success through Clear Communication and Managing Change, The Internet and International Trade, Beyond Exporting Foreign Direct Investment.

Note for Paper Setter

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Global Business Operation

Course No.: 341

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

Suggested Readings:

- The Global Entrepreneur, Taking Your Business International, Second Edition by James F. Foley, Dearborn Financial Publishing
- International Operations Management, Gerhard J. Plenert, Copenhagen Business School Press, 2009
- Operations Management: An International Perspective Barnes David, South Western, Cengage Learning, 2008
- Operations Management for Competitive Advantage Charles, Jacob and Aquilano Megraw Hill, 2004
- International Operations Management; Lessons in Alberto. F. De. Toni, Gower Global Business publishing UK, 2011

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Supply Chain Management
Course No.: 342
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

OBJECTIVES

The primary objective of this course is to provide basic knowledge regarding the concept and structure of Supply Chain Management and impart necessary skills for handling Supply chain issues of an enterprise.

UNIT I

Introduction to supply chain management (SCM); Evolution of SCM, Supply Chain Management Linkages, Strategic Supply Chain Management, Supply Chain Effectiveness and Indian Infrastructure, Customer Value, Customer Services, and Channel Strategies.

UNIT II

Value of Information and Order Management: Components and Elements, Management, Demand Forecasting and Management: Impact of forecast on SCM, Effective Forecasting Process and Techniques, Inventory Management, ABC Analysis, VED Matrix, MRP and DRP, Just in Time System, Warehousing and Materials Handling Management: Warehousing Strategy, Principles

UNIT III

Transportation: Modes of Transport, Multi Modal Transportation System, Selection of Transportation Mode, Fleet Management, Procurement Management: Value Chain, Strategic Procurement Models, Strategic Sourcing and Vendor Management: Strategic issues in Sourcing, Vendor Selection, rating and development; Outsourcing Strategy for Logistic Services.

UNIT IV

Supply Chain Integration and Information Technology: Web Based Supply Chains, Supply Chain Relationships: Relationship Continuum, Partnership Relationships, Performance Management: Dimensions and Tools of Performance Management, SCOR Model

UNIT V

Contemporary Issues in Supply Chain Management: Demand Chain Management, Green Supply Chain Management, Reverse Logistics

Note for Paper Setter.

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Supply Chain Management
Course No.: 342
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Suggested Readings

- Aggarwal, D.K., Supply Chain Management: Strategy, Cases and Practices, MacMillan Publishers, 2010
- D Simchi-Levi P Kaminsky and E Simchi-Levi; Designing & Managing the Supply Chain; McGraw-Hill/Irwin, 2002.
- Chopra, S. and Meindl, P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education Asia, 2001
- Shapiro, J.S., Modeling the Supply Chain, Duxbury Press, 2001.
- Magee, J.F., Copacino, W.C and Rosenfield, D.B., Modern Logistics Management, Wiley, New York, 1998.
- Dornier, P., Ernst, R., Fender M. and Kouvelis, P., Global Operations and Logistics: Text and Cases, Wiley, New York, 1998.
- Tayur, S., Ganeshan, R., and Magazine, M., Quantitative Models for Supply Chain Management, Kluwer Academic Publishers, 1999.
- Mentzer. T.John, Supply Chain Management, Response Books, Sage Publications, Eleventh Printing, 2009.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Enterprise Resource Planning
Course No.: 343
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

OBJECTIVES

The primary objective of this course is to provide basic knowledge regarding the concept and structure of ERP systems and impart necessary skills for its implementation in a business enterprise.

UNIT I

An Enterprise perspective, Introduction to ERP, Basic ERP concepts, Risks and benefits associated with ERP, ERP and relation Technologies, Business Intelligence, Business Process Reengineering Data Warehousing and Data Mining, On-Line Analytical Processing, Advance Technology and ERP Security.

UNIT II

Decision regarding ERP implementation, Implementation Challenges, ERP implementation Strategies, ERP implementation Life Cycle, Pre-implementation Tasks, Requirement Definitions, Implementation Methodologies

UNIT III

ERP Project Team, Process Definition, Vendors and Consultants, Post Implementation issues, Operation and Maintenance of the ERP system, Measuring the performance of the ERP System, Maximizing the ERP System

UNIT IV

Business Modules of an ERP Package, Finance, Human Resource, Plant Maintenance, Materials Management, Quality Management, Marketing Sales, Distribution and Services

UNIT V

ERP Marketplace and Market Place Dynamic, SAP AG, Oracle Corporation, PeopleSoft, JD Edwards, Enterprise Application Integration (EAI), ERP and Total Quality Management, Future Directions and Trends in ERP

Note for Paper Setter.

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Enterprise Resource Planning

Course No.: 343

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

Suggested Readings

1. Garg V.K and Venket Krishna N.K. "ERP Concepts and Practices". PHI Publication 1997.
2. Champy. J.Harper. "Re-engineering management". Harper Collins, 1995.
3. J Kanter Management with Information. Prentice Hall (I), 1996 New Delhi.
4. V rajaraman Anallysis and Design of Information System. Prentice Hall (I), 1996 New Delhi.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Management of Technology and Innovation Max. Marks: 100 marks
Course No.: 344 Internal Assessment: 30 marks
Duration of Examination: 3hrs Semester Examination: 70marks
Contact Hours: 45

OBJECTIVES

The primary objective of this course is to provide necessary skills for handling technological changes. Also, to train the students for the innovation process Management.

UNIT I

Technology as the driving force of global industrial competition, The axes and atlas of technology, Strategic management of technology, Business Strategy and technology management

UNIT II

Productivity and Incremental Innovation, Organizational determinants and forms of productivity and innovation, Technology absorption; Contents of technology acquisition, Basic issues, Technology intelligence capability

UNIT III

Crucial issues in flexible technology, Strategic evaluation of technological investments, Competitive advantage framework, Framework for strategic financial analysis

UNIT IV

Management of technological innovation, Inception of technovation, Search procedure, selection of projects, Dynamics of tecnovation process, facilitating factors for technovation, common themes for innovative companies, fostering innovation in public companies

UNIT V

Technology fusion and the new R&D, Technology management and new opportunities, Structural imperatives of technology management

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Management of Technology and Innovation Max. Marks: 100 marks
Course No.: 344 Internal Assessment: 30 marks
Duration of Examination: 3hrs Semester Examination: 70marks
Contact Hours: 45

Note for Paper Setting:

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

Suggested Readings

- Rastogi,P.N., Management of Technology and Innovation: Competing through Technological Excellence, 2009, Sage Publications
- Robert Burgelman, Clayton Christensen , Steven Wheelwright, Strategic Management of Technology and Innovation, Mc Graw hills higher education, 2007
- Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.

(For the examination to be held in 2021, 2022 and 2023)

UNIVERSITY OF JAMMU
MASTER OF BUSINESS ADMINISTRATION (MBA)
(NON CBCS)

Semester-IV

Course Code	Paper	Marks
401	Project Management	100
402	Seminar	50
403	Viva-voce	50
411	Human Resource Development: System and Strategies	100
412	Cross Cultural Management	100
413	Industrial Relations and Labour Laws	100
414	Expatriate Management	100
422	Entrepreneurship and Family Business	100
423	Tourism and Hospitality Management	100
431	International Marketing	100
432	Service Marketing	100
433	Retail Management	100
434	Digital Marketing	100
441	International Financial Management	100
442	Financial Derivatives	100
443	Behavioural Finance	100
444	Mergers and Acquisitions	100
451	E-commerce Strategies and Applications	100
452	Customer Relationship Management and Business Intelligence	100
453	Knowledge Management and Strategic Systems	100
454	Global Logistics Management	100

(The students have to opt for 4 elective course, with minimum of two from Major and one from Minor functional areas)

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Project Management

Max. Marks: 100 marks

Course No.: 401

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

OBJECTIVES

This Course aims at apprising the students will be concepts and techniques used in the process of project conception, feasibility study, evaluation, implementation and control and thereby develop necessary skill for project planning and management.

UNIT I

Need for project management, project characteristics, project constraints, attributes of good project manager. Project Environments-project and program management in industrial settings, project management in service sector, project and program management in government. Different types of needs leading to different types of projects under BOMRED (balancing, modernization, replacement, expansion, diversification), considerations involved in decisions under each of these types. Project life cycle. Project management perspectives.

UNIT II

Project Identification: Generation of ideas, Monitoring the environments, corporate appraisal, Scouting of project ideas, preliminary screening, project rating index, sources of positive net present value, on being and entrepreneur

Project Formulation: Market and Demand Analysis, Technical Analysis, Economic Analysis.

UNIT III

Financial Analysis: cost of project, means of financing, estimates of sales of production, cost of production, working capital requirements & its financing, estimates of working results, breakeven point, projected cash flow statement, projected balance sheet.

Project Execution: Leading a project, managing project communication, managing expectations, managing differences, ending a project.

UNIT IV

Project Control: Purposes of project control, approaches to project control, project control process. Project Organization structure and Integration: formal organization and structure, requirements of project organization, pure project organizations, matrix organization, selecting a project form, project office, informal organization, integration in large scale projects, Projects in a matrix management organization.

UNIT-V

Rationale of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach, Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team. Project failure, Project Management causes of Project failure, Project Success, Project Management causes of project success.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Project Management
Course No.: 401
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Suggested Readings

- Chandra Prasanna (2014), "Projects", Tata McGraw-Hill Education, Edition 8, ISBN No. 9789332902572
- Sadhan Choudhury (2009), "Project Management", Tata McGraw-Hill Education, ISBN: 9780074600689
- Dasgupta & Marglin (1992), "Guidelines for Project Evaluation", United Nations publication. Edition 2, ASIN: B00122XNAY
- Chpton & Fyfee (1977), "Project Feasibility Analysis: A Guide to Profitable New Ventures", John Wiley & Sons Inc, ISBN-10: 047101611X, ISBN-13: 978-0471016113
- Bhavesh M Patel (2010), "Project Management", Vikas Publishing House, Noida (UP) edition 2nd, ISBN NO - 9788125931348
- Ramaraju Thirumalai (2002), "Project Management", Himalaya Publishing House, ISBN No. - 817866262647, 9788178662640

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Seminar on Contemporary Management
Course No.: 402

Max. Marks: 50 marks

OBJECTIVE

To create awareness and interest among the students in modern management concepts and thought.

UNIT I

- Modern management –concept-significance-response to globalization-diversity and advances in information technology
- Benchmarking
- Knowledge Management
- Utilizing IT and E-Commerce

UNIT II

- Recent changes in Management Practices
- Managing Diverse Workforce
- Practicing Global Crisis Management
- Building Competitive Advantage

UNIT III

- Management in Action: Building Management Skills
- Managing Ethically
- Corporate Social Responsibility
- Case Study Discussion

Note for Paper Setting:

The question paper shall contain two questions from each unit (Total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five i.e. there shall be internal choice within each unit).

Suggested Readings:

Newspapers: The Economic Times, The Business Line, The Business Standard
Business Magazines: Harvard Business Review, Strategy+Business, India Today

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Human Resource Development: System and Strategies

Max. Marks: 100 marks

Course No.: 411

Internal Assessment: 30 marks

Duration of Examination: 3hrs

External Assessment: 70marks

Total Credits:

Minimum contact hrs. 45

OBJECTIVES

The purpose of this course is to facilitate an understanding of concepts, methods and strategies for human resource development in the Organisation Context.

UNIT -I

Human Resource Systems (HRS): The Concept; Development as the underlying concept Of HRS; Development dimensions and linkages in HRS; Functions of HRS; Personnel function vs. HRS analysis; Designing Human Resource Systems: Contexts, Issues and Principles.

UNIT –II

Human Resource Development (HRD): Concepts, goals and challenges; Need for HRD; HRD sub-systems and interventions; HRD model; HRD strategies; HRD processes, outcomes and organizational effectiveness; Development climate; Motivational aspects of HRD.

UNIT- III

Developing the person in the role: Performance appraisal techniques, assumptions underlying open appraisal systems, Performance appraisal components. Performance Review and Counselling: Objectives, sequential process and making counselling effective. Potential appraisal; Steps and considerations while introducing potential appraisal system; Linkages with other sub-systems.

UNIT IV

Training as a tool of HRD; Aims and context; Transformative role of training; Training strategies; Strategic issues and modalities; Action research by trainers; Training evaluation. Career planning and development; Benefits, elements of career planning programmes; Facilitating career planning and development; Current status.

UNIT V

Human resource Information Systems (HRIS): Concepts, benefit and aims, HRIS Model, HRIS Database. HRD for workers; HRD processes and the role of HRD manager; HRD and Line Managers expectations; HRD/ OD approach to Industrial Relations; HRD in Indian organisations- some case studies.

Note for paper setting

The question paper will contain two questions from each units (a total 10 questions) and the candidate will be required to answer one question from each unit(total questions to be attempted will be five) ie there will be internal choice within each unit.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Human Resource Development: System and Strategies

Max. Marks: 100 marks

Course No.: 411

Internal Assessment: 30 marks

Duration of Examination: 3hrs

External Assessment: 70marks

Total Credits:

Minimum contact hrs. 45

Suggested reading

- .Pareek , Udai and T.V. Rao : Designing and Managing Human Resource Systems, Oxford and IBH, 1992(second edition)
- .Lyton, Rolf P and Udai Pareek : Training and Development; Vistar publications, 1998
- .Rao, T.V. : Human Resource Development Experience, Interventions, Strategies Sage, 1996.
- . Sileria, D.M. : Human resource development- The Indian experience; New Delhi, 1991.
- . Rohmetra, Neelu : Human Resource Development in Commercial Banks in India, Ashgate: UK 1998
- . Dayal, ishwar and others : Successful application of HRD- Case Studies of Indian organisations New concepts, 1996.
- . Rao, T.V. : “HRD audit” Response Book , 1999.
- Nair, MRR and T.V. rao(eds.) : Excellence through Human Resource Development, Tata Mc Graw Hill, 1995
- . Rao, T.V. , Sileria, D.M. and others(eds.): HRD in New Economic Environment, Tata Mc Graw Hill, 1995.
- Lyton, Rolf P. And Udai Pareek : Training and organisational transformation (Part 1 and 11) Sage Publications, 2000.
- Rao, T.V. : Appraising and Developing Managerial Performance, Excel books, 1999.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Cross-Cultural Management

Max. Marks: 100 marks

Course No.: 412

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

OBJECTIVES

The objective of the course is to expose the students to the cultural dimension of human behaviour and to develop a diagnostic and conceptual understanding of management of global organisations.

UNIT I

Cross- Cultural Management: Meaning and Concept; Fundamentals of Cross cultural Interaction, Differential Attributions; Cross- cultural differences and managerial implications, Global Strategy and Culture.

UNIT II

Work Behaviour and Management Values across Cultures: National Culture Vs Organisational Culture; Hofstede's cultural dimensions, Trompenaar's dimensions, the GLOBE Study: Types and Critiques; Implications of organisational cultures for International management.

UNIT III

Cultural Diversity: Meaning, nature and importance, the challenge of workforce diversity, types of diversity, models of high performing teams, success model of managing diversity, Developing a multicultural organisation.

UNIT IV

Managing people in International Context: India, China. Cross- Cultural Communication: Communication misperception, misevaluation and misinterpretation; Communication break down across cultures; Cross-Cultural Partnership; European, Japanese and US leadership approaches; Leadership approaches in developing countries; Factors contributing to effective leadership across cultures.

UNIT V

Motivational differences across cultures; Cross cultural negotiation, Negotiation process, Qualities of a good negotiator; Cross-Cultural training: Goals, Need, Cross-Cultural training effectiveness; Cross-Cultural Transitions: Expatriate Employee Cross-Cultural Entry, Home Country Re-entry.

Note for Paper Setter

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, I.e. there shall be internal choice within each unit.

Note

A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Cross-Cultural Management

Course No.: 412

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

Suggested Reading

- Alder Nancy J (1991), 'International Dimensions of Organisational Behaviour', PNS Kent.
- Hofstede, Geert, (1999), 'Culture's Consequences, Strategies' Sage.
- Pucik Vladine, Noel M Tichy and Carole K. Barnett (eds) (1992), 'Globalising Management', John Wiley.
- Luthans Fred (1995) , 'Organisational Behaviour' McGraw Hill.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Industrial Relations and Labour Law

Max. Marks: 100 marks

Course No.: 413

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

OBJECTIVES

The main objective of the course is to provide an understanding of the conceptual framework and operational aspects of issues relating to Industrial Relations.

UNIT I

Industrial Relations (IR): Meaning, Objective, Scope and Determinants; Dimensions of IR, Interaction among Principle Parties within social, economic, political contexts; Theories and evolution of IR in India; Framework for successful Industrial Relations programme in India.

UNIT II

Approaches to the study of IR; Industrial Conflicts: Nature, causes and the effect of industrial disputes; Industrial Dispute Act 1947; Machinery to resolve industrial dispute in India (Conciliation, Arbitration, Adjudication); Alternative dispute resolution.

UNIT III

Trade Unions: Objectives, Structure and Strategies, Problems and Prospects of Trade Unions; Recognition of Trade Unions; Trade Union Act 1926 (Amendment, Act, 2001), Role of Indian Labour Organization in trade union movement.

UNIT IV

Collective Bargaining: Meaning, objective, approaches, strategies and process; Impact of Collective Bargaining on Management of Industrial Relations, workers' participation in IR, Workers' education and training, Employer's associations, Steering groups and quality circles.

UNIT V

Unfair labour practices; code of discipline in industry, Child Labour Prohibition and regulation Act, 1986; Contract Labour Act 1970, Employee safety and welfare, future of IR in India, Impact of Technological change on Industrial relations.

Note for Paper Setter

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, I.e. there shall be internal choice within each unit.

Note

A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Industrial Relations and Labour Law

Max. Marks: 100 marks

Course No.: 413

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

Suggested Reading

- Flippo Edwin B (1984) - Personnel Management - Mc Graw-Hill, International Edition.
- Mamoria C.B, S. Mamoria S.V. Gankar (2010) - Dynamics of Industrial Relations - Himalaya Publication House.
- Singh P.N., Neeraj Kumar (2011), Employee Relations Management Pearson.
- Patnayak Biswajeet (2006) - Human Resource Management, Prentice Hall of India.
- Srivastava S.C. (2012) Industrial Relations and Labour Laws, Vikas Publishing House, (Sixth Edition).

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Expatriate Management
Course No.: 414
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

OBJECTIVES

The main objective of the course is to develop a comprehensive and diagnostic understanding of issues related to Expatriate Management and to expose the students to various dimensions of global assignments.

UNIT I

Expatriation: Definition, Importance, Challenges of Globalization, Concept of International Careers, the Expatriate's Global Career Cycle, Considering an International Assignment, Experiencing Culture Shock, Designing an efficient expatriate management programme.

UNIT II

Single Career Couples: The Traditional Expatriate's Wife, Cross-Cultural. Transitions, Situations faced by the Spouse: frustration, foreign language illiteracy, Separation & lack of support, Creating a meaningful portable life & Recommendations for Single Career Couples, Dual-Career Couples: Individual and organizational implications, acknowledging the challenges of accompanying partners, Work-Life Balance.

UNIT III

Expatriate selection for Global Assignment: Process and features, Managerial implications of expatriate selection model, Training of Expatriates: Four-Phase Training Model: Self-awareness, General awareness of cultural differences, Specific knowledge acquisition and Specific skills training; The Beitler and Frady Model of Expatriate Manager Assessment and Development.

UNIT IV

Expatriate Remuneration and Incentives: Global Payroll Systems, Home country-based compensation, Headquarter-based systems, Host Country-based Compensation; Regional compensation, Development Assignment Compensation; Assignment Incentives., International and hardship premiums, danger pay, pre-assignment expatriate programmes, language training, legal, financial and tax assistance.

UNIT V

Repatriation: Coming Home-Re-entering One's own culture, Xenophobic Response, Transition Strategies - Resocialized Returnees, Alienated Returnees, Pro-active Returnees; Managing Re-entry, Underutilized Global Managers, coaching women for managerial success at global level and expatriate failure.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Expatriate Management
Course No.: 414
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Note for Paper Setter

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, I.e. there shall be internal choice within each unit.

Note

A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

Suggested Reading

- Brewster Chris, Paul Sparrow, Guy Vernon, (2010) International Human Resource Management, Orion Printers.
- Selmer Jan, (1995) 'Expatriate Management: New Ideas for International Business' Quorum books, Westpor Connecticut, London.
- Schell Michael S. and Charlene Marmer Solomon, (1996) 'Capitalizing on the Global Workforce: A Strategic Guide for Expatriate Management', McGraw Hill, (First edition).
- McNulty Yvonne, (2013, 'Managing Expatriates: A Return on Investment Approach', Business expert Press, New York.
- Value Charles M. and Yongsun Paik, (2010), 'Managing a Global Workforce: A challenges and opportunites in International Human Resource Management' M.E Sharpe Publications.
- Rohmetra Neelu, (2005), Cultural Paradigm in Managing People and Organisations, Excel Books, New Delhi, India
- Rohmetra Neelu, (2002) 'Transformative Organizations across Globe' Response Books, Sage India
- Smith Peter B., Mark F. Peterson and David C. (2008 'Thomas, The Handbook of Cross cultural Management Research', Sage publication ltd.
- Dowling Peter. J., Marian Festing and Allen D. Engle, (2012), International Human Resource Managment, Cengage Learning, (Fifth Edition).

(For the examination to be held in 2021, 2022 and 2023)

**Course Title: Entrepreneurship and Family
Business**

Max. Marks: 100 marks

Course No.: 422

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

OBJECTIVES

The course aims to introduce the fundamental concepts of entrepreneurship and its role in economic development. The student will be able understand the various issues and challenges in context of entrepreneurship and shall have a thorough understanding of various policy initiatives of Government of India to promote entrepreneurship. The course is also useful to the young business leaders of family businesses who intend to manage their business and for individuals who aspire to work in family business.

UNIT I

Entrepreneurship: Definition and Concept; Entrepreneurial Traits, Characteristics and Skills; Role of Innovation in Entrepreneurship; Types of Entrepreneurs; Entrepreneurship and Economic Development; Factors influencing Entrepreneurship; Corporate Entrepreneurship..

UNIT II

Entrepreneurship Environment; Entrepreneurship Development; Entrepreneurship Training, Institutions in Aid of Entrepreneurship Development. Project Identification - Developing Business Idea, Preparing Feasibility Report.

UNIT III

Project Formulation - Feasibility Analysis Techno - Economic Analysis, Financial Analysis, Profitability Analysis, Regulations Affecting Business, Source of Finance - Short Term, Medium Term and Long Term; Institutional Finance to Entrepreneurs - IFCI, NABARD, SIDBI, EXIM Bank, KVIC State Financial Corporations;

UNIT IV

Venture Capital; Marketing Institutions and Assistance; Process of Setting Small Scale Industry. Issues and problems in setting up new enterprise. Innovative areas of new enterprises. Social Cost Benefit Analysis.

UNIT V

Management of Family Business: Family Business in India, Family Business - Concept, Family Control, Viability of Family Business, Family Management Practices, Issues and Problems in Family Business, Family System in Family Business, Strategic Planing and Organisational Changes in Family Enterprises, Contemporary Family Business Strategies.

Note for Paper Setter.

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, I.e. there shall be internal choice within each unit.

(For the examination to be held in 2021, 2022 and 2023)

**Course Title: Entrepreneurship and Family
Business**

Max. Marks: 100 marks

Course No.: 422

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

Suggested Readings

- The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House.
- Entrepreneurship and Small Scale Business Management, Vasant Desai, Himalaya Publishing House.
- Entrepreneurship - New Venture Creation, David Holt, PHI Learning Innovation and Entrepreneurship, Peter Drucker, Harper Business
- Entrepreneurial Development, SS Khanna, S Chand & Co.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Tourism and Hospitality Management

Max. Marks: 100 marks

Course No.: 423

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

OBJECTIVES

The objective of the course is to help the students to develop the core management skills and its application in the tourism and hospitality industry.

UNIT I

Conceptual Framework of Tourism - Concept and Definition of Tourism, Differentiation between Tourist/ Visitor/ Excursionist. Tourism Industry, Types and forms of Tourism, Tourism System, Elements of Tourism.

UNIT II

Tourist Motivations and Tourism Planning Process. Tourism Product Development and Distribution - Tourism product-Concept and definition, Characteristics of Tourism Product, Phases and Steps involved in Tourism product Development.

UNIT III

Package Tours, Travel agency and Tour Operators-Concept, Role and Significance. Tourism Product Distribution-Traditional distribution channels and direct online sales. Tourism in India : Inbound, Outbound and domestic Tourism, Tourism Infrastructure and Major Tourist Destination of India.

UNIT IV

Indian Tourism and hospitality organization - ITDC, IATO, TAAI, HCI, Nature, Characteristics and Components of Tourism Industry of India. Major Hotel chains of India, Aviation industry in India - Role and development in tourism.

UNIT V

International Tourism - Tourism trends in UNWTO Regions - America, Europe, Africa, Middle East, South Asia, East Asia Pacific. Tourism and hospitality organizations/Associations : UNWTO, IATA, ICAO, PATA. Tourism and economy - international and regional perspective.

Note for Paper Setter.

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, I.e. there shall be internal choice within each unit.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Tourism and Hospitality Management

Max. Marks: 100 marks

Course No.: 423

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

Suggested Readings:

- Tourism Concepts and Practices, John Walker, Josielyn Walker, Pearson
- The Business of Tourism, Chris Holloway, R. Davidson, Claire Humphreys, Pearson
- Service Operations Management, 3rd Edition, Robert Johnston, Graham Clark, Pearson
- Basics of Tourism: Theory, Operation and Practice, K.K. Kamra, Mohinder Chand, Kanishka Publishers.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: International Marketing
Course No.: 431
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

OBJECTIVES

The objective of this course is to expose the students with the challenges and issue related to international marketing. The distinctive aspects of international marketing have been deliberated upon in this course.

UNIT I

International Marketing - Concept; Process of International Marketing; Advantages and Disadvantages of International Trade; Domestic vs International vs. Global Marketing Strategies Management Orientation - Ethnocentric, Polycentric, Regio-centric and Geocentric.

UNIT II

International Trade Theories - Theory of Comparative Advantage, Relative Advantage Theory, Factor Endowment Theory; Product Life Cycle; World Trade Organization (WTO); Economic Cooperation, Marketing Barriers - Tariff Barriers and Non-Tariff Barriers.

UNIT-III

International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.
Pricing for international Markets: Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing - Policy Alternatives.

UNIT IV

World Marketing Environment - Economic Environment, Political Environment, Social Environment and Cultural Environment, Methods of Entry in Foreign Markets - Exporting, Licensing, Joint Ventures, Manufacturing, Assembly Operations, Management Contract, Acquisition Strategic alliances; Free Trade Zones; Export Procession Zones.

UNIT V

International Marketing Decision: Product Standardization vs Product Adaptation; Branding Levels and Alternatives; Standardized International Advertising; Promotion Strategies; International Channels of Distribution - Physical Distribution and Documentation

Note for Paper Setter.

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, I.e. there shall be internal choice within each unit.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: International Marketing
Course No.: 431
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Suggested Readings

- International Marketing - Analysis and Strategy : Sak Onkvisit and John J Shaw, Prentice Hall Publication (Indian Edition.)
- Global Marketing Management : Warren J Keegan Prentice Hall Publication (Indian Edition)
- International Marketing Management : Subash C Jain, South - Western Publication.
- Cross-Cultural Marketing : Robert Rugimbana and Nwankwo, Thomson Learning

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Services Marketing
Course No.: 432
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

OBJECTIVE:

The purpose of this course is to acquaint the participants with the conceptual knowledge about service marketing and augment skills and thinking for effective marketing of services.

UNIT I

Introduction To Services, The Emergence of Service Economy: Contributory Factors; Characteristics of Service Marketing, Understanding the 7 P's in Services Marketing, Strategic Issues in Services Marketing – Market Segmentation and Targeting, Positioning and Differentiation of Services; GAPS Model of Service Quality.

UNIT II

Consumer Behaviour in services, Understanding the Customer - Customer Expectations of Services; Customer Perceptions of Services; Listening to customer, Building Customer Relationship; Building Customer Loyalty.

UNIT III

Service Development and Design, Customer Defined Service Standards, Physical Evidence in Services.

UNIT IV

Delivering Services - Role of Employees and Customers in Service Delivery, Role of Intermediaries; Service Process – Blue Printing; Service Recovery. Managing Demand and Capacity.

UNIT V

Integrated Marketing Communication; Pricing of Services; Branding Decisions in services; Service culture.

Note for Paper setting

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Services Marketing
Course No.: 432
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Suggested Readings

- Fisk, R. P., Grove, S. J., & John, J. (2008). Interactive services marketing. New York: Houghton Mifflin.
- Glynn, W. J., & Barnes, J. G. (2006). Understanding services management: Integrating marketing, organizational behaviour, operations and human resources management. New Delhi: Prentice Hall.
- Gronroos, C. (2004). Service management and marketing: A customer relationship management approach. New York: John Wiley.
- Hoffman, K. D., & John, E. G. B. (2006). Marketing of services: Concepts strategies and cases. New Delhi: Thomson-South Western.
- Lovelock, C., & Chatterjee, J. (2006). Service marketing: people technology and strategy. New Delhi: Pearson Education.
- Mudie, P., & Pirrie, A. (2006). Services marketing management. New Delhi: Butterworth Heinemann.
- Shanker, R. (2002). Services marketing: The Indian perspective. New Delhi: Excel Books
- Verma, H. V. (2007). Services marketing: text and cases. New Delhi: Pearson Education.
- Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2009). Services marketing: integrating customer focus across the firm. New Delhi: McGraw Hill.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Retail Management

Course No.: 433

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVES

The objective of this course is to stimulate student interest in retail career by discussing opportunity and challenges in the retail industry. At the end of the course, the student will understand and the world of retailing, strategic decision in the retail sector, relevance of merchandise management and issues related to store management.

UNIT I

Definition, importance and scope of Retailing; Evolution of Retail Competition, The Wheel of Retailing, the Accordion, the Retail Life Cycle; Emerging Trends in Retailing; The Retail Scenario in India; Functions of a Retailer; Retail Management Decision Process; Opportunities in Global Retailing

UNIT II

Classification of Retail Formats: Store based– By Ownership – Independent store – Chain store – Franchise store – By price – discount store– off-price retailer – Factory outlet stores – Close out retailers – single price retailers –warehouse club – Catalog showrooms – By product Line – department store – supermarket– hypermarket

Non-Store Retailing, Specialty retailers – Convenience stores– Direct selling – Direct marketing – catalog marketing – telemarketing – TV home shopping, World Wide Web – Automatic vending, Non-Traditional Retailing; Services Retailing,

UNIT III

Retail Locations - Types; Retail Site Evaluation - Site Characteristics; Trade Area Characteristics; Trading Area Analysis - Reilly's Law of Retail Gravitation Huff's Model; Retail Organization and Human Resource Management; Supply Chain Management in Retail Retail Communication Mix; Retail Image; Issues in Store Management; Store Design and Layout Visual Merchandising and Displays.

UNIT IV

Merchandise Management; Merchandise Mix; Merchandise Planning Process; Buying/Sourcing Merchandise; Concept of Private Labels; Retail Pricing - Considerations and Approaches in Setting Prices; Price Adjustment - Markdowns and Variable Pricing; Pricing Strategies.

UNIT V

Retail Management Information Systems; Retail Audits; Online Retailing; Legal and Ethical Issues in Retailing, Customer Service and Relationship Management in Retail. Theories of Retail Development

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Retail Management
Course No.: 433
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Suggested Readings

- 1 Retail Management by Michael Levy, Batron A Weitz, Ajay Pandit, McGraw Hill, 8th Edition (2012)
- 1 Retail Management - A Strategic Approach by Barry Berman and Joel R Evans, Prentice Hall India, 12th Edition (2012)
- 1 Retailing by Patrick M. Dunne, Robert F. Lusch, David A, Griffith, Thomson South-Western, 8th Edition (2010)
- 1 Retail Management, Swapna Pradhan, McGraw Hill, 2nd Edition (2007)

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Digital Marketing
Course No.: 434
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

OBJECTIVES

To understand concept and importance of digital marketing in today's era of globalization and to understand different types of search marketing and digital applications.

UNIT I: Marketing in Digital World

Introduction to Digital Marketing Concepts: What is Digital Marketing & Its Need, Digital Marketing Terminology (Audience, Backlinks, Bot, CTR, Conversion, CTA, Keyword, Lead, Session, URL, PPC, CPC, Search Engine, Web Crawlers, Web Traffic), Digital vs Traditional Marketing

UNIT II: Basics of Digital Marketing

Digital Media & Marketing Mix 7P's. Digital Environment (Micro & Macro), Digital Customer, Introduction to Digital Marketing Strategies, Digital Marketing Communication.

UNIT III: Content Creation & Management

Understanding Goals of Content Marketing, Creating the Content Plan, Content Types & Review, Understanding the Customer Intent, Story Telling & Content Drafting, Creating a User Experience & Design, Targeting & Reviewing Content. Managing the Content Online. Important Focus Points of Content Creation.

UNIT IV: Digital Marketing in Action (Part 1)

Organic & Paid Digital Marketing, Types of Digital Marketing & Privacy Concerns: Email Marketing, Influencer/ Affiliate Marketing, Mobile Marketing, Audio Marketing, Video Marketing, Viral Marketing, E-WOM Marketing.

UNIT V: Digital Marketing in Action (Part 2)

Understanding Search Engines, SERP (Search Engine Results Page), SEM, SEO (Search Engine Optimization), Role of Analytics in Digital Marketing, Reassessing your Digital Marketing Strategy, Achieving Max ROI.

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit

Suggested Readings:

- Dave Chaffey, Fiona Ellis-Chadwick. *Digital Marketing* (7th ed.) Pearson.
- Alan Charlesworth. *Digital Marketing A Practical Approach*. (3rd ed.), Routledge
- Ian Dodson. *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns* (2nd ed.), Wiley
- Damian Ryan. *Understanding Digital Marketing* (4th ed.), Kogan Page

(For the examination to be held in 2021, 2022 and 2023)

Course Title: International Financial Management

Course No.: 441

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVES

The objective of this course is to give students as overall understanding of the international financial system and also to create awareness about the functioning and operations of a Multinational Corporation.

UNIT I

Introduction to Globalization, Risks and opportunities of going global, Imperatives of Globalisation. Global market and Multinational Corporation. International Financial System. International monetary Institutions and organisations.

UNIT II

Theories of International Trade - Mercantilists View, Absolute advantage theory, Comparative advantage theory, H-O-S model and Strategic trade theories. Balance of Payments framework.

UNIT III

Foreign Direct Investment - Introduction, types of Foreign Direct Investment, Patterns and Strategies of Foreign Direct Investment. Theories of International Investment. International Portfolio Investment.

International Capital Budgeting- Acceptance, Criteria in Foreign Investments.

UNIT IV

Management of Economic and Political risk. - Business Risk, Financial Risk, Blockage of Funds and Expropriation.

Foreign exchange exposure - Nature and measurement of foreign exposure. Management of exposure. Exchange rate forecasting techniques.

UNIT V

International Working Capital Management, Working Capital Policy, Financing of reign trade, methods and instruments of Trade financing.

Note for Paper Setter

The question Paper shall comprise of two questions from each unit(total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

(For the examination to be held in 2021, 2022 and 2023)

Course Title: International Financial Management

Max. Marks: 100 marks

Course No.: 441

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

Suggested Readings

- Sharan, Vyuptakesh International Financial Management 6th Edition, Prentice Hall India.
- Joshi, Rakesh Mohan, International Business (1st ed), Oxford University Press.
- Chary, S.N., Elements of International Business 1st Edition, Wiley India Editon
- Bhalla, V.K. International Financial Management, Anmol Publications.
- Buckley, Adrian, Multinational Finance 2nd Edition, Newyork, PHI

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Financial Derivatives

Course No.: 442

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVE :-

The objective of this course is to acquaint MBA students to the basics of Financial Derivatives and their Management. This course will help them in developing an understanding about the various aspects of Financial Derivatives and their impact on the Business Risk Management.

UNIT-I

Introduction - Definition, features and types of financial derivatives. Basic financial derivatives and their utility. Types of traders, Critiques of the derivatives. Financial Derivatives Markets in India.

UNIT-II

Forwards and Futures - Financial Futures Contracts and its types, Functions of futures market, Specifications of the Futures Contract, Clearing House, Concept and types of margin, Settlement/ Closing a Futures Position. Forward Contracts and Forward trading mechanism, Gain on Long and Short Position Contract, Pay Off from forward contract, forward prices versus futures prices, Main distinction between futures and forward contracts.

UNIT-III

Financial Swaps and Options - Concept and features of swaps, Major types of swaps- Concept, features, types and valuation of Interest Rate swaps and Currency swaps, Debt- Equity Swaps. Concept and types of Options, Option valuation, Option Positions, Underlying assets in exchange traded options.

UNIT-IV

Trading with Options - Trading with options- Strategies involving a single option and a stock, Spreads (trading strategy) - Vertical Spreads, Butterfly Spreads, Horizontal Spread, Diagonal Spreads; Combinations. Determinants of Option Prices, The Black-Scholes Option Pricing Model, Binomial Option Pricing Model.

UNIT-V

Hedging Strategy - Hedging Concepts, basic long and short hedges, cross hedging, The Perfect Hedging Model, basic risk and hedging, basic risk versus price risk, devising a hedging strategy, hedge ratio, Management of the Hedge. Concept of Fixed Hedge, Zero Cost Option Strategy, Delta Hedging, Theta, Gamma, Vega, Rho and Phi

Note for Paper Setter

The question Paper shall comprise of two questions from each unit(total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Financial Derivatives
Course No.: 442
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Suggested Readings:

1. Financial Derivatives
Theory Concepts and Problems
S. L. Gupta
Prentice- Hall of India Private Limited,
New Delhi
2. Options, Futures and Other
Derivatives
John C. Hull
Prentice- Hall of India Private Limited,
New Delhi
3. Derivatives
Valuation and Risk Management
David A. Dubofsky & Thomas W.
Miller, Jr.
Oxford University Press
4. Derivatives
Risk Management Basics
Don M. Chance
Cenage Learning India Private Limited,
New Delhi
5. Security analysis and Portfolio
Management
S. Kevin
Prentice- Hall of India Private Limited,
New Delhi
6. Securities Valuation
Application of Financial
Modeling
Thomas S Y Ho , Sang Bin Lee
Oxford University Press, New Delhi

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Behavioural Finance

Course No.: 443

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVES

The primary objective of the course is to make the students understand how behavioural parameters affects the classical financial theory and investment decision making. After studying this course, the students should be able to understand various anomalies and behavioural bias of investors trading in market.

UNIT I

Introduction: Meaning, features and scope of behavioural finance. Rational Expectations Paradigm and the Behavioural Challenge.

Theories of Behavioural Finance: Agency theory, Prospect theory, Reasoned emotions; Overreaction and optimism, Rationality to psychology

Unit II

Neo-classical finance and Efficient Market Hypothesis, Rational Market Hypothesis and the challenges of Behaviourists

Foundations of Rational Finance- Expected Utility theory, Modern Portfolio theory, CAPM, Baye's theorem

UNIT III

Investor behaviour: Portfolio of an Individual Investor, Heuristic for Financial Decision Making, Behavioural Portfolio Theory, Behavioural Lifecycle Theory, Dollar Cost Averaging, Psychographic Models, Institutional Investment Behaviour, Mental accounting, Behavioural explanation for anomalies

UNIT IV

Model of Investor Sentiment. Market Efficiency and Biases in Brokerage Recommendations Evidence on the Characteristics of Cross-sectional Variation in Stock Returns Behavioural Corporate Finance, Behavioural Risk Management, Stock market bubbles.

UNIT V

Heuristics and Biases- Heuristics and Biases Approach, Familiarity and related heuristics, Representativeness and related biases, Availability bias, Anchoring bias, Story bias, Contrast Bias Self-deception- Overconfidence, Confirmation Bias, Cognitive Dissonance Bias, Self-Attribution Bias, Hindsight Bias

Emotional Factors, Social Influences and Varied Wants, Loss aversion, Gamblers' fallacy

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Behavioural Finance

Course No.: 443

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

Suggested Readings:

1. Chandra , P (2020), Behavioral Finance, 2nd ed., McGraw Hill.
2. Parikh, P (2017), Value Investing and Behavioural Finance: Insights into Indian Stock Market Realities, Tata McGraw Hill.
3. Davies, G. B. and Servigny, A. D. (2010), Behavioural Investment Management: An Efficient Alternative to Modern Portfolio Theory, McGraw Hill.
4. Forbes, W. (2011), Behavioural Finance, John Wiley and Sons Ltd.
5. Sulphery, M. M. (2014), Behavioural Finance, PHI Learning.
6. Ackert, L. F. and Deaves, R. (2012), Understanding Behavioral Finance, Cengage Learning.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Merger and Acquisition

Course No.: 444

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVE:

The objective of this course is to help student in familiarizing with various aspects of mergers and acquisitions, including their valuation. This course has been devised for session 2020, 2021 and 2022.

UNIT-I

Introduction - Mergers, acquisitions, amalgamations and takeover, Types of merger- horizontal, vertical and conglomerate mergers, Theories of merger. Requirements of successful merger- Due Diligence, Integration, Post- Merger Integration Organization, Communication and Culture, Mergers and Competition Policy in India

UNIT-II

Merger Process- Merger Agreement, Legal Procedure for Merger- Formulation of Scheme, Intimation to SEBI, Stock Exchange and Notification, Shareholders' Approval, Application to Court, Meeting Ordered by Court, Petition for Confirmation of Amalgamation, Evaluation of Procedure, Basis for Exchange Ratio, Follow-Up on Benefits.

UNIT-III

Valuation -Valuation Approaches – Income or Cash Flow Method- Net Present Value Method, Estimating Cost of Capital with CAPM, Market based or Relative Value Method- Profit Earning Capacity Value (PECV), Profit Earning(PE) Ratio Method, asset Oriented Method, Weighted Average Method, Fair Value.

UNIT-IV

Takeover- Takeovers and types of takeover tactics, Take over defenses – Pre-Bid and Post-Bid. Salient features of SEBI Takeover Regulations 1997 - Purpose, Objective, Public Announcement, Letter of Offer, and Minimum Offer Price.

UNIT-V

Accounting and Taxation- Methods of Accounting for merger and amalgamation – Pooling of Interest Method, Purchase Method, Accounting procedure laid down under Accounting Standard (AS14) for merger and amalgamation. Special Provisions for computation of cost of acquisition in certain cases (under Section 43C), Finance Act 2000, Conditions for availing Loss and Depreciation, Tax Neutrality.

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Merger and Acquisition
Course No.: 444
Duration of Examination: 3hrs
Contact Hours: 45

Max. Marks: 100 marks
Internal Assessment: 30 marks
Semester Examination: 70marks

Suggested Readings:

1. Mergers Acquisitions and Takeovers
H.R. Machiraju
New Age International (P) Limited, New Delhi
2. Takeovers, Restructuring and Corporate Governance
J.Fred Weston, Mark L. Mitchell, J. Harold Mulherin
Pearson Education Pte Ltd. New Delhi
3. Corporate Growth Through Mergers And Acquisitions
S Shiva Ramu
Response Books, New Delhi
4. Merger Acquisitions & Corporate Restructuring
Chandrashekar Krishnamurti, S.R. Vishwanath
Sage Publication, New Delhi
ISBN:978-0-761-93586-5
5. Creating Value from Mergers and Acquisitions
Sudi Sudarsanam
Pearson Education, New Delhi ISBN:978-8-177-58870-5
6. Corporate Finance Theory and Practice
Aswath Damodaran
Wiley, New Delhi
ISBN:978-0-471-28332-4
7. Valuation For Mergers, Buyouts, And Restructuring
Enrique R. Arzac
Wiley India (P) Ltd.
ISBN13:978-8-126-524129

(For the examination to be held in 2021, 2022 and 2023)

Course Title: E-Commerce: Strategies and Applications **Max. Marks: 100 marks**
Course No.: 451 **Internal Assessment: 30 marks**
Duration of Examination: 3hrs **Semester Examination: 70marks**
Contact Hours: 45

OBJECTIVE

The objective of this course is to help students to understand E-Commerce issues for providing a secure and effective method of conducting a business and the use of E-Commerce in competing markets.

UNIT I

Introduction to E-Commerce: Definition, Forces fuelling E-commerce, Industry framework types , Internet service providers, Internet Access providers, internet Vs online service, www: concepts and Technology.

UNIT II

Intranets, Extranets and their applications, Electronic Commerce and Retailing, Supply Chain management, Intranets and Customer Relationship Management, Technology and business strategy.

UNIT III

Intranets and manufacturing- integrated logistics, Agile manufacturing, Intranets and finance – Meaning, Software modules.

UNIT IV

Electronic Payment system- Electronic Payment Technology- Digital Cash- Electronic Cheque – Online Credit Card, Electronic commerce and Banking: changing dynamics in the banking industry- Home banking implementation approaches, open Vs closed models, management issues in online banking.

UNIT V

Security Implications- Introduction, Risk analysis, Security policy, Types of EDI and security, EDI security concepts, message integrity, non-repudiation services, Auditability, Confidentiality, Security mechanisms.

Note for Paper Setting:

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Suggested Readings

Fundamentals of E-Commerce	Ravi Kalakota and Whinston Addison Wesley
Frontiers of E-Commerce	Ravi Kalakota and Whinston Addison Wesley
The Internet	Cady. G.H and Part Megregor BPB Pub. Delhi
E-Commerce; The Cutting Edge of Business	Kamlesh Bajaj Debjani Nag.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Customer Relationship Management & Business Intelligence

Max. Marks: 100 marks

Course No.: 452

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

OBJECTIVES

The objective of the course is to understand the fundamentals of CRM, which include understanding benefits of and difficulties in developing and implementing CRM strategies. Also, the course aims at making the students aware of CRM's role in managing customers as critical assets, business intelligence and knowledge management.

UNIT I

CRM as a Business Strategy, Elements of CRM, CRM process and Systems, Customer Supplier Relationships: History, Description and Dynamics of Relationship, CRM as an Integral Business Strategy: Nature, context and Results of Successful CRM Strategy.

UNIT II

Customer Knowledge: The value of Customer, The utilization of data as an asset, From data to Customer Knowledge, Communication and Multi channels, The Individualized Customer proposition, The Relationship Policy, Loyalty Programmes.

UNIT III

Relationship Data Management: Customer Identification, Expanding the size of Customer Size Database, Customer Profiling, Data Analysis and Data Mining, Segmentation and Selection, Retention Cross Sell Analysis, Reporting Results.

UNIT IV

Call Centre Management, Internet and the Websites: Traffic Building, Measuring Results, Direct Mail, CRM System, Data Warehouse and Data Mart, Campaign Management System, Content Management System

UNIT V

Privacy, Ethics, And Global Considerations; Latest Developments in Customer, Relationship Management, Privacy Considerations & Issues, CRM New Horizons, Future of CRM

Note for Paper Setting:

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

(For the examination to be held in 2021, 2022 and 2023)

**Course Title: Customer Relationship Management &
Business Intelligence**

Max. Marks: 100 marks

Course No.: 452

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

Suggested Readings

- Customer Relationship Management by Roger. J. Baran, Robert J. Galka, Daniel P. Struck (Cengage Learning Press)
- Customer Relationship Management: Modern Trends and Perspectives by S. Shanmugasundaram (PHI)
- Customer Relationship Management: Concepts and Cases by Alok Kumar Rai (PHI)
- Customer Relationship Management: A Strategic Approach to Marketing by Kaushik Mukerjee (PHI)
- Business Intelligence by Elizabeth Vitt, Michael Luckevish, Stacia Minser (PHI)
- Stanley A. Brown: Customer Relationship Management, John Wiley & Sons, Canada Ltd.

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Knowledge Management and Strategic Systems

Max. Marks: 100 marks

Course No.: 453

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

OBJECTIVE

The objective of this course is to make the students aware of the concepts and applications of knowledge management and role of strategic systems for the efficient knowledge management. The course also aims at making the students aware of the explicit knowledge concept and how it differs from data and information, strategic use, technologies, knowledge transfer, and implementation.

UNIT I

The Knowledge Economy: Leveraging Knowledge, Data- Information-knowledge- Wisdom relationship, organizational knowledge, characteristics and components of organizational knowledge. Drivers of Knowledge Management, Creating the Knowledge Edge, Knowledge Management Road Map and Leveraging existing Infrastructure

UNIT II

The Knowledge Society: Building knowledge societies, Indian knowledge root, the Beginning of knowledge and the Grey Revolution. The knowledge vision and the organizational strategy for strategic systems

UNIT III

The Knowledge Process: Universal appeal, Stages of KM Process, Knowledge, Capital vs physical capital, Implementation of Knowledge Management: Roadblocks to success, 10-step KM Road Map, Business Intelligence and Internet platforms, web Portals, Information Architecture: A three-way Balancing Act, KM, the Indian experience, Net Banking in India.

UNIT - IV

Strategic Systems and Information Technology: Role Information Technology in Knowledge Management Systems, Knowledge Management tools, Creative effective knowledge Management Systems through Information Technology, ERP and BPR

UNIT V

Future of Knowledge Management and Industry perspective: Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry, Challenges of Knowledge Management

Note for Paper Setting

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Knowledge Management and Strategic Systems

Max. Marks: 100 marks

Course No.: 453

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70marks

Contact Hours: 45

Suggested Readings

- Barnes, Knowledge Management systems, I/e, Cengage Learning, 2006.
- A Thothathri Raman, Knowledge Management, First Edition, Excel Books, New Delhi. 2004.
- Awad, Knowledge Management, Pearson Education, 2007.
- Mattison, Web Warehousing & Knowledge Management, Tata McGraw-Hill, 2007
- Tiwana, The Knowledge Management tool kit: Practical techniques for building a knowledge management systems, 2/e, Pearson Education, 2006.
- Harish Chandra Chaudhary, Knowledge Management for competitive advantage, first edition, Excel Books, New Delhi, 2005.
- Sislop, Knowledge Management, Oxford University Press, New Delhi, 2007

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Global Logistics Management

Course No.: 454

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

OBJECTIVES

The objective of this course is to develop an understanding of the complexities and processes involved in global logistics and supply chain operations and the strategic implications of this area for an organization. The course aims to demonstrate how operation performance can shape and influence the sale and profit ambition of a business.

UNIT I

International Trade Volume, Historical Development of International Logistics. Economic Importance of International Logistics, Methods of Entry into foreign Markets: Indirect Exporting. Active Exporting

UNIT II

Production Abroad, Parallel Imports; International Contract: International Sales Contract and CISG, Element of Agency or Distributor Contracts and Arbitrations.

UNIT III

Terms of Trade or Inco terms: Inco term Strategy, Various Components of Inco term Strategy such as EWX, FCA, FOB, CIF, CIP, DEQ, DDP etc, Terms of Payment: Risks in International Trade, Cash in Advance, Open Account, Letter of Credit. Terms of Payment as a Marketing tool

UNIT IV

Managing Transaction Risks, Managing Transaction Exposure, Currency of Payment as a Marketing Tool, International Commercial Documents: Export Document. Import Documents, Transaction Documents, Electronic Data Interchange, International Insurance

UNIT V

International Ocean Transportation: Types of Services, Size of Vessel, Flag, Conferences International Air Transport: Types of Services, Types of Aircrafts, International Regulations, Freight Tariffs; International Land and Multimodal Transportation, Packaging for Exports, Custom Clearance, using Global Logistics and Supply Chain Operations for Competitive Advantage.

Note for Paper Setter.

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

(For the examination to be held in 2021, 2022 and 2023)

Course Title: Global Logistics Management

Course No.: 454

Duration of Examination: 3hrs

Contact Hours: 45

Max. Marks: 100 marks

Internal Assessment: 30 marks

Semester Examination: 70marks

Suggested readings

- Douglas Long International Logistics: Global Supply Chain Management Springer Verlag New York; LLC; 2004
- Phillippe-Pierre Dornier, Panos Kouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley. John & Sons , Incorporated 1998.
- Alan Branch Global Supply Chain Management in International Logistics Routledge 2007
- Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millenium Blackwell Publishing 2006.
- Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishersw 1998