NOTIFICATION
(20/Oct. /Adp/34)

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:-

<table>
<thead>
<tr>
<th>Subject</th>
<th>Semester</th>
<th>for the examinations to be held in the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA</td>
<td>Semester-III</td>
<td>December 2020, 2021 and 2022</td>
</tr>
<tr>
<td></td>
<td>Semester-IV</td>
<td>May 2021, 2022 and 2023</td>
</tr>
</tbody>
</table>

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

No. F.Acd/II/20/2942-298
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
(For the examination to be held in 2020, 2021 and 2022)

UNIVERSITY OF JAMMU

MASTER OF BUSINESS ADMINISTRATION (MBA)
(NON CBCS)

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

(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: 70 marks

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

UNIT II

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 be 2-3 questions.
Course Title: Strategic Management
Course No.: 301
Duration of Examination: 3hrs
Contact Hours: 45

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

Suggested Reading

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

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

UNIT V

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)
Course Title: Consumer Behaviour
Max. Marks: 100 marks
Course No.: 311
Internal Assessment: 30 marks
Duration of Examination: 3hrs
Semester Examination: 70marks
Contact Hours: 45

Suggested Readings:

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

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 .
Course Title: Advertising and Sales Promotion
Max. Marks: 100 marks
Course No.: 312
Internal Assessment: 30 marks
Duration of Examination: 3hrs
Semester Examination: 70 marks
Contact Hours: 45

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
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

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

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)

<table>
<thead>
<tr>
<th>Course Title: Distribution and Sales Management</th>
<th>Max. Marks: 100 marks</th>
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</thead>
<tbody>
<tr>
<td>Course No.: 313</td>
<td>Internal Assessment: 30 marks</td>
</tr>
<tr>
<td>Duration of Examination: 3hrs</td>
<td>Semester Examination: 70 marks</td>
</tr>
<tr>
<td>Contact Hours: 45</td>
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</tbody>
</table>

**Suggested Reading:**

<table>
<thead>
<tr>
<th>Author(S)</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>Rosenbloom, Bert</td>
<td>Marketing Channels (7th Edition), Thomson, South Western</td>
</tr>
<tr>
<td>Panda Tapan K. &amp; Sunil Sahadev</td>
<td>Sales and Distribution Management (2nd Edition), Oxford University Press</td>
</tr>
<tr>
<td>Still, Cundiff &amp; Govani</td>
<td>Sales Management: Decision, Strategy and Cases (5th Edition), Pearson Education Ltd.</td>
</tr>
</tbody>
</table>
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

UNIT II

UNIT III

UNIT IV

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.
Course Title: Brand Management
Course No.: 314
Internal Assessment: 30 marks
Duration of Examination: 3hrs
Semester Examination: 70 marks
Contact Hours: 45

Max. Marks: 100 marks

Suggested Reading

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

UNIT II: Fundamental and Technical 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.
Course Title: Security analysis and Portfolio Management
Max. Marks: 100 marks
Course No.: 321
Internal Assessment: 30 marks
Duration of Examination: 3hrs
Semester Examination: 70 marks
Contact Hours: 45

UNIT IV: Portfolio Management

UNIT-V: Equity Portfolio Management 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 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
(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: 70 marks

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

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, forfaiting 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 Max. Marks: 100 marks
Course No.: 322 Internal Assessment: 30 marks
Duration of Examination: 3hrs Semester Examination: 70 marks
Contact Hours: 45

Suggested Reading:

- M.Y. Khan  Financial Services
- G.S. Batra  Financial Services and Markets.
- Renu Sobti  Banking and Financial Services in India.
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


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


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: 70 marks

Suggested Readings:

1. Life and Health Insurance
   Black, Jr.Kenneth and Horold Skipper

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: 70 marks
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           Max. Marks: 100 marks
Course No.: 324                                             Internal Assessment: 30 marks
Duration of Examination: 3hrs                              External Assessment: 70 marks
Total Credits:                                              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


● Ghosh, D: Banking Policy in India. Allied Publicatons, Delhi.


● Reserve Bank of India, Various Reports, RBI Publication, Mumbai.


● 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  
Max. Marks: 100 marks

Course No.: 331  
Internal Assessment: 30 marks

Duration of Examination: 3hrs  
External Assessment: 70 marks

Total Credits:  
Minimum contact hrs. 45

Course Title: Strategic Human Resource Management  
Max. Marks: 100 Marks

Course No. MBA -331  
Internal Assessment: 30 Marks

Contact Hours: 45  
Semester Examination: 70 Marks

Duration of Examination: 3 Hours

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

UNIT I

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)
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: 70 marks

Minimum contact hrs. 45

Suggested Readings


Course Title: Performance and Compensation Management
Max. Marks: 100 marks
Course No.: 332
Internal Assessment: 30 marks
Duration of Examination: 3hrs
Semester Examination: 70 marks
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

UNIT IV

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 Management
Course No.: 332
Duration of Examination: 3hrs
Contact Hours: 45

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

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

(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: 70 marks

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

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: 70 marks

Suggested Readings:


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: 70 marks

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:
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: 70 marks

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

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: 70 marks

Suggested Readings:

- 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
<table>
<thead>
<tr>
<th>Course Title: Supply Chain Management</th>
<th>Max. Marks: 100 marks</th>
</tr>
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<tbody>
<tr>
<td>Course No.: 342</td>
<td>Internal Assessment: 30 marks</td>
</tr>
<tr>
<td>Duration of Examination: 3hrs</td>
<td>Semester Examination: 70marks</td>
</tr>
<tr>
<td>Contact Hours: 45</td>
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**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**

**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.)
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: 70 marks

Suggested Readings

(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: 70 marks

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

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: 70 marks

Suggested Readings

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

UNIVERSITY OF JAMMU

MASTER OF BUSINESS ADMINISTRATION (MBA)
(NON CBCS)

Semester-IV

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<th>Course Code</th>
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<tr>
<td>454</td>
<td>Global Logistics Management</td>
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(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
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: 70 marks

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

Course Title: Seminar on Contemporary Management

Max. Marks: 50 marks

Course No.: 402

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:
Objective
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.
Course Title: Human Resource Development: System and Strategies
Course No.: 411
Duration of Examination: 3hrs
Total Credits:

Max. Marks: 100 marks
Internal Assessment: 30 marks
External Assessment: 70 marks
Minimum contact hrs. 45

Suggested reading


.Lyton, Rolf P. and Udai Pareek : Training and Development; Vistar publications, 1998


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: 70 marks

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 breakdown 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 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.
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: 70 marks

Suggested Reading

(For the examination to be held in 2021, 2022 and 2023)
(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: 70 marks
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: 70 marks
Contact Hours: 45

Suggested Reading

(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: 70 marks

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

UNIT II

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: 70 marks

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

- Rohmetra Neelu, (2005), Cultural Paradigm in Managing People and Organisations, Excel Books, New Delhi, India
(For the examination to be held in 2021, 2022 and 2023)

Course Title: Entrepreneurship and Family Business
Course No.: 422
Duration of Examination: 3hrs
Contact Hours: 45

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

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

UNIT III

UNIT IV

UNIT V

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
Course No.: 422
Duration of Examination: 3hrs
Contact Hours: 45

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

Suggested Readings

- 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: 70 marks
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.)
Course Title: Tourism and Hospitality Management          Max. Marks: 100 marks
Course No.: 423                        Internal Assessment: 30 marks
Duration of Examination: 3hrs          Semester Examination: 70 marks
Contact Hours: 45

Suggested Readings:
- The Business of Tourism, Chris Holloway, R. Davidson, Claire Humphreys, Pearson
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

UNIT IV

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

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

Suggested Readings

- International Marketing Management: Subash C Jain, South Western Publication.
- Cross-Cultural Marketing: Robert Rugimbana and Nwankwo, Thomson Learning
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

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: 70 marks

Suggested Readings

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

**Course Title:** Retail Management  
**Course No.:** 433  
**Max. Marks:** 100 marks  
**Internal Assessment:** 30 marks  
**Duration of Examination:** 3hrs  
**Semester Examination:** 70 marks  
**Contact Hours:** 45

**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 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                      Max. Marks: 100 marks
Course No.: 433                                          Internal Assessment: 30 marks
Duration of Examination: 3hrs                     Semester Examination: 70 marks
Contact Hours: 45

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

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

UNIT II: Basics of Digital Marketing

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)

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.
(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

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

UNIT I

UNIT II

UNIT III
International Capital Budgeting- Acceptance, Criteria in Foreign Investments.

UNIT IV

UNIT V

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: 70 marks
Contact Hours: 45

Suggested Readings

- Chary, S.N., Elements of International Business 1st Edition, Wiley India Editon
- 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: 70 marks

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

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

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:

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
<th>Author(s)</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Options, Futures and Other Derivatives</td>
<td>John C. Hull</td>
<td>Prentice- Hall of India Private Limited, New Delhi</td>
</tr>
<tr>
<td>3</td>
<td>Derivatives Valuation and Risk Management</td>
<td>David A. Dubofsky &amp; Thomas W. Miller, Jr.</td>
<td>Oxford University Press</td>
</tr>
<tr>
<td>4</td>
<td>Derivatives Risk Management Basics</td>
<td>Don M. Chance</td>
<td>Cenage Learning India Private Limited, New Delhi</td>
</tr>
<tr>
<td>5</td>
<td>Security analysis and Portfolio Management</td>
<td>S. Kevin</td>
<td>Prentice- Hall of India Private Limited, New Delhi</td>
</tr>
</tbody>
</table>

### Course Information:

- **Course Title:** Financial Derivatives
- **Course No.:** 442
- **Max. Marks:** 100 marks
- **Internal Assessment:** 30 marks
- **Duration of Examination:** 3hrs
- **Semester Examination:** 70 marks
- **Contact Hours:** 45
Objectives

The primary objective of the course is to make the students understand how behavioural parameters affect 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


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


Unit IV


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, Conformation 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.
Course Title: Behavioural Finance
Course No.: 443
Duration of Examination: 3hrs
Contact Hours: 45

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

Suggested Readings:

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

Course Title: Merger and Acquisition  
Course No.: 444  
Max. Marks: 100 marks  
Duration of Examination: 3hrs  
Internal Assessment: 30 marks  
Contact Hours: 45  
Semester Examination: 70 marks

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

UNIT-III

UNIT-IV

UNIT-V

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  
Max. Marks: 100 marks
Duration of Examination: 3hrs  
Internal Assessment: 30 marks
Contact Hours: 45  
Semester Examination: 70 marks

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  

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

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: 70 marks
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

UNIT II

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, Date 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.)
Course Title: Customer Relationship Management & Business Intelligence

Max. Marks: 100 marks

Course No.: 452

Internal Assessment: 30 marks

Duration of Examination: 3hrs

Semester Examination: 70 marks

Contact Hours: 45

Suggested Readings

- 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
Course No.: 453
Duration of Examination: 3hrs
Contact Hours: 45

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

Suggested Readings

- Barnes, Knowledge Management systems, I/e, Cengage Learning, 2006.
- Sislop, Knowledge Management, Oxford University Press, New Delhi, 2007
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

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

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

Max. Marks: 100 marks
Course No.: 454
Internal Assessment: 30 marks
Duration of Examination: 3hrs
Semester Examination: 70 marks
Contact Hours: 45

Suggested readings

- Douglas Long International Logistics: Global Supply Chain Management
  Springer Verlag New York; LLC; 2004


- Alan Branch Global Supply Chain Management in International Logistics Routledge 2007


- Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishersw 1998