

# UNIVERSITY OF JAMMU

(NAAC ACCREDITED 'A' GRADE UNIVERSITY)

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

## NOTIFICATION (20/Oct. /Adp/38)


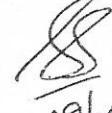
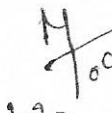
It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, is pleased to authorize the adoption of the revised Syllabi and Courses of Study in the subject of **MBA of Master Degree Programme in Business Administration** for III and IV Semesters under the **Choice Based Credit System (through regular mode)** in the main Campus 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](http://www.jammuuniversity.ac.in).

  
DEAN ACADEMIC AFFAIRS

No. F.Acd/II/20/2989-2999  
Dated: 19-10-2020

 9/10  
 09/10/2020  
 10/09/10/2020

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)

THE BUSINESS SCHOOL  
UNIVERSITY OF JAMMU

MASTER OF BUSINESS ADMINISTRATION (MBA)  
(Choice Based Credit System)

<b>Semester-III</b>				
Course Code	Paper		Credits	L-T-P
PSMBTC301	Strategic Management		4	3-1-0
PSMBDC302	Project Work Based on Summer Training		2	0-0-2
PSMBVC303	Viva-voce		2	0-0-2
PSMBTE311	Consumer Behaviour		4	3-1-0
PSMBTE312	Digital Marketing		4	3-1-0
PSMBTE313	Integrated Marketed Communication		4	3-1-0
PSMBTE314	Product and Brand Management		4	3-1-0
PSMBTE321	Security Analysis & Portfolio Management		4	3-1-0
PSMBTE322	Management of Financial Services		4	3-1-0
PSMBTE323	Risk Management and Insurance		4	3-1-0
PSMBTE324	Banking and Financial System		4	3-1-0
PSMBTE331	Strategic Human Resource Management		4	3-1-0
PSMBTE332	Performance and Compensation Management		4	3-1-0
PSMBTE333	Organizational Change and Intervention		4	3-1-0
	Strategies			
PSMBTE334	Culture, Society and Organizations		4	3-1-0
PSMBTE341	Global Business Operations		4	3-1-0
PSMBTE342	Supply Chain Management		4	3-1-0
PSMBTE343	Enterprise Resource Planning		4	3-1-0
PSMBTE344	Management of Technology and Innovation		4	3-1-0
	Total		28	
PSMBTO345	Fundamentals of Management		4	4-0-0

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

(In addition, the students of The Business School in Semester III will register for 4 Credits of course/s from other Departments).

\*Optional for outside Department students, not available for Departmental students.

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

**Course Title: Strategic Management**  
**Course No.: PSMB TC301**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

**OBJECTIVE:**

The objective of this course is to acquaint the students with the concepts of strategic management that are important for the organizational excellence and long term sustainability. At the end of this the students would be able to comprehend issues pertaining to strategic position, strategic choices and strategic implementation. The use of Case studies in each unit will help the students in applying the concepts of strategic management to practical situations.

**UNIT I- Introduction to Strategic Management & strategic Position**

Concept of Strategic Management, Strategic Management Model; Strategic intent: Vision, Mission. Strategic position: Environmental Scanning: factors, approaches, methods, environmental appraisal. Competitive Analysis-Porter's Five Forces Model. Internal analysis / Organizational Appraisal: organizational capability factors, methods and structuring organizational appraisal. Related Case Studies.

**UNIT II- Strategic Choice**

Corporate level strategy: concentration, integration, diversification, internationalization, retrenchment. Business Level Strategies: cost leadership, differentiation and focus strategy; Operational level Strategies; strategic analysis and choice: corporate portfolio analysis. Related Case Studies.

**UNIT III- Strategy Implementation**

Activating strategies, structural implementation: foundations, forms of organizational structure, organizational design and change; behavioural implementation: strategic leadership, corporate politics and power and corporate culture. Related Case Studies.

**UNIT IV- Strategy Evaluation and Sustainability**

Participants & barriers in strategic evaluation; strategic Control; Techniques of strategic evaluation and control. Corporate sustainability for Strategic Management; Corporate Governance and Strategic Management; Corporate social responsibility and strategic management. Related Case Studies

**Note for Paper Setter**

The question Paper shall contain three parts A, B and C. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Five Long Answer questions (of ten marks each) will be set selecting a least one question from each unit of the Syllabus. In part C, the paper setter will be required to set a case study followed by 2-3 questions (total marks for case study shall be ten). Part A shall be compulsory and in Part B the Candidate will be required to attempt any three questions out of five. Part C shall also be compulsory.

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

**Course Title: Strategic Management**  
**Course No.: PSMB TC301**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

### **Suggested Readings**

- Strategic Management, Hitt, Ireland, Hoskisson, Manikuttu, Cengage Learning, 9<sup>th</sup> Edition (2012)
- Crafting and Executing Strategy, Arthur A. Thompson, Jr, Margaret A. Peteraf, John E. Gamble, A.J Strickland III and Arun Jain, Tata McGraw Hill, 19<sup>th</sup> edition (2014).
- Strategic Management and Business Policy, Azhar Kazmi, Tata McGraw Hill, 4<sup>th</sup> edition (2016)
- Strategic Management, Fred R David, PHI Learning, 13<sup>th</sup> Edition (2008)
- Essential of Strategic Management, J David Hunger and Thomas L Wheelen, PHI Learning, 5<sup>th</sup> Edition (2010)
- Strategic Management, Charles WL Hill and Gareth R Jones, South Western, Cengage Learning, 11<sup>th</sup> Edition (2014).

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

**Course Title: Consumer Behaviour**  
**Course No.: PSMB TE311**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

## **OBJECTIVES**

The objective of this course is to help the students to understand and apply the concepts of consumer behavior in the business organizations while performing diverse managerial roles. The course is structured in a logical manner that enables students to understand how distinct consumer behaviour variables influence marketing decisions to help organizations improve their marketing strategies.

## **UNIT I**

Introduction to Consumer Behaviour: Overview of Consumer Behaviour - Concept, Interdisciplinary Nature of Consumer Behaviour, Scope and Applications of Consumer Behaviour, Marketing and Consumer Behaviour, Consumer Decision Making Behaviour Models - Howard - Sheth, Engel Kollat - Blackwell and Nicosia Model, Consumer Research Process.

## **UNIT II**

Individual Determinant of Consumer Behaviour: Consumer Motivation - Concept, nature, Types of Motives, Types and Systems of Needs - Maslow and Murray and Mc Clelland and Alderfer's ERG Needs Theory. Personality: Concept, Nature, Theories - Freudian Theory, Neo-Freudian and Trait Theory, Brand Personality, Consumer Perception: Concept Elements of Perception, Perceived Risk. Consumer Learning - Concept, Elements of Learning, Behavioural, Cognitive and Observational learning, Consumer Attitude Concept Structural Models of Attitude, Attitude Formation.

## **UNIT III**

External Influences on Consumer Behaviour: Family Influences - Changing Family Structures, Family Life Cycle, Family Influences, Social Class - Categorization, Measurement of Social Class, Social Class Influences, Cultural Influences - Culture, Sub-culture, Cross Cultural Consumer Behaviour, Group Dynamics and Reference Groups.

## **UNIT IV**

Consumer Decision Making Process: Consumer Decision Making - Concept, Process Levels and Category Based Decision Making, Model of Consumer Decision Making. Opinion Leadership Influences - Process, Profile Effectiveness, Motivations of Opinion Leaders, Measurement of Opinion Leadership, Communication Flow. Adoption and Diffusion. Adoption-Adopter Categories and Process, Diffusion - Elements and Process.

## **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Consumer Behaviour**  
**Course No.: PSMB TE311**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

**Suggested Reading**

1. Leon G. Schiffman and Leslie Lazar Kannuk and S. Ramesh Kumar, Consumer Behaviour, Pearson Prantice Hall, 10th Eds.
2. Blackwell, Roger and Miniad Paul, Consumer Behaviour, Cengage Learning, 2008
3. David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, Tata Mc Gra Hill, New Delhi.
4. Henry Assael Consumer Behaviour and Marketing Actions, Thomson Learning, Asian Book Pvt. Ltd.

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

**Course Title: Digital Marketing**  
**Course No.: PSMB TE312**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

## **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 in business scenario.

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

### **UNIT II: 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 III: 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 IV: 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 parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Digital Marketing**

**Course No.: PSMB TE312**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**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 2020, 2021 and 2022)

**Course Title: Integrated Marketing Communications**  
**Course No.: PSMB TE313**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

## **OBJECTIVE**

The course aims to explain the key elements of IMC and discuss the growing importance of advertising and other promotional elements in the marketing programs of companies.

## **UNIT I**

Introduction to Advertising and Promotion; Evolution of Integrated Marketing Communications; The Promotional Mix- Tools for IMC; An overview of Advertising, Direct marketing, Interactive/ Internet Marketing, Sales Promotion, Publicity/Public Relations, Personal Selling.

## **UNIT II**

Participants in the Integrated Marketing communications Process- An Overview; Organizing for Advertising and Promotion in the Firm- the Client's Role; Advertising Agencies- Types of Ad Agencies; Agency Compensation (Assignment); Specialized Services; Collateral Services.

## **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**

Direct Marketing - Strategies and Media; Internet as Media- Advertising on the Internet; Sales Promotion-Consumer Oriented Sales Promotion Techniques; Public Relations and Publicity- Role, Difference between PR and Publicity, Advantages and Disadvantages of each.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

### **Suggested Readings**

- Advertising and Promotion, George E Belch, Michael Belch and Purani, Tata McGraw Hill, 2009
- Advertising and Promotion, Sirgy, Tata McGraw Hill, 2012
- Advertising and Promotion, O'Guinn, Tata McGraw Hill, 2010
- Advertising Principles and Practices, William Wells, John Burnett, Sandra Ernst Moriarty Prentice Hall, 2003.

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

**Course Title: Product and Brand Management**  
**Course No.: PSMB TE314**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

### **OBJECTIVES**

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

### **UNIT I**

Product - Concepts, Product Classification, Product Mix, Product Management: Meaning, Objectives. Product Planning: Marketing Plan, Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, New Product Development Process, Product Development Strategies

### **UNIT II**

Competitor Analysis: Sources of Information, Assessing Competitors' Current Objectives & Strategies, Differential Advantage Analysis. Customer Analysis: Purpose, Segmentation Criteria. Market Potential and Sales forecasting, Product Market Strategies  
Product Positioning: Positioning Strategies, Product Differentiation, Product Modification, Line Extension

### **UNIT III**

Introduction, Concept: Nature and Importance of Brand, Types of Brands, Strategic Brand Management Process, Historical origin of branding, Scope of branding, Perceptual mapping and Brand Benefits and Attributes. Brand Positioning, Brand Personality, Brand Loyalty, Brand Elements, Options & tactics for Brand Elements, Brand Value chain

### **UNIT IV**

Brand Equity - Concept, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand Image  
Brand Experience, Designing and Implementing Branding strategies. Product and Brand Failures.  
Brand Extension-Concepts, Rules & Risks of Brand Extension, Brand Licensing & Franchising Web branding, Building Brand Awareness through New Media, Global and Local Brand Management. Emerging Trends and Issues in Branding.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Product and Brand Management**

**Course No.: PSMB TE314**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Suggested Reading**

- Product Management – Donal R. Lehmann, Russel S. Winer
- Keller, Kevin Lane; Strategic Brand Management; Pearson education, New Delhi
- Kotler, P& Keller, K, Marketing Management, Pearson education, New Delhi
- Verma, Harsha: Brand Management; Excel Books; New Delhi
- Kapferer, Jean Noel; Strategic Brand Management; Kogan Page; NewDelhi
- Kumar, S. Ramesh; marketing and Branding – The Indian Scenario; Pearson Education; New Delhi

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

**Course Title: Security Analysis and Portfolio Management**

**Max. Marks: 100 marks**

**Course No.: PSMB TE321**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 45**

### **OBJECTIVE**

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**

Risk & Return: Concept of Risk, Component & Measurement of risk, Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis , Technical Versus Fundamental analysis. Efficient Market Hypothesis: Forms, implications of efficient markets

### **UNIT-III**

Markowitz's Portfolio Theory, Investor Life cycle; Life cycle and investment strategies, Portfolio Management process; role of policy statement; Investment constraints; Selection of Portfolio; Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory, SML/CML.

### **UNIT-IV**

Passive vs. Active Management, passive management constructing index portfolios, methods of index portfolio investing, Portfolio Evaluation: Composite Portfolio Performance, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Security Analysis and Portfolio Management**

**Max. Marks: 100 marks**

**Course No.: PSMB TE321**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 45**

**Suggested Readings:**

- 1 Bodie. Z.,Kane A.,Marcus. A. and Mohanty. P. Investments, New Delhi: Tata McGraw-Hill
- 1 Reilly. Frank K. and Brown, Keith C. Investment Analysis & Portfolio Management,OH, USA: Thomson South-Western
- 1 Cohen. Z.,& Zickel: Investment analysis and portfolio management, Dow Jones Irwin co. Pvt. ltd. New York
- 1 Francis. J.C.: Investment Analysis and Management. Tata McGraw hills. New Delhi
- 1 Sharpe W. & Gordon J.A.: Investments, PHI publications, New Delhi

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

**Course Title: Management of Financial Services**

**Course No.: PSMB TE322**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

### **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 System - its components, financial institutions, financial markets, financial instruments and financial services.

Financial services- introduction, characteristic features and constituents. Financial Services regulatory framework. Innovations in financial service industry.

### **UNIT II**

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 III**

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 IV**

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

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

### **Suggested Readings**

- |                          |                           |                                       |
|--------------------------|---------------------------|---------------------------------------|
| <input type="checkbox"/> | V.K. Bhalla               | Management of Financial Services.     |
| <input type="checkbox"/> | M.Y. Khan                 | Financial Services                    |
| <input type="checkbox"/> | G.S. Batra & R.C. Dangwal | Financial Services - New Innovations. |
| <input type="checkbox"/> | G.S. Batra                | Financial Services and Markets.       |

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

**Course Title: Risk Management and Insurance**

**Course No.: PSMB TE323**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

### **OBJECTIVES**

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, Risk Management - Objectives and Steps in Risk Management Process, Financial Analysis in Risk Management Decision, Changing scope of risk management

### **UNIT II**

Insurance - Basic Characteristics and Types of Insurance, Requirement of Insurable Risk, Principles of Insurance - Indemnity, Insurable Interest, Subrogation and Utmost Good Faith, Basic parts of insurance contract.

### **UNIT III**

Insurance intermediaries and their functioning, Risks in providing Insurance services, Reinsurance types and Techniques. Basic components and Contractual Provisions of Life Insurance, Types of Life Insurance Policies, Life Insurance Claims-types, procedure, and claim amount.

### **UNIT IV**

Insurance in India - Major Provisions of Insurance Act, 1938, Insurance sector reforms - Malhotra Committee 1993, Insurance Regulatory and Development Authority Act, 1999 - duties, powers and functions of Authority.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Risk Management and Insurance**  
**Course No.: PSMB TE323**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

**Suggested Readings**

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



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

**Course Title: Banking and Indian Financial System**

**Course No.: PSMB TE324**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**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.

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.: PSMB TE324**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**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.: PSMB TE331**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

### **OBJECTIVES**

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

### **UNIT I**

Strategic Human Resource Management: Concept, Need, Importance, Process and Issue; 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 System.

### **UNIT II**

Strategic Planning: HR Strategy and HR Planning, Strategic Recruitment and Selection; Training and Development Strategies; Performance Management Strategies; Reward and Compensation Strategies, Retention and Retrenchment Strategies.

### **UNIT III**

Global Human Resource Environment: HR Strategies in Multinational, Global and Transnational companies; Mergers and Acquisitions, Technology and Structure; Work force Diversity; Demographic Changes; Aligning Employee Expectation with Changing Strategy.

### **UNIT IV**

Developing HR as Strategic value addition function: Gaining Competitive Advantage; Changing role of HR; Evaluating and benchmarking HR functions; Balanced Scorecard; Competency Mapping; HR Process Restructuring; Virtual Organizations; Emotional Intelligence and Future challenges of SHRM.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Strategic Human Resource Management**  
**Course No.: PSMB TE331**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

**Suggested Readings**

- Dhar, R.L., (2012). 'Strategic Human Resource Management', Excel Books, New Delhi, Second edition.
- Mello, Jeffery. A (2012). 'Strategic Human Resource Management', Thomos Southern Wester publication, Third edition.
- Sharma. A. and Khandekar A., (2006). 'Strategic Human Resource Management', Response books, sage publications, First edition.
- Schuler, R.S and Jackson S.E (2006). 'Strategic Human Resource Management: Global Perspective', Wiley - Blackwell, Second edition.
- Salesman. G, Storey. J, Billsberry. J (2006). 'Strategic Human Resource Management: Theory and Practice' Sage publication ltd. Second edition.
- Truss. C, Mankin. D, kelliher. C, (2012). 'Strategic Human Resource Management' Oxford univeristy press, First edition.
- Boselie. P, (2010). 'Strategic Human Resource Management 'Mc Graw Hill education, First edition.
- Armstrong, M. (2000) 'Strategic Human Resource Management', Kogan Page Publishers.
- Rohmetra Neelu, Dhotra J.R. (2006). A Strategic Thought in the New Age Management, Excel Books.

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

<b>Course Title: Performance and Compensation Management</b>	<b>Max. Marks: 100 marks</b>
<b>Course No.: PSMB TE332</b>	<b>Internal Assessment: 40 marks</b>
<b>Duration of Examination: 3hrs</b>	<b>External Assessment: 60marks</b>
<b>Total Credits: 04</b>	<b>Minimum contact hrs. 45</b>

## **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..

## **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

<b>Course Title: Performance and Compensation Management</b>	<b>Max. Marks: 100 marks</b>
<b>Course No.: PSMB TE332</b>	<b>Internal Assessment: 40 marks</b>
<b>Duration of Examination: 3hrs</b>	<b>External Assessment: 60marks</b>
<b>Total Credits: 04</b>	<b>Minimum contact hrs. 45</b>

### **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.: PSMB TE333**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 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; Building a Culture of Change; Steps in Change Management; Manager as a Change Agent.

### **UNIT II**

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.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

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

**Course Title: Organizational Change and Intervention Strategies**

**Max. Marks: 100 marks**

**Course No.: PSMB TE333**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 45**

**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 through 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.
- Rohmetra Neelu, Dhotra J.R, (2006). Strategic Thought in the New Age Management, Excel Books.



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

**Course Title: Culture, Society and Organisation**  
**Course No.: PSMB TE334**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

## **OBJECTIVES**

To enable the students to 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, Explanation of the societal dimensions of Race, Ethnicity, Gender, Caste, Social/Economic Status, Age, Physical Abilities, Religious Beliefs and Political ideologies.

### **UNIT II**

Culture, Society and Organisations Connect; 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**

Culture and Organizations: Organisational responses to cultural diversity: Coping with cultural differences: Understanding Socialization; Cultural influence on organizational designs and structure: 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 IV**

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.: PSMB TE334**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

### **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.
- Rohmetra, Neelu (2005), 'Cultural paradigms in Managing People and Organisation, Excel Books, New Delhi.
- Rohmetra Neelu and Anil Gupta (2014), 'Cross-Cultural Management: Practice and Research', Primus Books, New Delhi.
- Rodrigues, Carl (2009), 'International Management', Sage New Delhi

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

**Course Title: Global Business Operation**  
**Course No.: PSMB TE341**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

## **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, International Business Across Cultures, International Pricing, Legal Considerations, Tax and Accounting Issues.

## **UNIT III**

INCO TERMS, Documentation, Financial Risk, Payment Methods, and Trade Finance, 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 IV**

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 parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Global Business Operation**

**Course No.: PSMB TE341**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

**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

David, South  
Barnes Western  
Cengage Learning, 2008

Operations Management for Competitive Advantage

Charles  
, Jacob and Aquilano  
McGraw Hill, 2004

International Operations Management; Lessons in

Alberto. F. De. Toni, Gower  
publishing UK,  
2011

Global Business

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

**Course Title: Supply Chain Management**

**Course No.: PSMB TE342**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

## **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 of Order 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, 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 parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Supply Chain Management**

**Course No.: PSMB TE342**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

**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.: PSMB TE343**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

## **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, ERP Project Team, Process Definition, Vendors and Consultants.

### **UNIT III**

Post Implementation issues, Operation and Maintenance of the ERP system, Measuring the performance of the ERP System, Maximizing the ERP System, Business Modules of an ERP Package, Finance, Human Resource, Plant Maintenance, Materials Management, Quality Management, Marketing Sales, Distribution and Services

### **UNIT IV**

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 parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Enterprise Resource Planning**

**Course No.: PSMB TE343**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

**Suggested Readings**

- Garg V.K and Venket Krishna N.K. "ERP Concepts and Practices". PHI Publication 1997.
- Champy. J.Harper. "Re-engineering management". Harper Collins, 1995.
- J Kanter Management with Information. Prentice Hall (I), 1996 New Delhi.
- 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.: PSMB TE344**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 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, Competitive position analysis for 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, The strategic cost management framework.

### **UNIT IV**

Management of technological innovation, Inception of technovation, Search procedure, selection of projects, Dynamics of technovation process, facilitating factors for technovation, common themes for innovative companies, fostering innovation in bureaucratic companies, Technology fusion and the new R&D, Technology management and new opportunities, Structural imperatives of technology management.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Management of Technology and Innovation**

**Max. Marks: 100 marks**

**Course No.: PSMB TE344**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 45**

**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 hill higher education, 2007
- Gray, Hamel and Prahalad, C.K. (1999), Competing for the Future, HBS Press.

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

**Course Title: Fundamentals of Management**

**Course No.: PSMB TO345**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

## **OBJECTIVES**

The objective of this course is to familiarize with the Concept and Development of Management as a science and an art and drawing upon the contributions of leading thinkers of Management and to apply the concepts to the real life in Managing organizations in the Business, Government as well as non Governmental and Voluntary organizations for decision making keeping in view the changes in the Strategic and Operative environments of organisations.

## **UNIT I**

Concept and Foundations of Management, Evolution of Management Thought, Managerial Functions - Planning, Organising, Directing Controlling, Decision Making, Role of Manager, Manager Skills, Entrepreneurship, Management of Innovation, Managing in Global Environment, Flexible Systems Management, Social Responsibility and managerial ethics, customer orientation, Value chain.

## **UNIT II**

Individual Processes - Personality values attitude, perception, motivation, learning and reinforcement, work stress and Stress Management, power and politics, conflict resolution leadership styles and processes, communication; organizational processes - decision making, classical, Neo classical and contingency approach to organizations, learning organization, knowledge based enterprise, organizational change and Networked organisations.

## **UNIT III**

Organisational structures - Line and staff Authority, Functional, product, Matrix, Geographical, customer, New Forms of organization - Virtual organizations, Role of voluntary organisations; Goals of Finance, Marketing, HR, Operations, R&D and MIS functions in organizations; New Business Models and Strategies for Indian economy.

## **UNIT IV**

Nature and scope of Strategic Management; Strategic Intent, vision, objectives and policies; Strategic planning and Implementation, Environmental Analysis and Internal Analysis, Tools and Techniques for strategic Analysis; concept of Value Chain; competitive advantage, competitive and growth strategies, concept of core competence, Turnaround Management; Management of Strategic Change, strategic alliances, Global competitiveness and Technological developments, Managing in the International Business Environment.



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

**THE BUSINESS SCHOOL  
UNIVERSITY OF JAMMU**

**MASTER OF BUSINESS ADMINISTRATION (MBA)  
(Choice Based Credit System)**

**Semester-IV**

Course Code	Paper	Credits	L-T-P
PSMBTC401	Project Management	4	3-1-0
PSMBTC402	Seminar on Business Etiquettes and Self-grooming	2	0-0-2
PSMBVC403	Viva-voce	2	0-0-2
PSMBTE411	International Marketing	4	3-1-0
PSMBTE412	Services Marketing	4	3-1-0
PSMBTE413	Retail Marketing	4	3-1-0
PSMBTE414	Strategic Marketing	4	3-1-0
PSMBTE415	Channel Management	4	3-1-0
PSMBTE421	International Financial Management	4	3-1-0
PSMBTE422	Financial Derivatives	4	3-1-0
PSMBTE423	Corporate Restructuring	4	3-1-0
PSMBTE424	Behavioural Finance	4	3-1-0
PSMBTE431	Human Resource Development: System and Strategies	4	3-1-0
PSMBTE432	Cross Cultural Management	4	3-1-0
PSMBTE433	Industrial Relations and Labour Laws	4	3-1-0
PSMBTE434	Expatriate Management	4	3-1-0
PSMBTE441	E-commerce Strategies and Applications	4	3-1-0
PSMBTE442	Customer Relationship Management and Business Intelligence	4	3-1-0
PSMBTE443	Knowledge Management and Strategic Systems	4	3-1-0
PSMBTE444	Global Logistics Management	4	3-1-0
PSMBTE451	Tourism and Hospitality Management	4	3-1-0
PSMBTE452	Entrepreneurship and Family Business	4	3-1-0
	Total	240	
PSMBTO453	Innovation and Entrepreneurship	4	4-0-0

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

In addition, the students of The Business School in 4th Semester shall register for 4 credits of course/s from other department/s.

Total Credits to be earned for MBA=128

(i) Departmental Credits (Total)=120

(ii) Open Credits = 08

\*Optional for outside Department students, not available for Departmental students.

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

**Course Title: Project Management**  
**Course No.: PSMB TC401**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 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**

*Basics of Project Management:* Introduction, Need for Project Management, project characteristics, types of projects, project constraints, Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes, Project Manager (PM), attributes of good project manager, 7S of Project management

## **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.  
Rationale of SCBA, UNIDO Approach, Saving Impact and its Values, Little Mirrlees Approach. Causes of Project success and failure

## **UNIT IV**

Project Control: Purposes of project control, approaches to project control, project control process.  
Project Organization structure and Integration: formal and informal organization structure, requirements of project organization, pure project organizations, selecting a project form, project office, Integration in large scale projects, Projects in a matrix management organization.  
Human Aspects of Project Management, Project Management Information Systems, Managing E-business Projects, Project Evaluation

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

**Course Title: Project Management**  
**Course No.: PSMB TC401**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

- Prasanna Chandra (2019), Projects – Planning, Selection, Financing, Implementation, and Review, (9th Ed.), Tata McGraw Hill
- Vasant Desai, Project Management, Second Revised Edition, Himalaya Publishing House
- Shenhar, A. J., &Dvir, D. (2007). Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation. Harvard Business School Publishing
- Clifford, F. G., & Larson, E. W. (2018). Project management the managerial process. (7th ed.). McGraw-Hill.
- Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2011). Project management (4th ed.). John Wiley & Sons.
- Clifford F. Gray and Erik W. Larson (2010), Project Management (5th ed.), Tata McGraw Hill

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

**Course Title: Seminar on Business Etiquettes and Self-grooming**

**Max. Marks: 50 marks**

**Course No.: PSMB TC402**

**Total Credits: 02**

### **OBJECTIVE**

The purpose of the paper is self-grooming of the students through improvement in basic communication skills, personality, group discussions and personal interviews.

### **UNIT- I: Introduction to Communication**

- Preparation of Self Introduction
- Body Language
- Increasing Vocabulary
- Speech Fluency
- Analyzing Strengths and Weaknesses
- Practical Sessions

### **UNIT-II: Group Discussion**

- Impromptu Discussions
- Debate Sessions
- Extempore
- Mock Group Discussions

### **UNIT-III: Personal Interview**

- Interviews- Essentials, Do's and Don'ts
- Body Language- Essentials, Do's and Don'ts
- Telephone Etiquette- Essentials, Do's and Don'ts
- Power Dressing- Essentials, Do's and Don'ts
- Mock Interviews

### **Note for Paper Setter:**

There shall be continuous comprehensive evaluation of the students on various aspects of self-grooming.

### **Suggested Readings:**

Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.

Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.

Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.

Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan - Tata McGraw-Hill Publishing Company Limited, New Delhi.



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

**Course Title: International Marketing**  
**Course No.: PSMB TE411**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

## **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, Theory of International Product Life Cycle; World Trade Organization (WTO); Economic Cooperation, Marketing Barriers - Tariff Barriers and Non Tariff Barriers.

## **UNIT III**

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 IV**

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; Alternative Global Pricing Strategies.

## **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: International Marketing**  
**Course No.: PSMB TE411**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

### **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.: PSMB TE412**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

## **OBJECTIVES**

The course aims to help the readers understand the increasing significance of Services worldwide. It aims at developing a strategic and multi-disciplinary approach to Services Businesses in a market scenario.

## **UNIT I**

Introduction to Services, GAPS Model, Marketing Mix in Services, Consumer Behaviour in Services, Customer Expectations Management, Customers Perception Management, Positioning Services in Competitive Markets.

## **UNIT II**

Service Product Development: Core and Supplementary, Price and Revenue Management, Distribution of Services, Consumer Behaviour in services, Promotion of Services and Educating the Customers.

## **UNIT III**

Service Process: Design and Management, Demand and Capacity Management, People Management in Services, Customers Role of Service Delivery and Building Service Environment.

## **UNIT IV**

Relationship Marketing Service Recovery, Service Quality and Productivity, Service Leadership and Financial and Economic Impact of Services.

## **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Services Marketing**  
**Course No.: PSMB TE412**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

**Suggested Readings:**

- Lovelock, Wirtz & Chatterjee -Services Marketing: People, Technology & Strategy (7th Edition), Pearson Education
- Zeithaml, Bitner, Gremler & Pandit - Services Marketing (5th Edition), Mc Graw Hill Rust, Zahorik & Kenningham - Services Marketing

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

**Course Title: Retail Management**

**Course No.: PSMB TE413**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 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 and the world of retailing, strategic decision in the retail sector, relevance of merchandise management and issues related to store management.

## **UNIT I**

Concept of Retailing; Functions of a Retailer; Retail Management Decision Process; Opportunities in Global Retailing; Theories of Retail Development; Classification of Retail Formats - Store based, Non-Store Retailing, Non Traditional Retailing; Understanding Consumer in Retail.

## **UNIT II**

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

## **UNIT III**

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 IV**

Retail Communication Mix; Retail Image; Issues in Store Management; Store Design and Layout; Visual Merchandising; Role of Atmospherics; Customer Service and Relationship Management in Retail.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Retail Management**  
**Course No.: PSMB TE413**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

**Suggested Readings**

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

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

**Course Title: Strategic Marketing**  
**Course No.: PSMB TE414**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

**OBJECTIVES:**

The objective of this course is to highlight the importance of marketing strategy for organizational performance and to make students familiar with the concepts and framework in marketing strategy, strategic market planning, competition analysis and marketing mix elements. At the end of the course the student will learn to integrating strategic marketing decision in a comprehensive manner.

**UNIT I**

Marketing Strategy - Name and Definition; Marketing Strategy Development; Marketing Strategy Orientation; Strategic Marketing Management Process; Competitive Marketing Strategy – Marketing oriented & technology oriented; Competitor Intelligence System.

**UNIT II**

Strategic Marketing Decision; Strategic Decisions for Competitive Tactics; Strategic framework for segmentation, targeting and positioning; Branding strategies; Relations and Sustainability Strategies.

**UNIT III**

Product Innovation and Development Strategies – Disruptive business models & Products; Service Marketing Strategies; Pricing Strategies & their Implementation; MARCOM strategies process; E-marketing strategies; Social and Ethical Marketing Strategies.

**UNIT IV**

Sustaining Competitive Advantage over Product Life Cycle; Market Entry Strategies; Growth Market Strategies - for Leaders and Followers; strategy for digital world; Rural Marketing Strategies; Marketing strategies for emerging economies.

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

- Strategic Marketing - Creating Competitive Advantage by Douglas West, John Ford, Essam Ibrahim, Oxford University Press (2015)
- Strategic Marketing by OC Ferrell and MD Hartline, Cengage Learning (2014)
- Marketing Strategy - A decision focused approach by Walker Mullins and Boyd Lareeche, Tata Mc Graw Hill, 5th Edition (2012)
- Market Based Management by Roger J Best, Prentice Hall of India, 5th Edition (2009)

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

**Course Title: Channel Management**

**Course No.: PSMB TE415**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

## **OBJECTIVES**

The course intends to develop an understanding about a key area in Business Management i.e. Channel 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 organization.

## **UNIT I**

Marketing Channels: Concepts, Importance of Channels, Flows in Channels, Environment of Channels, Channel Structures, Channel Participants: Wholesalers, Retailers and Facilitating Agencies, Behavioral 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**

Marketing channels for services, Implication of Service characteristics on Channel Management, Electronic marketing channel, trends in e-marketing channels, channel management and electronic marketing channel

## **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.



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

**Course Title: Channel Management**

**Course No.: PSMB TE415**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

**Suggested Readings**

- Coughlan, A. T., Anderson, E., Stern, L. W., & El-Ansary, A. (2006). *Marketing Channels*. (7th ed.) Prentice Hall.
- Rosenbloom, Bert (2011). *Marketing Channels*. (8th ed.) Cengage Learning
- Tapan K. Panda and Sunil Sahadev (2011). *Sales and Distribution Management* (2nd ed.), Oxford University Press

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

**Course Title: International Financial Management**

**Course No.: PSMB TE421**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

### **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, Global market and Multinational Corporation. International Financial System. International monetary Institutions and organisations.

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

### **UNIT II**

Balance of Payments framework and Balance of Indebtedness Statement

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

### **UNIT III**

Management of Economic and Political risk.

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

### **UNIT IV**

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 contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: International Financial Management**  
**Course No.: PSMB TE421**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 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 Derivative**  
**Course No.: PSMB TE422**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

### **OBJECTIVES**

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. This course has been devised for session.

### **UNIT I**

Financial Derivatives- Basic financial derivatives, Forwards contract- Classification, Pricing and Pay off from forward- Traders and Functions of Futures Market. Future Prices of Specific Assets

### **UNIT II**

Specifications of the Futures Contract-Concept of margin and Settlement. Hedging- Basic Long and Short Hedges, Cross Hedging, Hedge Ratio. Basis Risk-Basis Risk and Hedging, Basis versus Price Risk.

### **UNIT III**

Options- Basic Concept, and Types of options. Underlying assets in Exchange Traded Options. Valuation for various option Positions. Option Greeks- Delta, Gamma, Theta, Vega, Rho and Phi.

### **UNIT IV**

Option Pricing Models-The Black- Scholes Option Pricing Model and Binomial Option Pricing Model. Options Trading Strategies-Option Spreads, Straddle and Strangles.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Financial Derivative**

**Course No.: PSMB TE422**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

- Financial Derivatives Theory concepts and Problems S.L.Gupta  
Prentice-Hall of India Private Limited, New Delhi
- Options, Futures and other Derivatives John C. Hull Prentice- Hall of India Private Limited, New Delhi
- Derivatives, David A, Dubofsky & Thomas W. Miller, Jr.
- Risk Management Basics Oxford University Press
- Risk Management Basics Cenage Learning India Private Limited, New Delhi
- Fundamentals of Financial Derivatives, Prafulla Kumar Swain, Himalaya Publishing House, New Delhi

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

**Course Title: Corporate Restructuring**

**Course No.: PSMB TE423**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

## **OBJECTIVES**

The objective of this course is to acquaint MBA students to help student in familiarizing with various aspects of corporate restructuring. This course will help them in developing an understanding about the corporate restructuring and its impact on the Business Management.

## **UNIT I INTRODUCTION**

Corporate restructuring and its forms- Mergers, acquisitions, amalgamations and takeover. Five stage (5-S) Model, Types of merger- horizontal, vertical and conglomerate mergers, Theories of merger. Requirements of successful merger- Due Diligence, Integration, Post-Merger Integration Organisation, Communication and culture, Mergers and Competition Policy in India.

## **UNIT II 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 III TAKEOVER**

Takeovers and types of takeover tactics, Take over defenses-PreBid and PostBid. Salient features of SEBI Takeover Regulations 1997- Purpose, objectives, Public Announcement, Letter of Offer, and Minimum Offer Price.

## **UNIT IV 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 parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Corporate Restructuring**

**Course No.: PSMB TE423**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

### **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. Merger Acquisitions & Corporate Restructuring  
Nishikant Jha  
Himalaya Publishing House, New Delhi
4. Mergers and Acquisitions- Strategy, Valuation and Integration  
Kamal Ghosh Ray  
PHI Learning Private Limited Delhi  
ISBN-978-81-203-3975-0
5. Corporate Growth Through Mergers And Acquisitions  
S Shiva Ramu  
Response Books, New Delhi
6. Mergers and Acquisitions  
Rajinder S. Aurora, Kavita Shetty, and Sharad R. Kale  
Oxford University Press, New Delhi  
ISBN: 13:978-0-19-806451-0  
ISBN: 10:-0-19-806451-9
7. Merger Acquisitions and Corporate Restructuring  
Chandreshkhar Krishnamurti, S.R.  
Vishwanath  
Sage Publication, New Delhi  
ISBN: 978-0-761-93586-5
8. Creating Value from Mergers and Acquisitions  
Sudi Sudarsanam  
Pearson Education, New Delhi  
ISBN: 978-8-177-58870-5
9. Valuation for Mergers, Buyouts, Acquisitions  
Enrique R. Arzac  
Wiley India(P) Ltd.  
ISBN 13: 978-8-126-524129
10. Corporate Finance Theory and Practice  
Aswath Damodaran  
Wiley, New Delhi  
ISBN: 978-0-471-28332-4

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

**Course Title: Behavioural Finance**  
**Course No.: PSMB TE424**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

## **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, Neo-classical finance and Efficient Market Hypothesis

### **UNIT II**

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 III**

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 IV**

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 parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.



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

**Course Title: Behavioural Finance**  
**Course No.: PSMB TE424**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

**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. Sulphey, 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: Human Resource Development: Systems and Strategies**

**Max. Marks: 100 marks**

**Course No.: PSMB TE431**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 45**

## **OBJECTIVES**

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for Human Resource Development in the Organisational Context.

## **UNIT I**

Human Resource Systems(HRS): Concept, Development as the underlying concept of HRS; Development dimensions and linkages in HRS; Functions of HRS; Personnel functions vs. HRS analysis; Designing Human Resource Systems; Context, Issues and Principles. Human Resource Development (HRD): Concept, Need, Goals and Challenges; HRD Model; HRD Subsystems: Career Systems, Work Planning Systems, Development Systems, Self -Renewal Systems and Cultural Subsystem. HRD Processes, Outcomes and Organisational effectiveness.

## **UNIT II**

HRD Evaluation Approaches: The Balance Score card, The Strategic HR Framework, The Integrative Framework, and Human Capital Appraisal. Human Capital Audit and using HRD Score Card; HRD Score card: Concept and Dimensions; Factors Governing HRD Score Card: HRD Systems Maturity, HRD Competencies, HRD Culture and Business Linkages 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: Objective, Sequential Process and making Counselling Effective. Potential Appraisal: steps and considerations while introducing Potential Appraisal Systems; Linkages with other Subsystems of HRD.

## **UNIT IV**

Training as a tool of HRD: Aims and Contexts; Transformative role of Training: Training Strategy: Strategic Issues and Modalities; Action Research by Trainers; Training Evaluations, HRD for workers; HRD Processes and the Role of HRD Manager; HRD and line Manager's Expectations, Learning Attitude of Line Managers; Professional Preparation of HRD staff and HRD in Indian Organisations.

## **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Human Resource Development: Systems and Strategies**

**Max. Marks: 100 marks**

**Course No.: PSMB TE431**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 45**

### **Suggested Reading**

- Pareek Udai and T.V Rao, (1992)'Designing and Managing Human Resource Systems' Oxford and IBM, (second Edition)
- Rao T.V (2012)'Human Resource Development: experiences, interventions, Strategies' Sage publications.
- Rohmetra Neelu (1998)' Human Resource Development in commercial Banks in India' Ashgate Publishing Co., UK.
- Rao T.V (2012) 'HRD AUDIT', Sage publication
- Rohmetra Neelu (2005) 'Human Resource Development' Anmol Publication House pvt.Ltd, (First Edition)
- Lynton R.P, Udai Pareek (2011) 'Training for Development' Sage publication India pvt. Ltd, (Third Edition)
- Rohmetra Neelu, (2002) 'Transformative Organisations across Globe ' Response Books, Sage India.
- Rohmetra Neelu, B.P Singh, Vishal Sharma (2014) 'Sustainable Business Practices' EXCEL Books.
- Werner Jon. M, Randy L. Desimone, (2011) 'Human Resource Development 'Cengage Learning, (sixth Edition)
- Singh.K. Sanjeev (2008) 'Human Resource Development 'Atlantic Publishers.
- Rohmetra Neelu, Dinesh Sharma (2011) , Management Perspectives in the new age, Excel books.
- Sundaram k. Anant, J. Stewart Black, (2013) The International Business Environment, PHI learning.
- Rohmetra Neelu, B.P Singh and Vishal Sharma, (2014) " Business Dynamics: Contemporary Issues and Challenges", Excel Books, New Delhi.
- Rohmetra Neelu and Dinesh Sharma, (2011). Management Perspectives in the New Age: Strategy, Markets and people, Excel Books, New Delhi.
- Rao T.V, (2011) HRD Score Card 2500, Sage Publication, (Fourth Edition)

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

**Course Title: Cross-Cultural Management**

**Max. Marks: 100 marks**

**Course No.: PSMB TE432**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 45**

## **OBJECTIVES**

1. To expose the students to the international dimension of people's behaviour in organisations.
2. To develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

## **UNIT I**

Cross-Cultural Management: Meaning and Concept; Fundamentals of Cross-Cultural Interaction: Social Cognition, Stereotypic Expectations, Differential Attributions; Cross-cultural differences and managerial implications: Global Strategy and Culture; Developing a multicultural organisation; The cross-cultural puzzle of Global Human Resource Management.

## **UNIT II**

Work Behaviour and Management Values across Cultures: National Culture Vs Organisational Culture; Frameworks in Cross-Cultural Management: Hofstede's cultural dimensions, Kluckhohn and Strodtbeck framework, Trompenaar's dimensions, Schwartz Value Survey, the GLOBE Study: Types and Critiques; Implications of organisational cultures for International management.

## **UNIT III**

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

## **UNIT IV**

Cross-Cultural Motivation: Are Motivation theories universally applicable across cultures? Motivational differences across cultures; Negotiating internationally: Cross-Cultural perspective, 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; Careers in International Management

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Cross-Cultural Management**

**Course No.: PSMB TE432**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

### **Suggested Reading**

- Alder Nancy J (1991), 'International Dimensions of Organisational Behaviour', PNS Kent.
- Peter J Bowling Denjee H Hule and Nandali S Shuler, (1999), 'International Human Resource Management - Managing People in Multinational Context', South College Publication, 1999.
- Hofstede, Geert, (1999), 'Culture's Consequences, Strategies' Sage.
- Pucik Vladine, Noel M Tichy and Carole K. Barnett (eds) (1992), 'Globalising Management', John Wiley.
- Hodgets Richard M and Fred Luthans (1994), 'International Management', MC Graw Hill.
- Luthans Fred (1995), 'Organisational Behaviour' McGraw Hill.
- Kluchkhohn and Strodtbeck, (1961), 'Variants in value orientation', New York: Row Peterson.
- Mead, R (1994), 'International Management: Cross Culture Dimensions', Oxford Blackwell.
- Ansari, K.H. and Jackson, J Managing Cultural Diversity at Work, New Delhi Klogan.
- MInkov Michael and Geert Hofstede (2013), 'Cross-Cultural Analysis', Sage.
- Northhouse, Peter G. (2014), 'Leadership', Sage 6th Edition.
- Robbins Stephen P., Timothy A Judge and Neharika Vohra (2013), 'Organisation Behaviour' 15th Edition.'
- Rodrigues, Card (2009), 'International Management', Sage, 3rd Edition.
- Edwards Tony and Chris Rees (2014), 'International Human Resource Management', Pearson.
- Thomas, David C, 'Cross-Cultural Management', Sage, 2nd Edition.
- Smith B. Peter, Mark F. Peterson and David C. Thomas (2008), 'The Handbook of Cross-Cultural Management Research', Sage.
- Vance, Charles M. (2013), 'Managing Global Workforce' PHI Learning.
- Dowling, Peter J. Marion Festing and Allen D Eng (2012), 'International Human Resource Management', Cengage.
- Maran, Robert T and William G. Stripp (2004), 'International Business Negotiations', Jaico Publishing.
- Gupta, S.C. (2009), 'Textbook of International HRM' Mcmillian Publishing.
- Sparrow Paul, Chris Brewster and Hillary Harris (2009), 'Globalising Human Resource Management', Routledge.
- Adler, J. Nancy (2012), 'International Dimension of Organisation Behaviour' Cengage.
- Rohmetra, Neelu and Anil Gupta (2014), 'Cross-Cultural Management: Practice and Research' Primus Books; New Delhi.

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

**Course Title: Industrial Relations and Labour Law**

**Max. Marks: 100 marks**

**Course No.: PSMB TE433**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 45**

### **OBJECTIVES**

Main Objective of the course is to provide as understanding of the conceptual framework and operational aspects of issues relating to Industrial Relations and Attention will be particularly focused on Indian Industries.

### **UNIT I**

Industrial Relations (IR): Meaning, Objective, Scope, 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 Aact 1926 (Amendment, Act, 2001). Collective Bargaining: Meaning, objective, approaches, strategies and process; Impact of Collective Bargaining on Management of Industrial Relations.

### **UNIT IV**

Unfair labour practices; code of discipline in industry, Child Labour Prohibition and regulation Act, 1986; Worker participation; Workers' education and training; Employer's Association: Role and Importance; Organisational Safety and welfare in India; Future of Industrial Relations in India.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Industrial Relations and Labour Law**

**Course No.: PSMB TE433**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 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.
- Singh B.P. - Personnel Management and Industrial Relations, Dhanpat Rai and Co.
- Patnayak Biswajeet (2006) - Human Resource Management, Prentice Hall of INdia.
- Srivastava S.C. (2012) Industrial Relations and Labour Laws, Vikas Publishing House, (Sixth Edition).
- Monappa Arun, Ranjeet Nambudri, Pllturaja Selvaraj, (2012) Industrial Relations and Labour Laws, Tata McGraw Hill Education pvt. Ltd., (second Edition).
- Pylar M.V ,(2007) Industrial Relation and Personnel Management, Vikas Publishing House, (second Edition).
- Sivarethinamohan R. (2010) Industrial Relations and Labour Welfare: Text and cases, PHI Learning.
- Dr. Kuberndran V. And Ms. Kodeeswari (2011) Industrial Relations and Labour Laws, Himalaya Publishing House Pvt. Ltd (First Edition)

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

**Course Title: E-Commerce Strategies and Applications**

**Course No.: PSMB TE441**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

## **OBJECTIVES**

The objective of this course is to help students to understand E-Commerce issue for providing a secure and effective method of conducting a business and the use of E-Commerce in completing 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**

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 IV**

Security Implications - Introduction, Risk analysis, Security policy, Types of EDI and security, EDI security concepts, message integrity, non-repudiation services, Auditability, Confidentiality, Security mechanisms, Advantages and disadvantages, Internet security, Network firewall, Proxy server.

## **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.



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

**Course Title: E-Commerce Strategies and Applications**  
**Course No.: PSMB TE441**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

**Suggested Readings**

Fundamentals of E-Commerce	Ravi Kalakote and Whinston Addison Wesley
Frontiers of E-Commerce	Ravi Kalakote and Whinston Addison Wesley
The Internet	Cady. G.H and Part Megregon BPB Pub. Delhi
E-Commerce; The Cutting Edge of Business	Kamllesh 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.: PSMB TE442**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Minimum contact hrs. 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, Future of CRM.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

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

**Course No.: PSMB TE442**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

**Suggested Reading:**

- 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**

**Course No.: PSMB TE443**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

## **OBJECTIVES**

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 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. Creativity effective knowledge Management Systems through Information Technology, Future of Knowledge Management and Industry perspective.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Knowledge Management and Strategic Systems**

**Course No.: PSMB TE443**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 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.: PSMB TE444**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

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

### **UNIT II**

Terms of Trade or Incoterms: Incoterm Strategy, Various Components of Incoterm Strategy such as EXW, 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 III**

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 IV**

International Ocean Transportation: Types of Services, Size of Vessel, Flag, Conferences International Air Transport: Types of Services, Types of Airrafts, International Regulations, Freight Tarrifs; 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 parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Global Logistics Management**  
**Course No.: PSMB TE444**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 45**

### **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

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

**Course Title: Tourism and Hospitality Management**

**Course No.: PSMB TE451**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 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, Tourist Motivations and Tourism Planning Process.

### **UNIT II**

Tourism Product Development and Distribution - Tourism product-Concept and definition, Characteristics of Tourism Product, Phases and Steps involved in Tourism product Development, Package Tours, Travel agency and Tour Operators-Concept, Role and Significance. Tourism Product Distribution-Traditional distribution channels and direct online sales.

### **UNIT III**

Tourism in India: Inbound, Outbound and domestic Tourism, Tourism Infrastructure and Major Tourist Destination of India, Indian Tourism and hospitality organization - ITDC, IATO, TAAI, HCI, Major Hotel chains of India, Aviation industry in India - Role and development in tourism.

### **UNIT IV**

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.



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

**Course Title: Tourism and Hospitality Management**

**Course No.: PSMB TE451**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**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: Entrepreneurship and Family Business**

**Course No.: PSMB TE452**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

## **OBJECTIVES**

Entrepreneurship and Family Business are the principal source of jobs and wealth in market economies. 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; Project Formulation - Feasibility Analysis Techno - Economic Analysis, Financial Analysis, Profitability Analysis, Social Cost Benefit Analysis.

## **UNIT III**

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; Venture Capital; Marketing Institutions and Assistance; Process of Setting Small Scale Industry.

## **UNIT IV**

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 Planning and Organizational Changes in Family Enterprises, Contemporary Family Business Strategies.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Entrepreneurship and Family Business**  
**Course No.: PSMB TE452**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 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: Innovation and Entrepreneurship**

**Course No.: PSMB TO453**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60marks**

**Minimum contact hrs. 45**

## **OBJECTIVES**

Entrepreneurship and innovation are the principal source of jobs and wealth in market economies. The course aims to introduce the fundamental concepts of innovation and entrepreneurship and its role in economic development. To give students a thorough knowledge of where innovation can be found within the organization, how to recognize it, and how it can be used for competitive advantage. The students 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.

## **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; Theories of Entrepreneurship; Corporate Entrepreneurship.

## **UNIT II**

Entrepreneurship Environment; Entrepreneurship Development; Entrepreneurship Training-Importance, Objectives and Methods; Institutions in Aid of Entrepreneurship Development NIESBUD, EDIL, NSIC, STEPS, JKEDI, SIDO, SISI.

## **UNIT III**

Project Identification - Developing Business Idea, Preparing Feasibility Report; Project Formulation - Feasibility Analysis, Techno-Economic Analysis, Financial Analysis, Profitability Analysis, Social Cost Benefit Analysis.

## **UNIT IV**

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; Venture Capital; Marketing Institutions and Assistance; Process of Setting Small Scale Industry.

## **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

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

**Course Title: Innovation and Entrepreneurship**  
**Course No.: PSMB TO453**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**  
**Minimum contact hrs. 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, S.S. Kanna, S Chand & Co.