

THE BUSINESS SCHOOL UNIVERSITY OF JAMMU

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

Semester-I			
Course Code	Paper	Credits	L-T-P
PSMBTC101	Management Perspective	4	3-1-0
PSMBTC102	Principles of Marketing	4	3-1-0
PSMBTC103	Legal Aspects of Business	4	3-1-0
PSMBTC104	Managerial Economics	4	3-1-0
PSMBTC105	Accounting for Managers	4	3-1-0
PSMBTC106	IT Applications in Management	4	3-1-0
PSMBTC107	Quantitative Techniques	4	3-1-0
PSMBTC108	Organizational Behaviour	4	3-1-0
PSMBTC109	Business Communication	2	0-0-2
PSMBVC110	Viva-Voce	2	0-0-2
	Total	36	
Semester-II			
Course Code	Paper	Credits	L-T-P
PSMBTC201	Business Environment	4	3-1-0
PSMBTC202	Marketing Management	4	3-1-0
PSMBTC203	Management Science	4	3-1-0
PSMBTC204	Human Resource Management	4	3-1-0
PSMBTC205	Financial Management	4	3-1-0
PSMBTC206	Operations and Material Management	4	3-1-0
PSMBTC207	Management Information and Decision Support Systems	4	3-1-0
PSMBTC208	Business Research Methods	2	1-1-0
PSMBTC209	Sales Tools & Technique	2	1-1-0
PSMBVC210	Viva-Voce	2	0-0-2
	Total	34	

The students will be required to undergo Summer Training for 6-8 weeks after the Second Semester

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Semester-III				
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 Strategies		4	3-1-0
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.

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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.

Tutorials:

Two contact hours will be equivalent to one tutorial session.

Two contact hours will be equivalent to one practical session.

Scheme for Assessment for subjects of 100 marks

Semester end Evaluation will be of 60 marks Internal Assessment of 40 marks

Allocation of 40 marks of Internal Assessment shall be on the following basis:

- a) Mid Semester Test (15 marks)
- b) Assignment (05 marks)
- c) Presentation based upon Assignment (05 marks)
- d) Snap Test (5 marks)
- e) Case Study Based Test/ Corporate Engagement Project (10 marks)

MBA SEMESTER I

Course Title: Management Perspectives
Course No.: PSMB TC101
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

Co1: To familiarize the participants with the basic concepts, processes and current issues in management.

CO2: To enhance their understanding of how organizations function and the complex relationship existing within the organization and processes of management.

UNIT-I

The management process and the nature of managerial work; the evolution of management. Current and emerging management thought: Approaches to management; the manager's complex environment; Professionalization of management in India. The nature and process of decision-making. Decision making models: Groups and decision-making analytical aids in decision making.

UNIT-II

Nature, purpose and framework of Planning: types of plans. The nature of objectives and MBO; Strategies, Policies and Planning Premises. Nature and purpose of organizing; Determinants of organization structure; Basic Departmentation; Line and staff concept, New approaches in organization design; Downsizing and its implications; Span of management; Authority relationships; Delegation and decentralization; Organization Climate; Organizational change Creativity and innovation.

UNIT-III

Direction as a management process: its significance and main elements; Coordination-its importance and techniques; Nature, scope and concept of management control system; control techniques; Information resource management; Behavioral implications of management control.

UNIT-IV

Knowledge management; Total quality management; Business process re-engineering; New people management; management of productivity; Organizing new ventures; Comparative management in selected countries; International management and MNCs; Corporate Governance; Theory of constraints: Issues and concerns.

Note for the paper setting:

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 Candidates will be required to attempt any four questions out of six.

Suggested Readings:

Koontz and O'Donnel	:	Essentials of Management
G.R.Terry	:	Principles of Management
Koontz and Wehrich	:	Management : A Global Perspective
Peter F. Drucker	:	Management : Tasks and Responsibility
Brtn & Thakur	:	Management Today - Principles & Practices
Study Material	:	

Course Title: Principles of Marketing
Course No.: PSMBTC102
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To introduce the fundamental concepts of marketing and its role in an organization. the students will be able

CO2: To understand the context of marketing environment, consumer behavior issues and strategies to build a customer centric organization

UNIT-I

Importance and Scope of Marketing; Core Marketing Concepts; Marketing Management Philosophies; Marketing and Customer Value; Customer Perceived Value; Marketing Plan; Marketing Mix; Marketing Intelligence System; Marketing Environment; Marketing Research Process; Marketing Productivity.

UNIT-II

Understanding Consumer Behavior; Consumer Decision Making Process; Factors influencing Consumer Buying Decisions; Business Marketing; Types of Business Customers; Business Buying Process.

UNIT-III

Market Segmentation; Bases of Segmentation - Consumer Markets and Business Markets; Selecting Target Markets; Competitor Analysis; Competitive Strategies for Market Leaders, Challengers and Followers; Customer Centric Orientation.

UNIT-IV

Role of Brands in Marketing; Brand Equity Models; Building, Measuring and Managing Brand Equity; Brand Strategy; Brand Positioning Strategy; Differentiation Strategy; Product Life Cycle Marketing Strategies.

Note for the paper setting:

The question Paper shall contain two parts A and B. In Part A Setter will be required to set Ten Short Answer question (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.

Recommended Books :

Marketing Management- A South Asian Perspective by Philip Kotler, Kevin Lane Keller, Abraham Koshy and M Jha, 14th Edition, Pearson (2014), India.

MKTG - A South Asian Perspective by CW Lamb, J F Hair, Dheeraj Sharma, C McDaniel, Cengage Learning, India (2012)

MM - A South Asian Perspective by Dawn Iacobucci, Avinash Kapoor, Cengage Learning (2011)

Marketing Management by Dr. K Karunakaran, Himalaya Publishing House.

Course Title: Legal Aspects of Business
Course No.: PSMBTC103
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To provide working knowledge of business laws and company law

CO2: To understand the practical application of Law in Management

UNIT-I

Forms of Business, Business Laws in India, The Indian Contract Act, 1872, Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Free consent, Legality of object, Discharge of a Contract by performance, Breach, Damages for breach of a contract, Quasi contracts. Special Contracts Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

UNIT-II

Sale of Goods Act, 1930 Definition of a Contract of Sale, Essentials, Agreement to sell, Conditions and Warranties, Doctrine of Caveat Emptor, Right of Unpaid Seller against the Goods, Remedies for Breach. The Negotiable Instrument Act, 1881 Definition and characteristics, Kinds of negotiable instruments, Transfer of Negotiable instrument. Discharge from Liability, Dishonour & Crossing of Cheque.

UNIT-III

The Companies Act, 1956, Nature and Formation of a Company, Kinds of Companies, Characteristics, Memorandum of Association, Doctrine of Ultravires, Articles of Association, Rule of constructive notice, Doctrine of Indoor Management Prospectus, Winding up. The Consumer Protection Act, 1986 Aims and Objectives of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Enforcement of orders and Penalties.

UNIT-IV

The Information Technology Act, 2000, E-filing, Digital Signature, Electronic Governance, Data Protection, Penalties and Offences, , Concept of Cyber Crime, Protection of Cyber Consumers in India. The Right to Information Act, 2005 Right to know, Salient features of the Act, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Appellate Authorities, Penalties, Jurisdiction of courts.

Note for the paper setting:

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.

References

1. Legal Aspects of Business: Akhileshwar Pathak, Tata Megraw Hill
2. Business Law- Kuchhal M.C. , Vikas Publication
3. Business Legislation for Management : M. C. Kuchhal and Deepa Prakash, Vikas Pub.
4. Business Law: Dr. Ashok Sharma, V. K. Publication
5. Business Law : P. C. Tulsian, Tata Megraw Hill
6. Elements of Mercantile Law : N. D. Kapoor, Sultan Chand and Sons.
7. Principles of Mercantile Law: Avtar Singh , Eastern Book Company

Course Title: Managerial Economics
Course No.: PSMBTC104
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To impart basic knowledge of the concepts and tools of economic analysis and their application to business decisions

CO2: To acquaint participants with the main features of aggregate economic system.

UNIT-I Introduction of Managerial Economics;

Demand Theory and Analysis; Business and Economic Forecasting; Elasticity of Demand. The Production Function-Production with one Variable Input, Production with two Variable Inputs; Production with two Variable Inputs; Economies of Scale and Scope.

UNIT-II Cost Theory and Analysis

The Economic Concept of Cost; Production and Cost; Short-run and Long-run Cost Functions; Estimating Cost Functions-Short-run and long-run Cost Functions.

UNIT-III Market Structure

Perfect Competition and Monopoly; Determination of Price and Output under Perfect Competition, Monopoly, Monopolistic competition, Oligopoly; Price Rigidity: The Kinked Demand Model; Discriminating Monopoly; Market Structures and Barriers to Entry.

UNIT-IV Pricing of Goods and Services

Pricing of Multiple Products; Product Bundling, Peak-Load Pricing, Cost-plus, Pricing or Mark-up Pricing; Cyclical Pricing; Other Pricing Practices; Macro Economics: Business Cycles; Monetary and Fiscal Policies: Consumption Function; National Income; Inflation.

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

Dean, Joel: Managerial Economics

Duncan, McDougall: Macro Economics

Varshney and Maheshwari: Managerial Economics

Brigham, Eugene and Pappas, James: Managerial Economics

Dwivedi, D.N.: Managerial Economics

Peterson, Lewis and Jain: Managerial Economics

Chopra. P.N.: Business Economics

Course Title: Accounting for Managers
Course No.: PSMBTC105
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To enable the management students to update their knowledge of accounting concepts and techniques

CO2: To enhance skills in utilizing the accounting and financial information in the process of managerial decision - making.

UNIT-I Introduction

Financial accounting: Concept, importance and scope, Accounting concepts, conventions and Generally Accepted Accounting Principles (GAAP), Preparation of Journal, Ledger and Trial Balance.

UNIT-II Final Accounts

Concepts and methods of Depreciation including straight line method, Diminishing balance method. Preparation of Final Accounts - Manufacturing Accounts, Trading & Profit and Loss A/C and Balance sheet. Adjustment in Final accounts.

UNIT-III Cost Accounting and Budgetary Control:

Cost Accounting: Concept, need, importance and scope, Preparation of Cost Sheet with element-wise classification of various costs. Marginal costing and Absorption costing their difference. Concept & utility of CVP analysis in business decision making. Standard costing and variance analysis - Material Variance and Labour Variance.

UNIT-IV Management Accounting and Financial Analysis:

Management Accounting - Concept, need, importance and scope. Financial Analysis- Ratio Analysis and Du-Pont Analysis, Preparation of Funds flow statement and Cash flow statement. Budget and Budgetary control including Performance Budgeting and Zero Based Budgeting.

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

- Accounting Principles Anthony R.N. and Reece, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
- Accounting for Management Bhattacharya, S.K and Dearden J., New Delhi, Vikas, 1996. Text and Cases.
- Financial Accounting Heitger, L.E and Mautlich, Serge, New York, Mc-Graw Hill, 1990.
- Management Accounting Hingorani, N.L and Ramanathan, A.R., 5th ed., New Delhi, Sultan Chand, 1992

Course Title: IT Applications in Management
Course No.: PSMBTC106
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To familiarize the students with the basic concepts of Computer Systems and Information Technology

CO2: To acquaint the students with latest developments in the field of Information Technology.

UNIT-I

Evolution of Information Technology, Indian Computing Environment, computer applications in Business, IT enabled Services, current and Emerging Trends in IT, IT and Innovation, Process Modelling and digital convergence.

UNIT-II

Generations of programming languages, operating systems, Types of Software, Operation System, memory and storage, Input and output Devices and their mechanisms, flowcharts and system Modelling, phases of Information System, Traditional System Life Cycle, Prototypes, Application Packages, End User Involvement

UNIT-III

Approaches to computing in organizations, Telecommunications in Business, types of networks, Functions and components, protocols, IP Addresses, Bounded and unbounded medium Technologies, ISP, Web Server, Domain Names, Mail Server, SMTP, POP3 and IMAP4

UNIT-IV

Microsoft EXCEL, Introduction to Spread Sheet software, creation of spreadsheet, Applications using worksheets and workbooks, Sorting, Filtering, Validation, Consolidation, Graphics; Creating Charts; Formatting charts, labels, scaling etc, Error Checking, Formula Auditing; Various Mathematical and Statistical Functions, Other Formatting and Editing Functions, What-if analysis

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.

Book Recommended:

Information Systems: The Foundation of Steven Alter, E-Business Pearson Education

Information Systems for Managers Ashok Arora & Akshay Bhatia, Excel Books

Introduction to Information Technology ITL Education Solutions, Person

Course Title: Quantitative Techniques
Course No.: PSMBTC107
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To bring out application of business research methods and its usefulness in managerial decision making

CO2: To expose the students with the various research techniques and the process of applying these techniques

UNIT-I

Measures of Central Tendency; Arithmetic Mean, Median, and Mode; Measures of Dispersion: Standard Deviation: Coefficient of Variation; Correlation Karl Pearson Coefficient of Correlation; Spearman's Rank Correlation Method, probable Error

UNIT-II

Regression Analysis, Simple Linear Regression Model; Regression Coefficients; regression Equations; Standard Error of Estimate, Coefficient of Determination, Concepts of Probability; Binomial Distribution and Poisson Distribution, Continuous Probability Distribution, Normal Distribution.

UNIT-III

Hypothesis- Introduction, Format and Types; Procedure of Hypothesis Testing; Errors in Hypothesis; Two tail and One-tail Test of Hypothesis; Tests of Significance for Attributes; Tests of Significance for Variables; Tests of Significance for Small Samples; t-distribution and its application.

UNIT-IV

Non-parametric tests; Chi-Square Distribution, Chi-Square Distribution Statistic, Goodness of Fit, Analysis of variance (ANOVA), One Way and Two Way

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.

Books Recommended:

Statistical Methods, S P Gupta, Sultan Chand Publication, Edition 2009

Business Statistics, J K Sharma, Pearson Education, 2nd Edition

Statistics for Managers Using Microsoft Excel, Levine Stephan Krehbiel, Berenson, PHI, Edition 2012

Business Statistics, G C Beri, Tata McGraw Hill, Edition 2012

Course Title: Organizational Behaviour
Course No.: PSMBTC108
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To develop an understand of the dynamics of individual Behaviour at Individual, interpersonal, group and organizational levels;

CO2: To acquire and sharpen such behavioural skills and attitudes as are desirable for improving personal and managerial effectiveness;

CO3: Diagnose and make appropriate interventions in directing employees behavior towards achieving organizational goals.

UNIT-I

Conceptual framework for understanding human behavior in organizations and the major variables influencing it; Historical development of Organizational Behaviour; Contemporary Challenges and Opportunities in Organization Behaviour; International Dimensions of Organizational Behaviour; managing across cultures.

UNIT-II

Understanding and managing individual behaviour: Individual differences and work behavior. personality, Perception, Attitudes and Learning. Self Growth and interpersonal effectiveness: The Johari Window Model. Transactional Analysis: Ego states, Life positions, Transactions.

UNIT-III

Group processes and behavior: Individual and the group. Teams: nature and effectiveness, Team building, Group conflict and Resolution strategies. Organization culture: nature, creating and maintaining a culture. Organization Change, effectiveness and development.

UNIT-IV

The organization in relation to its environment: Culture Society and Organizations. Power and Politics; bases of power, power tactics, political strategies for attaining power in organizations. Work motivation: Theories and approaches; Leadership: Approaches and styles, Leader effectiveness;

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.

Suggesting Readings:

Robbins, Judge and Vohra (2011): Organizational Behaviour, Pearson Education, New Delhi.

Adler, N.J. (2007): International Organizational Behavior, Cengage Learning, New Delhi.

Neelu Rohmetra and Anil Gupta, "Cross-Cultural Management: Practice and Research", PRIMUS BOOKS, New Delhi, 2014

Luthans Fred (2008): Organization Behaviour (11th Ed), Tata Mc Graw Hill, New Delhi.

Hodgetts, R., Luthans, F. & Doh, J. (2005): International Management (6th Ed.), Tata Mc Graw Hill, New Delhi.

Neelu Rohmetra, Bhanu Pratap Singh and Vishal Sharma, "Business Dynamics: Contemporary Issues and Challenges", Excel Books, New Delhi, 2014

Hofstede, G. (2001): Culture's Consequences (2ndEd). Sage, New Delhi.

Neelu Rohmetra and J.R, Dhotra, "Strategic Thought in the New Age Management", EXCEL BOOKS, New Delhi, 2006.

Hofstede, G., Hofstede, G.J. & Minkov, M. (2010), Cultures and Organizations: Software of the Mind (3rd Ed.), McGrawHill, USA.

Neelu Rohmetra, Bhanu Pratap Singh and Vishal Sharma "Sustainable Business Practices", EXCEL BOOKS, New Delhi, 2014

Kastand Resoneweig, Organization and Management-A System and Contingency Approach.

Neelu Rohmetra and Anuradha Sharma, "Emotional Intelligence in the Telecom Sector: Strategy, Communication and Motivation Connect", Lambert Academic Publishing, 2012

Hershey and Blanchard, Management of Organization Behaviour- Utilizing Human Resources Prentice Hall of India, New Delhi.

Stawicki and Matterson, Organization Behaviour and Management, Business Publication Inc Plan Texas.

Neelu Rohmetra, "Cultural Paradigm in Managing People and Organisations", EXCEL BOOKS, New Delhi, 2005

Newstrom and Keith Davis, Organization Behaviour at work, Tata MC Graw Hill, New Delhi.

Tyagi, Archana Organization Behaviour - Text, Cases, Games, Himalaya Publishing House, Mumbai.

Neelu Rohmetra, Vipin Gupta and Dinesh Sharma, "Transformative Organizations Across Globe, Response Books, SAGE INDIA, New Delhi, 2004,

Nelson, Debra L. and Quick and James Campbell, Organizational Behaviour: foundation Realities and challenges, Thomson: South Western College publishing.

Neelu Rohmetra "Human Resource Development in the changing context - Challenges and Opportunities", ANMOL PUBLICATIONS PVT. LTD., New Delhi, 2005.

Slocum, John W. Jr and Hellriegel, Don, Fundamentals of Organizational Behaviour, Thomson: South Western College Publishing.

Neelu Rohmetra and Dinesh Sharma, "Management Perspectives in the New Age: Strategy, Markets and People", EXCEL BOOKS, New Delhi, 2011

MBA SEMESTER II

Course Title: Business Environment
Course No.: PSMBTC201
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To develop an awareness of the issues related to business

CO2: To give the participants the basic understanding of the important aspects of business environment.

UNIT-I

The concept of Business Environment, Significance and Nature; Types of Business Environment: Internal and External Environment, India and WTO; GATS; The changing dimensions of these laws and their impact on business.

UNIT-II

Environment Scanning: Meaning, Nature and Scope; The process of Environmental Scanning PETELS/PESTEL/PEST Analysis; Competitor's Analysis: Porter's Five Force Model; SWOT Analysis.

UNIT-III

Business and the Environment: Legal Business Environment and its impact on business; Overview of Economic Environment; The International/Global Business Environment - An Analysis of the World.

UNIT-IV

Political Environment, Socio-cultural Environment of Business (SCEB), Technological Environment; An introduction to MRTP, FEMA and their impact on business.

Note for the paper setting:

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

Aswathapa K. : Essentials of Business Environment

Paul, Justin: Business Environment-Text and Cases

Jain, T.R; Trehan, M; Trehan, R: Indian Economy and Business Environment

Sheikh, Saleem: Business Environment

Goyal, A. and Goyal M.: Business Environment.

Cherunilam, Francis: Business Environment.

Course Title: Marketing Management
Course No.: PSMBTC202
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To discuss the marketing mix elements in detail and their implication in enhancing marketing effectiveness

CO2: To enable students to understand the role of each aspect of marketing mix and respective strategies to build a global marketing organization

UNIT-I

Product Characteristics and Classifications; Product Hierarchy; Product Line Analysis; Product Mix Decisions; Role of Packaging and Labeling; New Product Development Process; Designing and Managing Services; Service Quality.

UNIT-II

Pricing - Concept and Importance; pricing Objectives; Demand Determinants and Price; Cost Determinants of Price; Pricing Methods; Adapting the Price - Promotional Pricing, Differentiated Pricing, Price Discounts and Allowances; Ethics and Price Strategy-Unfair Trade Practices, Price Fixing, Predatory Pricing, Illegal Pricing; Responding to Price Changes.

UNIT-III

Role of Integrated Marketing Communication; Developing Effective Marketing Communication; Marketing Communication Mix; Factors affecting Marketing Communication Mix; Managing Mass Communication - Advertising, Sales Promotion, Public Relations, Events and Experiences; Managing Personal Communication - Personal Selling, Direct and interactive Marketing, Word of Mouth.

UNIT-IV

Marketing Channels; Channel Design Decisions; Managing Channel Relationships; Role of Retailing; Market Logistics; E-Commerce and Online Retail; Exploiting Global Markets; Socially Responsible Marketing.

Note for the paper setting:

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

Marketing Management - A South Asian Perspective by Philip Kotler, Kevin Lane Keller, Abraham Koshy and M Jha, 14th Edition Pearson (2014), India.

MKTG - A South Asian Perspective by C W Lamb, J F Hair, Dheeraj Sharma, C McDaniel, Cengage Learning, India (2012)

MM - A South Asian Perspective by Dawn Iacobucci, Avinash Kapoor, Cengage Learning (2011)

Marketing Management by Dr. K Karunakaran, Himalaya Publishing House.

Course Title: Management Science
Course No.: PSMBTC203
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To equip the participants with the relevant tools and techniques for applications in solving Managerial Problems.

CO2: To make students understand the applications of quantitative methods in business situations.

UNIT-I

Introduction to Management Science; Opportunities and Shortcoming of Management Science Approach, Linear programming; Formulation of problems, Graphical method, Simplex for solving Linear Programming Problems, Big M method, Duality in linear programming.

UNIT-II

Transportation model; N-W Corner Method, Least Cost Method, VAM, Stepping Stone method, MODI; Application of transportation Model, Degeneracy in transportation, Restricted routes Assignment Models, Transshipment Problems.

UNIT-III

Simple decision problems under certainly risk and uncertainty, Decision with cost pay-off, expected value of perfect information, Expected value of sample information, Efficiency of sample information, Decision trees, Game theory - Two person Zero Sum Game, Minimax, Maximin Strategies, Saddle point and Mixed Strategies.

UNIT-IV

Network Construction and Analysis, Critical Path Method (CPM), Time - Cost trade - off, Crash Activity Analysis, Project scheduling, PERT Analysis, Simulation for Business; Monte Carlo method.

Note for the paper setting:

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:

1. Vohra, N.D, "Quantitative Techniques in Management", McGraw Hill Publishing House 3rd Edition.
2. Kapoor, V.K, "Operation Research (Quantitative Techniques in Management)", Sultan Chand Publications, 8th Edition
3. Taha, Hamdy, "Operations Research An Introduction" Pearson Publications, 8th Edition.
4. Hillier, Frederic & Gerald Lieberman "Introduction to Operations Research" Tata McGraw Hill Publications, 8th Edition.
5. Anderson, David R., DennisJ. Sweeney, & Thomas A.Williams " The Management Scientist" Cengage publishers, 2nd Edition.

Course Title: Human Resource Management
Course No.: PSMBTC204
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To sensitize the students with the various facets of managing people.

CO2: To create an understanding of the various policies and practices of Human Resource Management.

UNIT-I

Human Resource Management (HRM): Concept, Nature, Scope and Importance; Personnel Management vs. HRM, Functions of the HRM, Strategic HRM and Personnel Department structure's Role and responsibilities of HR managers, VRIO framework, HRM in a dynamic environment, HRM in various sectors. Human Resource Development (HRD): concept and process.

UNIT-II

Manpower Planning: Job design and Job analysis, Recruitment and Selection Processes, Induction and Placement, Promotions and Transfers, Exit management - attrition, downsizing and outplacement; Coaching and Mentoring, Work stress and Counseling, HRM issues in Outsourcing.

UNIT-III

Training and Development: Training need analysis, methods of training, pre and post training concerns, Career Development; Performance appraisal: process and techniques, Performance appraisal vs Potential appraisal. Compensation Management: rewards, incentives and other benefits; Job Evaluation: Job enrichment and job enlargement.

UNIT-IV

Worker's participation and empowerment, Work life balance and Quality of Work Life, Talent management - an overview, Employee engagement, International Human Resource Management (HRM), HR concerns in comparative management, Human Resource Information System (HRIS), Human Resource Audit (HRA).

Note for the paper setting:

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:

1. A framework for Human Resource Management: Dessler Gary, Published by Pearson education (2010), 7th Edition.
2. Human Resource management Text and cases: Rao VSP, Excel books (2010), 3rd edition.
3. Training for Development: Lynton R.P., Pareek udai. Sage publication India pvt. Ltd (2011) 3rd Edition.
4. Human Resource Development: Rohmetra Neelu, Anmol Publication House Pvt. Ltd (2005) 1st edition.
5. Strategic Thought in the New Age Management: Rohmetra Neelu, Dhotra J.R. Excel Books (2006)
6. Managing Human Resources: Cascio W.F., nambudiri Ranjeet Tata Mc Graw - hill (2010) 8th edition.
7. Business Dynamics: Contemporary Issues and Challenges: Rohmetra Neelu, Singh B.P and Sharma. Vishal., Excel Books, New Delhi, 2014.
8. Sustainable Business Practices: Rohmetra Neelu, Singh B.P and Sharma vishal EXCEL Books 2014.
9. Managing Human Resources: Mejia L.R.G, Balkin D.B, Cardy R.L., PHI learning Private limited (2012), 7th Edition.
10. Human Resource Development in Commercial Banks in India: Rohmetra Neelu Ashgate Publishing Co., UK (1998).
11. Cultural Paradigm in Managing People and Organisations: Rohmetra Neelu, Excel Books, New Delhi, India (2005).
12. Transformative Organizations Across Globe: Rohmetra Neelu, Response Books, Sage India (2002).
13. Human Resource management: Haldar Uday, Sarkar Juthika, Oxford University press (2012) 1st edition.

Course Title: Financial Management
Course No.: PSMBTC205
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

Co1: To give an overview of the problems facing a financial manager in the commercial world.

CO2: To introduce students the concept and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

UNIT-I The Finance Function

Nature and Scope; Evolution of finance function, Goals of finance function - Profit vs. Wealth Maximization; Risk-Return tradeoff; concept of Time Value of Money and the basic Financial Modeling.

UNIT-II Capital Budgeting

Concept and measurement of cost of capital: cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital, Debt vs. Equity,. Importance of cost of capital in capital budgeting decisions. Nature and concept, techniques - Traditional and DCF methods. The NPV vs IRR Debate;

UNIT-III Capital Structure Decision

Capital Structure vs. financial structure - Capitalization, Financial, Operating and Combined leverage. EBIT-EPS Analysis, Capital structure Theories - The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory - A critical appraisal.

UNIT-IV Dividend Decisions

Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy, Major theories centered on the works of Gordon and Walter Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, Financing of working capital.

Note for the paper setting:

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 :

IM Pandey	Financial Management
M.Y. Khan, P K Jain	Financial Management - Text and Problems
Prasana Chandra	Financial Management Theory and Practice
Shashi K.Gupta, R.K. Sharma	Financial Management
Rajiv Srivastava, Anil Mishra	Financial Management
James C Van Home, Sanjay Dhamija	Financial Management and Policy
IM Pandey,	Cases in Financial Management
Chandra & Iyer	Financial Management

Course Title: Operations and Material Management
Course No.: PSMBTC206
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To introduce concepts of production and operation management in an organization and expose to analytical methods.

CO2: To enable students to understand basic Management Decisions with respect to Production and operation management.

UNIT-I

Nature and Scope of Production Management, Types of Production System - Flow Shop, Job Shop, Batch Manufacturing, New concept in operation management - ISO, TQM, Kaizen, PERT, Supply Chain Management.

UNIT-II

Facility Location - importance, Factors in Location Analysis: Location Analysis Techniques
Facility Layout - Objectives: Advantages: Basic types of layouts. Capacity Planning - concepts: Factors Affecting Capacity Planning, Capacity Planning Decisions, Line balancing.

UNIT-III

Production Planning & Control (PPC) - Concepts, Objectives, Functions. Factors affecting PPC, Aggregate Planning - Aggregate capacity planning, approaches to Aggregate planning, Scheduling, Loading & Sequencing, Work Study - Productivity: Method Study; Work Measurement.

UNIT-IV

Material Management - Concepts & Importance, Integrated System of Materials Management, Materials Requirement Planning, Purchasing Systems, Vendor Analysis & Control.

Objectives of Inventory management and control, Fixed Order Quantity or 'Q' system, Fixed Order Quantity or 'Q' system, Fixed Order Period System or 'P' system, Inventory control techniques-ABC,VED, FSN, EOQ, JIT manufacturing

Note for the paper setting:

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 :

Production/Operations Management, Case Study Solution	H.Kaushal
Production and Operations Management	Ajay K Garg
Operations Management	Kenneth K. Boyer, Rohit Verma
Production and Operational Management	K.Ashwathappa, Sreedhar Bhat
Production management	Adam, E. and Elbert R.J
Operations Management	Schroedor
Production and Operation Management	S.A. Chunawalla and D.R. Patel

Course Title: Management Information and Decision Support Systems
Course No.: PSMBTC207
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To introduce to the students the management issues related to Information Systems

CO2: To help students identify and evaluate various options in this regard.

UNIT-I

Meaning and role of Information Systems, Types of Information Systems, Operations Support systems, Expert Systems, Knowledge Management Information Systems, Information Systems for strategic management, Strategic role of Information Systems, Integrating Information Systems with Business Strategy.

UNIT-II

Planning for Information Systems: Identification of applications - Structured and unstructured approach: Business planning system and critical success factors: Method of identifying applications, Evaluation of applications and value chain analysis, Risks in information systems, Resource requirements for information systems: Hardware and capacity, planning. Software needs, procurement options-make or buy decision, outsourcing as an option in information systems.

UNIT-III

Systems Development life cycle: Critical success factors in customized software, traditional sequential method for systems development, Case tools and modern process of systems development, CASE tools and modern process of Systems, development, Flexibility Integrity and control issues in software.

UNIT-IV

Decision Support Systems - An overview: Role of Decision Support Systems in organizations.

Modeling in Decision Support, Group Decision Support Systems, and Expert systems: Executive Information Systems and their applications.

Note for the paper setting:

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 :

MIS-A contemporary perspective London Kenneth and Laudon Jane, Prentice Hall, New York 1998.

Management Information Systems O' Brien James A, Tata McGraw Hill Edition, New Delhi 1999.

Business Information Systems Kumar Muneesh, Vikas Publishing House, New Delhi, 1999.

Course Title: Business Research Methods
Course No.: PSMBTC208
Contact hrs.: 25

Maximum Marks: 50 Marks
Evaluation: Internal
Total Credits: 2

COURSE OUTCOME:

CO1: To equip the students with the practical skills needed to carry out business research.

CO2: To make students understand the applications of business research methods using MS Excel.

UNIT-I

Conceptual Framework : Concept, Meaning and Nature of Business Research, Significance of Research, Types of Research - Exploratory Research, Descriptive Research, Casual Research, Research Process, Ethics in Business Research.

UNIT-II

Research Design: Identify and Developing Business Research Problems, Formulation of Research Questions and Hypothesis, Choosing Sample from Population, Questionnaire Design and Testing, Measurement and Scaling, Scaling Techniques, Qualitative and Quantitative Research Methods.

UNIT-III

Date Analysis Methods for Business Research: Conceptual Framework and Applications of Business Research Methods using MS Excel. Research Report Preparation & Presentation, Citation and Referencing Styles.

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:

1. Business Research Methods, William G.Zikmund-oklahoma, Cengage Learning.
2. Business Research Methods, Sue Greener, Ventus Publishing, APS, 2008
3. Applied Multivariate Research: Design and Interpretation Lawrence S. Meyers, Glenn Gamst, A.J. Guarino, SAGE, 2006

4. Contemporary Marketing Research, Mc Daniel & Roger Gates, South Western College Publishing.
5. Statistics for Manageres using MS Excel, Levine, Stephen, Krehbiel & Brenson, PHI Learning, 2012.

Course Title: Business Communication
Course No.: PSMBTC209
Contact hrs.: 25

Maximum Marks: 50 Marks
Evaluation: Internal
Total Credits: 2

COURSE OUTCOME:

Co1: To provide exposure to the students about forms and practices of business communication.

CO2: To enable students acquire and enhance their communication skills.

UNIT-I

Business communication: Functions, Process, Communication Networks, Barriers and strategies, Effective Organizational Communication, Cross cultural communication, Non verbal communication, Technology and Communication.

UNIT-II

Written communication: Business writing and correspondence, Instructions, Business Reports and Proposals.

UNIT-III

Effective listening, Business Presentations and Public speaking, Conversations, Interviews, Group Discussions, Corporate Communication and strategies, Ethics in Communication.

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:

Meenakshi Raman & Prakash Singh

Business Communication

Krizan, Merrier, Logan & Williams

Business Communication

MBA SEMESTER III

Course Title: Strategic Management
Course No.: PSMBTC301
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To acquaint the students with the concepts of strategic management that are important for the organizational excellence and long-term sustainability.

CO2: To make students comprehend issues pertaining to strategic position, strategic choices and strategic implementation.

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 the paper setting:

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.

Suggested Readings

Strategic Management, Hitt, Ireland, Hoskisson, Manikuttu, Cengage Learning, 9th 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, 19th edition (2014).

Strategic Management and Business Policy, Azhar Kazmi, Tata McGraw Hill, 4th edition (2016)

Strategic Management, Fred R David, PHI Learning, 13th Edition (2008)

Essential of Strategic Management, J David Hunger and Thomas L Wheelen, PHI Learning, 5th Edition (2010)

Strategic Management, Charles WL Hill and Gareth R Jones, South Western, Cengage Learning, 11th Edition (2014).

Course Title: Consumer Behaviour
Course No.: PSMBTE311
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To help the students to understand and apply the concepts of consumer behavior in the business organizations while performing diverse managerial roles.

CO2: To 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, Percieved 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 the paper setting:

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

Leon G. Schiffman and Leslie Lazar Kannuk and S. Ramesh Kumar, Consumer Behaviour, Pearson Prantice Hall, 10th Eds.

Blackwell, Roger and Miniad Paul, Consumer Behaviour, Cengage Learning, 2008

David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, Tata Mc Gra Hill, New Delhi.

Henry Assael Consumer Behaviour and Marketing Actions, Thomson Learning, Asian Book Pvt. Ltd.

Course Title: Digital Marketing
Course No.: PSMBTE312
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

Co1: To understand concept and importance of digital marketing in today's era of globalization.

CO2: 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.

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

Course Title: Integrated Marketing Communications
Course No.: PSMBTE313
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To explain the key elements of IMC and discuss the growing importance of advertising and other promotional elements in the marketing programs of companies.

CO2: To build and manage the marketing communications that impact customer relationships and brands

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.

Course Title: Product and Brand Management
Course No.: PSMBTE314
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To impart in-depth knowledge to the students regarding the theory and practice of Product and brand Management with appropriate global examples.

CO2: 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.

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

Course Title: Security Analysis and Portfolio Management

Course No.: PSMBTE321

Minimum Contact hrs.: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks

Internal Assessment: 40 Marks

Total Credits: 4

COURSE OUTCOME:

CO1: To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

CO2: To make the students acquire the knowledge about Portfolio Management and its relevance in today's world

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.

Suggested Readings:

Bodie. Z., Kane A., Marcus. A. and Mohanty. P. Investments, New Delhi: Tata McGraw- Hill

Reilly. Frank K. and Brown, Keith C. Investment Analysis & Portfolio Management, OH, USA: Thomson South-Western

Cohen. Z., & Zickel: Investment analysis and portfolio management, Dow Jones Irwin co. Pvt. Ltd. New York

Francis. J.C.: Investment Analysis and Management. Tata McGraw hills. New Delhi

Sharpe W. & Gordon J.A.: Investments, PHI publications, New Delhi

Course Title: Management of Financial Services **Maximum Marks: 100 Marks**
Course No.: PSMBTE322 **Semester Examination: 60 Marks**
Minimum Contact hrs.: 45 **Internal Assessment: 40 Marks**
Duration of Examination: 3 hours **Total Credits: 4**

COURSE OUTCOME:

CO1: To develop an insight into the dynamic field of financial services

CO2: To equip the students to understand and manage the ever evolving role of these services in overfall 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

V.K. Bhalla

Management of Financial Services.

M.Y. Khan

Financial Services

G.S. Batra & R.C. Dangwal

Financial Services - New Innovations.

G.S. Batra

Financial Services and Markets.

Course Title: Risk Management and Insurance
Course No.: PSMBTE323
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To acquaint MBA students to the basics of Insurance and Risk Management.

CO2: To help students 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.

Suggested Readings

Life and Health Insurance

Black, Jr. Kenneth and Harold Skipper

Principles of Risk Management and Insurance	Pearson (Indian Economy Edition) Rejda, George Pearson (Indian Economy Edition).
Risk Management and Insurance.	Trieschman, Sommer and Hoyt Cengage Learning
Insurance and Risk Management	P.K. Gupta Himalaya Publishing House.
Insurance Principles and Practice	M.N. Mishra and S.B. Mishra. S. Chand & Co Ltd.

Course Title: Banking & Indian Financial System
Course No.: PSMBTE324
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To provide students with an understanding of the structure, organisation

CO2: To make students understand the 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

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

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 Publications, 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.

Srivastava R.M., Management of Indian Financial Institution, Himalaya Publishing House Mumbai.

Course Title: Strategic Human Resource Management

Course No.: PSMBTE331

Minimum Contact hrs.: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks

Internal Assessment: 40 Marks

Total Credits: 4

COURSE OUTCOME:

CO1: To provide an understanding of the concept's framework and strategic issues in Human Resource Management.

CO2: To make students evaluate the Human Resource Environment

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.

Suggested Readings

Dhar, R.L., (2012). 'Strategic Human Resource Management', Excel Books, New Delhi, Second edition.

Mello, Jeffery. A (2012). 'Strategic Human Resource Management', Thomas 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 university 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.

Course Title: Performance and Compensation Management **Maximum Marks: 100 Marks**

Course No.: PSMBTE332

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination: 3 hours

Total Credits: 4

COURSE OUTCOME:

CO1: To provide an understanding of the concepts, frameworks and issues and careers in Performance and compensation Management.

CO2: To make students analyze the Compensation Management of an organization

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.

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.

Course Title: Organizational Change and Intervention Strategies
Course No.: PSMBTE333
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To acquaint the students with issues related to the processes of organizational change and development.

CO2: To create 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

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.

Course Title: Culture, Society and Organisation **Maximum Marks: 100 Marks**
Course No.: PSMBTE334 **Semester Examination: 60 Marks**
Minimum Contact hrs.: 45 **Internal Assessment: 40 Marks**
Duration of Examination: 3 hours **Total Credits: 4**

COURSE OUTCOME:

CO1: To enable the students to comprehend the relationship between culture, society and organisations

CO2: To sensitize 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.

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 StudentText', 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 Cross Cultural 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', Lambord 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

Course Title: Global Business Operation
Course No.: PSMBTE341
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To prepare individuals to understand and address the complications associated with business operations in today's global economy.

CO2: To 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.

Suggested Readings

The Global Entrepreneur, Taking Your Business International Second Edition by James F.Foley, Dearborn Financial Publishing

International Operations Management by Gerhard J.Plenert, Copenhagen Business School Press. 2009

Operations Management: An International Perspective by Barnes David, South Western Cengage Learning, 2008

Operations Management for Competitive Advantage by Charles, Jacob and Aquilano Megraw Hill, 2004

International Operations Management; Lessons in Global Business by Alberto. F. De. Toni, Gower publishing UK, 2011

Course Title: Supply Chain Management
Course No.: PSMBTE342
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To provide basic knowledge regarding the concept and structure of Supply Chain Management

CO2: To 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.

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

Course Title: Enterprise Resource Planning
Course No.: PSMBTE343
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To provide basic knowledge regarding the concept and structure of ERP systems

CO2: To 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.

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 Analysis and Design of Information System. Prentice Hall (I), 1996 New Delhi.

Course Title: Management of Technology and Innovation

Maximum Marks: 100 Marks

Course No.: PSMBTE344

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination: 3 hours

Total Credits: 4

COURSE OUTCOME:

CO1: To provide necessary skills for handling technological changes.

CO2: 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.

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.

Course Title: Fundamentals of Management
Course No.: PSMBTO345
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: 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

CO2: 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 organizations.

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.

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

Koontz and O'Donnel	Essentials of Management
Koontz and Wehrich	Management: A Global Perspective
G R Terry	Principles of Management
Luthans Fred	Organisation Behaviour

MBA SEMESTER IV

Course Title: Project Management
Course No.: PSMBTC401
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To apprise the students will be concepts and techniques used in the process of project conception, feasibility study, evaluation, implementation and control

CO2: To make students 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

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

Course Title: Seminar on Business Etiquettes and Self-grooming

Maximum Marks: 50 Marks

Course No.: PSMBTC402

Total Credits: 2

COURSE OUTCOME:

CO1: To make students acquire knowledge about self-grooming of the students through improvement in basic communication skills, personality, group discussions and personal interviews.

CO2: To make students apply basic concepts of communication in their life

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. Korhalli - 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.

Course Title: International Marketing
Course No.: PSMBTE411
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

Co1: To expose the students with the challenges and issue related to international marketing.

CO2: To make students evaluate the International Business Environment

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.

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

Course Title: Services Marketing
Course No.: PSMBTE412
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To help the readers understand the increasing significance of Services worldwide.

CO2: To make students develop 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.

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

Course Title: Retail Management
Course No.: PSMBTE413
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To stimulate student interest in retail career by discussing opportunity and challenges in the retail industry.

CO2: To make the student 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.

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)

Course Title: Strategic Marketing
Course No.: PSMBTE414
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To make students familiar with the concepts and framework in marketing strategy, strategic market planning, competition analysis and marketing mix elements.

CO2: To integrate 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)

Course Title: Channel Management
Course No.: PSMBTE415
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To develop an understanding about a key area in Business Management i.e. Channel Management, as a potential means for gaining competitive Advantage.

CO2: 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.

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

Course Title: International Financial Management

Course No.: PSMBTE421

Minimum Contact hrs.: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks

Internal Assessment: 40 Marks

Total Credits: 4

COURSE OUTCOME:

CO1: To give students as overall understanding of the international financial system

CO2: 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.

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.

Course Title: Financial Derivative
Course No.: PSMBTE422
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

Co1: To acquaint MBA students to the basics of Financial Derivatives and their Management.

CO2: To develop an understanding about the various aspects of Financial Derivatives and their impact on the Business Risk Management.

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.

Suggested Readings

Financial Derivatives Theory

S.L.Gupta

concepts and Problems
New Delhi

Prentice-Hall of India Private Limited,

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

Course Title: Corporate Restructuring
Course No.: PSMBTE423
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To acquaint MBA students to help student in familiarizing with various aspects of corporate restructuring.

CO2: To develop 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.

Suggested Readings

Mergers Acquisitions and Takeovers	H.R. Machiraju New Age International (P) Limited, New Delhi
Takeovers, Restructuring and Corporate Governance	J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin Pearson Education Pte Ltd. New Delhi
Merger Acquisitions & Corporate Restructuring	Nishikant Jha Himalaya Publishing House, New Delhi
Mergers and Aquisitions- Strategy, Valuation and Integration	Kamal Ghosh Ray PHI Learning Private Limited Delhi ISBN-978-81-203-3975-0
Corporate Growth Through Mergers And Acquisitions	S Shiva Ramu Response Books, New Delhi
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
Merger Acquisitions and Corprate Restructuring	Chandreshkhar Krishnamurti, S.R. Vishwanath Sage Publication, New Delhi ISBN: 978-0-761-93586-5
Creating Value from Mergers and Acquisitions	Sudi Sudarsanam Pearson Education, New Delhi ISBN: 978-8-177-58870-5
Valuation for Mergers, Buyouts, Acquisitions	Enrique R. Arzac Wiley India(P) Ltd. ISBN 13: 978-8-126-524129
Corporate Finance Theory and Practice	Aswath Damodaran Wiley, New Delhi ISBN: 978-0-471-28332-4

Course Title: Behavioural Finance
Course No.: PSMBTE424
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To make the students understand how behavioural parameters affects the classical financial theory and investment decision making.

CO2: To make students evaluate 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.

Suggested Readings

Chandra, P (2020), Behavioral Finance, 2nd ed., McGraw Hill.

Parikh, P (2017), Value Investing and Behavioural Finance: Insights into Indian Stock Market Realities, Tata McGraw Hill.

Davies, G. B. and Servigny, A. D. (2010), Behavioural Investment Management: An Efficient Alternative to Modern Portfolio Theory, McGraw Hill.

Forbes, W. (2011), Behavioural Finance, John Wiley and Sons Ltd.

Sulphey, M. M. (2014), Behavioural Finance, PHI Learning.

Ackert, L. F. and Deaves, R. (2012), Understanding Behavioral Finance, Cengage Learning.

Course Title: Human Resource Development: Systems and Strategies **Maximum Marks: 100 Marks**

Course No.: PSMBTE431

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination: 3 hours

Total Credits: 4

COURSE OUTCOME:

CO1: To facilitate an understanding of the concepts, methods and strategies for Human Resource Development in the Organisational Context.

CO2: To make students evaluate the Human Resource Development in Indian Organisational Structure

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.

Suggested Readings

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) 'HRDAUDIT', 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)

Course Title: Cross-Cultural Management
Course No.: PSMBTE432
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: To expose the students to the international dimension of people's behaviour in organisations.

CO2: 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.

Suggested Readings

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.

Kluckhohn 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.

Northouse, 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.

Course Title: Industrial Relations and Labour Law

Course No.: PSMBTE433

Minimum Contact hrs.: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks

Internal Assessment: 40 Marks

Total Credits: 4

COURSE OUTCOME:

CO1: To provide as understanding of the conceptual framework and operational aspects of issues relating to Industrial Relations

CO2: To make students evaluate Industrial Relations particularly in 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 Act 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.

Suggested Readings

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, Pilluraja 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)

Course Title: E-Commerce Strategies and Applications

Course No.: PSMBTE441

Minimum Contact hrs.: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks

Internal Assessment: 40 Marks

Total Credits: 4

COURSE OUTCOME:

CO1: To help students to understand E-Commerce issue for providing a secure and effective method of conducting a business

CO2: To make students apply 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.

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

Course Title: Customer Relationship Management & Business Intelligence

Course No.: PSMBTE442

Minimum Contact hrs.: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks

Internal Assessment: 40 Marks

Total Credits: 4

COURSE OUTCOME:

CO1: To understand the fundamentals of CRM, which include understanding benefits of and difficulties in developing and implementing CRM strategies.

CO2: To make students analyze the 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 preposition, 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.

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.

Course Title: Knowledge Management and Strategic Systems

Course No.: PSMBTE443

Minimum Contact hrs.: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks

Internal Assessment: 40 Marks

Total Credits: 4

COURSE OUTCOME:

Co1: To make the students aware of the concepts and applications of knowledge management and role of strategic systems for the efficient knowledge management.

CO2: To make the students evaluate 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.

Suggested Readings

Barnes, Knowledge Management systems, 1/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

Course Title: Global Logistics Management
Course No.: PSMBTE442
Minimum Contact hrs.: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks
Total Credits: 4

COURSE OUTCOME:

CO1: 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.

CO2: 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.

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

Course Title: Tourism and Hospitality Management

Course No.: PSMBTE451

Minimum Contact hrs.: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 60 Marks

Internal Assessment: 40 Marks

Total Credits: 4

COURSE OUTCOME:

CO1: To help the students to develop the core management skills and

CO2: To make students evaluate the 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.

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.

Course Title: Entrepreneurship and Family Business

Maximum Marks: 100 Marks

Course No.: PSMBTE452

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination: 3 hours

Total Credits: 4

COURSE OUTCOME:

CO1: To introduce the fundamental concepts of entrepreneurship and its role in economic development.

CO2: To create 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.

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.

Course Title: Innovation and Entrepreneurship **Maximum Marks: 100 Marks**
Course No.: PSMBTO453 **Semester Examination: 60 Marks**
Minimum Contact hrs.: 45 **Internal Assessment: 40 Marks**
Duration of Examination: 3 hours **Total Credits: 4**

COURSE OUTCOME:

CO1: 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.

CO2: To make students 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.

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.