

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

THE BUSINESS SCHOOL
UNIVERSITY OF JAMMU
MASTER OF BUSINESS ADMINISTRATION (MBA)
(Choice Based Credit System)

Semester-IV

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

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

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

Total Credits to be earned for MBA=128

(i) Departmental Credits (Total)=120

(ii) Open Credits = 08

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

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

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

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

OBJECTIVES

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

UNIT I

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

UNIT II

Project Identification: Generation of ideas, Monitoring the environments, corporate appraisal, Scouting of project ideas, preliminary screening, project rating index, sources of positive net present value, on being and entrepreneur
Project Formulation: Market and Demand Analysis, Technical Analysis, Economic Analysis.

UNIT III

Financial Analysis: cost of project, means of financing, estimates of sales of production, cost of production, working capital requirements & its financing, estimates of working results, breakeven point, projected cash flow statement, projected balance sheet.
Project Execution: Leading a project, managing project communication, managing expectations, managing differences, ending a project.
Rationale of SCBA, UNIDO Approach, Saving Impact and its Values, Little Mirrlees Approach. Causes of Project success and failure

UNIT IV

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

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

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

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

Note for Paper Setter.

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

Suggested Readings

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

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

Course Title: Seminar on Business Etiquettes and Self-grooming
Course No.: PSMB TC402

Max. Marks: 50 marks

Total Credits: 02

OBJECTIVE

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

UNIT- I: Introduction to Communication

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

UNIT-II: Group Discussion

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

UNIT-III: Personal Interview

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

Note for Paper Setter:

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

Suggested Readings:

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

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

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

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

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

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

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

OBJECTIVES

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Note for Paper Setter.

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

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

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

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

Suggested Readings

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

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

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

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

OBJECTIVES

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Note for Paper Setter.

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

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

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

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

Suggested Readings:

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

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

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

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

OBJECTIVES

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

UNIT I

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

UNIT II

Retail Locations - Types; Retail Site Evaluation - Site Characteristics; Trade Area Characteristics; Trading Area Analysis - Reilly's Law of Retail Gravitation Huff's Model; Retail Organization and Human Resource Management; Supply Chain Management in Retail

UNIT III

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

UNIT IV

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

Note for Paper Setter.

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

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

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

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

Suggested Readings

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

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

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

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

OBJECTIVES:

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Note for Paper Setter.

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

Suggested Readings

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

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

Course Title: Channel Management
Course No.: PSMB TE415
Duration of Examination: 3hrs
Total Credits: 04

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

OBJECTIVES

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Note for Paper Setter.

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

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

Course Title: Channel Management
Course No.: PSMB TE415
Duration of Examination: 3hrs
Total Credits: 04

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

Suggested Readings

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

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

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

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

OBJECTIVES

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

UNIT I

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

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

UNIT II

Balance of Payments framework and Balance of Indebtedness Statement

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

UNIT III

Management of Economic and Political risk.

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

UNIT IV

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

Note for Paper Setter.

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

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

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

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

Suggested Readings:

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

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

Course Title: Financial Derivative
Course No.: PSMB TE422
Duration of Examination: 3hrs
Total Credits: 04

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

OBJECTIVES

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Note for Paper Setter.

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

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

Course Title: Financial Derivative
Course No.: PSMB TE422
Duration of Examination: 3hrs
Total Credits: 04

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

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

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

Course Title: Corporate Restructuring
Course No.: PSMB TE423
Duration of Examination: 3hrs
Total Credits: 04

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

OBJECTIVES

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

UNIT I INTRODUCTION

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

UNIT II VALUATION

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

UNIT III TAKEOVER

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

UNIT IV ACCOUNTING AND TAXATION

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

Note for Paper Setter.

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

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

Course Title: Corporate Restructuring

Course No.: PSMB TE423

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60marks

Minimum contact hrs. 45

Suggested Readings

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

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

Course Title: Behavioural Finance

Course No.: PSMB TE424

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60marks

Minimum contact hrs. 45

OBJECTIVES

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

UNIT I

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

Theories of Behavioural Finance: Agency theory, Prospect theory, Reasoned emotions; Overreaction and optimism, Rationality to psychology, Neo-classical finance and Efficient Market Hypothesis

UNIT II

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

UNIT III

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

UNIT IV

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

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

Note for Paper Setter.

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

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

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

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

Suggested Readings:

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

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

Course Title: Human Resource Development: Systems and Strategies

Max. Marks: 100 marks

Course No.: PSMB TE431

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

Total Credits: 04

Minimum contact hrs. 45

OBJECTIVES

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

UNIT I

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

UNIT II

HRD Evaluation Approaches: The Balance Score card, The Strategic HR Framework, The Integrative Framework, and Human Capital Appraisal. Human Capital Audit and using HRD Score Card; HRD Score card: Concept and Dimensions; Factors Governing HRD Score Card: HRD Systems Maturity, HRD Competencies, HRD Culture and Business Linkages of HRD.

UNIT III

Developing the Person in the Role: Performance Appraisal Techniques, Assumptions underlying open Appraisal Systems, Performance Appraisal Components, Performance Review and Counselling: Objective, Sequential Process and making Counselling Effective.Potential Appraisal: steps and considerations while introducing Potential Appraisal Systems; Linkages with other Subsystems of HRD.

UNIT IV

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

Note for Paper Setter.

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

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

Course Title: Human Resource Development: Systems and Strategies

Max. Marks: 100 marks

Course No.: PSMB TE431

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

Total Credits: 04

Minimum contact hrs. 45

Suggested Reading

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

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

Course Title: Cross-Cultural Management

Max. Marks: 100 marks

Course No.: PSMB TE432

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

Total Credits: 04

Minimum contact hrs. 45

OBJECTIVES

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

Cross-Cultural Motivation: Are Motivation theories universally applicable across cultures? Motivational differences across cultures; Negotiating internationally: Cross-Cultural perspective, Negotiation process, Qualities of a good negotiator; Cross-Cultural training: Goals, Need, Cross-Cultural training effectiveness; Cross-Cultural training: Goals, Need, Cross-Cultural training effectiveness; Cross-Cultural Transitions: Expatriate Employee Cross-Cultural Entry, Home Country Re-entry; Careers in International Management

Note for Paper Setter.

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

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

Course Title: Cross-Cultural Management
Course No.: PSMB TE432
Duration of Examination: 3hrs
Total Credits: 04

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

Suggested Reading

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

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

Course Title: Industrial Relations and Labour Law
Course No.: PSMB TE433
Duration of Examination: 3hrs
Total Credits: 04

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

OBJECTIVES

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

UNIT I

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

UNIT II

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

UNIT III

Trade Unions: Objectives, Structure and Strategies, Problems and Prospects of Trade Unions; Recognition of Trade Unions; Trade Union Aact 1926 (Amendment, Act, 2001). Collective Bargaining: Meaning, objective, approaches, strategies and process; Impact of Collective Bargaining on Management of Industrial Relations.

UNIT IV

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

Note for Paper Setter.

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

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

Course Title: Industrial Relations and Labour Law
Course No.: PSMB TE433
Duration of Examination: 3hrs
Total Credits: 04

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

Suggested Reading

- Flippo Edwin B (1984) - Personnel Management - Mc Graw-Hill, International Edition.
- Mamoria C.B, S. Mamoria S.V. Gankar (2010) - Dynamics of Industrial Relations - Himalaya Publication House.
- Singh P.N., Neeraj Kumar (2011), Employee Relations Management Pearson.
- Singh B.P. - Personnel Management and Industrial Relations, Dhanpat Rai and Co.
- Patnayak Biswajeet (2006) - Human Resource Management, Prentice Hall of INdia.
- Srivastava S.C. (2012) Industrial Relations and Labour Laws, Vikas Publishing House, (Sixth Edition).
- Monappa Arun, Ranjeet Nambudri, Pllturaja Selvaraj, (2012) Industrial Relations and Labour Laws, Tata McGraw Hill Education pvt. Ltd., (second Edition).
- Pylar M.V ,(2007) Industrial Relation and Personnel Management, Vikas Publishing House, (second Edition).
- Sivarethinamohan R. (2010) Industrial Relations and Labour Welfare: Text and cases, PHI Learning.
- Dr. Kuberndran V. And Ms. Kodeeswari (2011) Industrial Relations and Labour Laws, Himalaya Publishing House Pvt. Ltd (First Edition)

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

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

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

OBJECTIVES

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Note for Paper Setter.

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

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

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

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

Suggested Readings

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

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

Course Title: Customer Relationship Management & Business Intelligence
Course No.: PSMB TE442
Duration of Examination: 3hrs
Total Credits: 04

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

OBJECTIVES

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Note for Paper Setter.

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

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

**Course Title: Customer Relationship Management &
Business Intelligence**
Course No.: PSMB TE442
Duration of Examination: 3hrs
Total Credits: 04

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

Suggested Reading:

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

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

Course Title: Knowledge Management and Strategic Systems

Course No.: PSMB TE443

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60marks

Minimum contact hrs. 45

OBJECTIVES

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

Strategic Systems and Information Technology: Role Information Technology in Knowledge Management Systems. Knowledge Management tools. Creativity effective knowledge Management Systems through Information Technology, Future of Knowledge Management and Industry perspective.

Note for Paper Setter.

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

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

Course Title: Knowledge Management and Strategic Systems

Course No.: PSMB TE443

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60marks

Minimum contact hrs. 45

Suggested Readings

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

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

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

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

OBJECTIVES

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

UNIT I

International Trade Volume, Historical Development of International Logistics. Economic Importance of International Logistics, Methods of Entry into foreign Markets: Indirect Exporting. Active Exporting. Production Abroad, Parallel Imports; International Contract: International Sales Contract and CISG, Element of Agency or Distributor Contracts and Arbitrations.

UNIT II

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

UNIT III

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

UNIT IV

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

Note for Paper Setter.

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

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

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

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

Suggested Readings

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

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

Course Title: Tourism and Hospitality Management

Course No.: PSMB TE451

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60marks

Minimum contact hrs. 45

OBJECTIVES

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

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

Course Title: Tourism and Hospitality Management

Course No.: PSMB TE451

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60marks

Minimum contact hrs. 45

Note for Paper Setter.

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

Suggested Readings:

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

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

Course Title: Entrepreneurship and Family Business

Max. Marks: 100 marks

Course No.: PSMB TE452

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

Total Credits: 04

Minimum contact hrs. 45

OBJECTIVES

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

UNIT I

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

UNIT II

Entrepreneurship Environment; Entrepreneurship Development; Entrepreneurship Training, Institutions in Aid of Entrepreneurship Development. Project Identification - Developing Business Idea, Preparing Feasibility Report; Project Formulation - Feasibility Analysis Techno - Economic Analysis, Financial Analysis, Profitability Analysis, Social Cost Benefit Analysis.

UNIT III

Regulations Affecting Business, Source of Finance - Short Term, Medium Term and Long Term; Institutional Finance to Entrepreneurs - IFCI, NABARD, SIDBI, EXIM Bank, KVIC State Financial Corporations; Venture Capital; Marketing Institutions and Assistance; Process of Setting Small Scale Industry.

UNIT IV

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

Note for Paper Setter.

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

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

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

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

Suggested Readings

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

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

Course Title: Innovation and Entrepreneurship

Course No.: PSMB TO453

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60marks

Minimum contact hrs. 45

OBJECTIVES

Entrepreneurship and innovation are the principal source of jobs and wealth in market economies. The course aims to introduce the fundamental concepts of innovation and entrepreneurship and its role in economic development. To give students a thorough knowledge of where innovation can be found within the organization, how to recognize it, and how it can be used for competitive advantage. The students will be able understand the various issues and challenges in context of entrepreneurship and shall have a thorough understanding of various policy initiatives of Government of India to promote entrepreneurship.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

Regulations Affecting Business, Source of Finance - Short Term, Medium Term and Long Term, Institutional Finance to Entrepreneurs - IFCI, NABARD, SIDBI, EXIM Bank, KVIC, State Financial Corporations; Venture Capital; Marketing Institutions and Assistance; Process of Setting Small Scale Industry.

Note for Paper Setter.

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

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

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

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

Suggested Readings:

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