

# MBA SEMESTER IV

Course Title: Project Management

Maximum Marks: 100 Marks

Course No.: PSMBTC401

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## OBJECTIVES

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

## UNIT I

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

## UNIT II

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

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

## UNIT III

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

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

Rationale of SCBA, Project failure, Project Management causes of Project failure, Project Success, Project Management causes of project success.

## UNIT IV

Project Control: Purposes of project control, approaches to project control, project control process.

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

Human Aspects of Project Management Authority, Orientation, Motivation and Group functioning.

### **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**

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

Course Title: Ethics and Corporate Governance

Maximum Marks: 50 Marks

Course No.: PSMBTC402

Total Credits: 2

## **OBJECTIVES**

The purpose of this course is to develop an awareness of the ethical issues related to business and to give the participants the basic understanding of the important ethical aspects of business.

### **UNIT I**

Introduction to Business Ethics: What is Ethics, Definition. The Nature of Ethics; Ethical Issues in Business; Causes of unethical behaviour; Ethics and Morality; Ethics and the Law; Ethical Theories; Ethical Dilemma; Business Ethics and Corporate Social Responsibility, The Nature of Social Responsibility; Social Responsibility Issues..

### **UNIT II**

Code of ethics, Ethics in Global Business; Theories of Justice; Whistle-Blowing; Introduction to Governance; Corporate Governance concepts; Purpose and Importance of Corporate Governance; Corporate Governance and Shareholders; Shareholder Theory of Corporate Governance; Basics of Agency Theory .

### **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**

- |                               |                                      |
|-------------------------------|--------------------------------------|
| Boatright, J.R.               | Ethics and the Conduct of Business   |
| Velasquez, M.G.               | Business Ethics - Concepts and Cases |
| Hosmer, L.T. Richard D. Irwin | The Ethics of Management             |
| Sherlekar, A.A.               | Ethics in Management                 |
| Murthy, C.V.                  | Business Ethics.                     |

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Course Title: International Marketing

Maximum Marks: 100 Marks

Course No.: PSMBTE411

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **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

### **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

Maximum Marks: 100 Marks

Course No.: PSMBTE412

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **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, 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.

**Recommended Books:**

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

Maximum Marks: 100 Marks

Course No.: PSMBTE413

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **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.

### **Recommended Books**

- 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

Maximum Marks: 100 Marks

Course No.: PSMB TE414

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **OBJECTIVES**

The objective of this course is to highlight the importance of marketing strategy for organizational performance. At the end of the course the student will learn various strategic options with respect to market, competition and marketing mix elements.

### **UNIT I**

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

### **UNIT II**

Strategic Marketing Decision; Strategic Decisions for Competitive Tactics; Strategic framework for segmentation, targeting and positioning; Strategic brand marketing; Relations and Sustainability Strategies

### **UNIT III**

Product Innovation and Development Strategies; Service Marketing Strategies; Pricing Strategies; Implementation Pricing Strategies; 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; Marketing Strategies for Emerging Economies; Rural Marketing 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.

### **Recommended Books**

- Strategic Marketing - Creating Competitive Advantage by Douglas West, John Ford, Essam Ibrahim, Oxford University Press (2011)
- Strategic Marketing by OC Ferrell and MD Hartline, Cengage Learning (2008)
- 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, 4th Edition (2005)
- Strategic Marketing Problems by Roger A Kerin and Robert A Peterson, Pearson, 12th Edition (2013)

Course Title: International Financial Management

Maximum Marks: 100 Marks

Course No.: PSMBTE421

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **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. Balance of Payments framework.

### **UNIT II**

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 international 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

**Book Recommended:**

- 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

Maximum Marks: 100 Marks

Course No.: PSMBTE422

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **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.

**References:**

1. Financial Derivatives Theory  
concepts and Problems S.L.Gupta  
Prentice-Hall of India Private Limited,  
New Delhi
2. Options, Futures and other  
Derivatives John C. Hull  
Prentice- Hall of India Private Limited,  
New Delhi
3. Derivatives  
Risk Management Basics David A, Dubofsky & Thomas W. Miller, Jr.  
Oxford University Press
4. Derivatives  
Risk Management Basics Don M. Chance  
Cenage Learning India Private Limited,  
New Delhi
5. Fundamentals of Financial  
Derivatives Prafulla Kumar Swain  
Himalaya Publishing House, New Delhi
6. Derivatives Risk  
Management Ravi Srivastva  
Oxford University Press, New Delhi.
7. Fundamentals of Financial  
Derivatives N.R.Parsuraman  
Wiley India, Delhi



Course Title: Potfolio Management

Maximum Marks: 100 Marks

Course No.: PSMBTE423

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **OBJECTIVES**

To understand the fundamentals of constructing the portfolio in order to optimise risk and return.

### **UNIT I Introduction of Portfolio Management**

Portfolio theory, risk and risk aversion. Markowitz portfolio theory. Measures of Portfolio Risk-expected return of a portfolio variance and standard deviation of a two-asset portfolio. Correlation and risk-return trade off of a two-asset portfolio. Efficient Frontier- efficient frontier and investor utility, combining risk-free and risky assets, market portfolio as the optimal risky portfolio.

### **UNIT II Portfolio Management Process**

Individual Investor Life Cycle.life cycle net worth and investment strategies. life cycle and investment goals. Portfolio Management Process- policy statement, investment strategy, portfolio construction, and monitoring , importance of asset allocation in portfolio management,role of portfolio managers in efficient markets.

### **UNIT III Investment Policy Statement**

Role of Investment policy statement in portfolio management, elements of policy statement investment objectives: risk tolerance and return objectives. ability to take risk vs. willingness to take risk: Investment constraints: liquidity needs.time horizon.tax concerns. and unique needs and preferences..

### **UNIT IV Equity Portfolio Manangement Strategies**

Passive V.S. Active Management .passive management constructing index portfolios.tracking error. methods of index portfolio investing.

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

### **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.

**Recommended 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: Corporate Restructuring

Maximum Marks: 100 Marks

Course No.: PSMBTE424

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **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. This course has been devised for session 2015,2016 and 2017.

## **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 tactis, 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 axquisition 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.

**References:**

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 Aquisitions- 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 Corprate Restructuring Chandreshekhar Krishnamurti, S.R.  
Vishwanath  
Sage Publication, New Delhi  
ISBN: 978-0-761-93586-5
8. Creating Value from Mergers Sudi Sudarsanam

and Acquisitions Pearson Education, New Delhi  
ISBN: 978-8-177-58870-5

9. Valuation for Mergers, Buyouts, Enrique R. Arzac  
Acquisitions Wiley India(P) Ltd.  
ISBN 13: 978-8-126-524129

10. Corporate Finance Theory Aswath Damodaran  
and Practice Wiley, New Delhi  
ISBN: 978-0-471-28332-4

Course Title: Human Resource Development:  
Systems and Strategies

Course No.: PSMBTE431  
Minimum Contact hrs.: 45  
Duration of Examination : 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Semester Examination: 60  
Marks  
Internal Assessment: 40 Marks

## **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.

### **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)

Course Title: Cross-Cultural Management

Maximum Marks: 100 Marks

Course No.: PSMBTE432

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **OBJECTIVES**

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

### **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.
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- Robbins Stephen P., Timothy A Judge and Neharika Vohra (2013), 'Organisation Behaviour' 15th Edition.'
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- 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.
- Rohmetra Neelu (2005), 'Cultural Paradigm in Managing People and Organisation' Excel Books, New Delhi.
- Rohmetra, Neelu and J.R. Dhotra (2006), 'Strategic Thought in New Age Management, Excel Books, New Delhi.
- Gupta, Vipin, Neelu Rohmetra and Dinesh Sharun (2004), 'Transformation Organisations Across/Globa', Response Books, Sage India, New Delhi

Course Title: Industrial Relations and Labour Law

Maximum Marks: 100 Marks

Course No.: PSMBTE433

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **OBJECTIVES**

Main Objective of the course is to provide an 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 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 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).
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- 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: Expatriate Management

Maximum Marks: 100 Marks

Course No.: PSMBTE434

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **OBJECTIVES**

To develop a diagnostic and conceptual understanding of issue related to Expatriate Management and to expose the students to various dimensions of global assignments.

## **UNIT I**

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

## **UNIT II**

Single Career Couples: The Traditional Expatriate's Wife, Moving Abroad: Pre-made Decision, Cross-Cultural. Transitions, Situations faced by the Spouse: frustration, foreign language illiteracy, loneliness, boredom & meaninglessness, Separation & lack of support, Creating a meaningful portable life & Recommendations for Single Career Couples, Dual-Career Couples: Individual and organizational implications, commitment to and role changes in dual-career families, acknowledging the challenges of accompanying partners, Work-Life Balance.

## **UNIT III**

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

## **UNIT IV**

Expatriate Remuneration and Incentives: Global Payroll Systems, Home country-based compensation, Headquarter-based systems, Host Country-based Compensation; Regional compensation, Development Assignment Compensation; Assignment Incentives. Repatriation: Coming Home-Re-entering One's own culture, Xenophobic Response, Skills learned by managers abroad, Transition Strategies - Resocialized Returnees, Alienated Returnees, Pro-active Returnees; Managing Re-entry, Underutilized Global Managers, Coaching Women for Global Managerial Success and Expatriate Failure.

### **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

- Selmer Jan, (1995) 'Expatriate Management: New Ideas for International Business' Quorum books, Westport Connecticut, London.
- Schell Michael S. and Charlene Marmer Solomon, (1996) 'Capitalizing on the Global Workforce: A Strategic Guide for Expatriate Management', McGraw Hill, (First edition).
- McNulty Yvonne, (2013, 'Managing Expatriates: A Return on Investment Approach', Business expert Press, New York.
- Herod Roger' (2009). 'Expatriate Compensation', Society for Human Resource Management.
- Harzing Annee-Will and Ashy Pinigton, (2011) International Human Resource Management, Sage publication ltd. (Third Edition).
- Value Charles M. and Yongsun Paik, (2010), 'Managing a Global Workforce: A challenges and opportunities in International Human Resource Management' M.E Sharpe Publications.
- Rohmetra Neelu, (2005), Cultural Paradigm in Managing People and Organisations, Excel Books, New Delhi, India
- Rohmetra Neelu, (2002) 'Transformative Organizations across Globe' Response Books, Sage India
- Smith Peter B., Mark F. Peterson and David C. (2008 'Thomas, The Handbook of Cross cultural Management Research', Sage publication ltd.
- Vance Charles M. Yongsun Paik, Management (2013) A Global Workforce, PHI Learning, (Second Edition).
- Dowling Peter. J., Marian Festing and Allen D. Engle, (2012), International Human Resource Management, Cengage Learning, (Fifth Edition).
- Moren Robert t., William G. Stripp (2004) 'International Business Negotiations', Jaico Publisher.
- Gupta S.C, (2009) 'Textbook of International HRM', Macmillan Publisher.
- Brewster Chris, Paul Sparrow, Guy Vernon, (2010) International Human Resource Management, Orion Printers
- Sparrow Paul, Chris Brewster and Hilary Harris, (2009) Globalizing Human Resource Management, Routledge publications.
- Adler Nancy J, (2012), International Dimensions of Organizational behaviour, Cengage Learning.
- Minkov Michael, Geert Hofstede (2013), Cross Cultural Analysis, Sage publication ltd.
- Rodrigues Card, (2009) International Management, Sage publication Ltd, Third Edition.
- Edwards Tony, Chris Rees, (2014) International Human Resource Management, Pearson publications.

Course Title: E-Commerce Strategies and Applications

Maximum Marks: 100 Marks

Course No.: PSMBTE441

Semester Examination: 60 Marks

Minimum Contact hrs.: 27

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **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.

**Book Recommended**

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 Kamlesh Bajaj Debjani Nag



Course Title: Customer Relationship Management &

Business Intelligence  
Course No.: PSMBTE442  
Minimum Contact hrs.: 45  
Duration of Examination : 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Semester Examination: 60 Marks  
Internal Assessment: 40 Marks

## **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.

**References:**

- 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      Maximum Marks: 100

Marks

Course No.: PSMBTE443

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **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,

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**

- 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

Course Title: Global Logistics Management

Maximum Marks: 100 Marks

Course No.: PSMBTE444

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **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 EWX, FCA, FOB, CIF, CIP, DEQ, DDP etc, Terms of Payment: Risks in International Trade, Cash in Advance, Open Account, Letter of Credit. Terms of Payment as a Marketing tool

### **UNIT 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.

### **Books Recommended**

- 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

Maximum Marks: 100 Marks

Course No.: PSMBTE451

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

## **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.

**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

## **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 Organisational 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.

### **Recommended Books**

- 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

## **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.

### **Recommended Books**

- 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.