

**MBA First Semester**

**1.3 Accounting for Managers**

- CSO1: To understand structure and concepts involved in organizing financial records.
- CSO2: To inspect account books and accounting systems to keep up to date.
- CSO3: To prepare financial statements in accordance with Generally Accepted Accounting Principles.

**Unit 1:** Introduction : History & Development of accounting-need for accounting External & Internal Uses of Accounting Data- Data Meaning, Objectives, Functions & System of Bookkeeping & Accounting, Branches of Accounting, Green Accounting, Responsibility Accounting –Advantages & Disadvantages of Accounting .Accounting concept & System, Need & classification of accounting Concept & Accounting convention, National Accounting Standards & International Accounting Standards,

**Unit 2:** Accounting Process & System, Nature of accounting Transaction, classification of account , Rule of Debit & Credit, Journalizing Accounting Transaction, Ledger Posting & Trial Balance, Cash Book, Subsidiary Books, Rectification of Errors, bank reconciliation Statement.

**Unit 3:** Preparation of Final Account with Adjusted entries, Manufacturing, Trading & Profit & Loss Account & Balance Sheet, Final Account of Individual Business concern, Partnership Firm & Company Final Account. Deprecation Accounting: Meaning , Objectives of Deprecation Accounting, Methods of Providing Deprecation, Deprecation & Accounting Treatment Thereto.

**Unit 4:** Inventory Valuation: Meaning, Need, System & Method of Inventory Valuation, Inventory Valuation for Balance Sheet Purpose.

**Unit 5:** Analysis & Interpretation of Financial Statement.

**References:**

1. Introduction to Management Accounting –Horngreen & Sundlem.
2. Principles of Management Accounting – manmohan & Goyal.
3. Management Accounting –Dr.E.B. Khedkar, Dr.D.B.Bharati & Dr.A.B.Kharpas.
4. Cost & Management Accounting -S.M.Inamdar.
5. Management Accounting –Dr. Mahesh Kulkarni.
6. Double Entry Book Keeping –T-S-Grewal.

**1.4 Quantitative Analysis (QA)**

- CSO1: Familiarize with the basic statistical and linear programming techniques.
- CSO2: Help students to apply relevant quantitative tools in business decision making.

**Unit 1:**

- I. Introduction to Statistics-over view, origin & development & Managerial Applications of Statistics, Measures of Central Tendency, Dispersion, Skewness & Kurtosis.
- II. Introduction to Probability- Concepts & Definitions to Probability- Classical, Relative frequency, Subjective & Axiomatic. Addition & Multiplication Theorems, Statistical independency, Marginal, Conditional & Joint Probabilities.
- III. Baye's Theorem & its application.

**Unit 2:**

- I. Probability Distribution – random Variables (RV), Expectation & Variance of a R.V. Probability distribution function, Properties, Continuous & Discrete Probability distribution function.
- II. Discrete Probability distributions: Binomial Distribution, Properties & application; Poisson distribution, Properties & applications.
- III. Continuous Probability Distributions-Normal Distribution, Standard Normal Distribution- Properties, application & importance of Normal Distribution.

**Unit 3:**

- I. Sampling Theory –The basics of Sampling-Sampling Procedures- random & Non-Random Method – sample Size determination – Sampling distribution, Standard Error, Central Limit- Theorem.
- II. Hypothesis Testing – Statistical Estimation, Point & Interval Estimation, Properties of a good estimator, confidence interval.
- III. Large Sample testing –Test for one & Two Proportions, Test for One & two means, Test for two S.D.'s

**Unit 4:**

- I. Small Sample Tests-t-Distribution- Properties & application, Testing for one & two means, paired t-test.
- II. Analysis of Variance-One Way and Two Way ANOVA ( With and without Interaction)
- III. Chi-Square distribution: testing for a specified population variance, Test for Goodness of fit, Test for Independence of Attributes.

## Unit 5:

- I. Correlation Analysis- Scatter diagram, Positive & Negative Correlation, Limits for Coefficient of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, concept of multiple & Partial Correlation
- II. Regression Analysis- Concept, Least square fit of a liner regression, two lines of regression, Properties of regression coefficients,
- III. Time Series Analysis- Components, Models of Time Series- Additive, Multiplicative & Mixed models; Trend analysis- Free hand curve, Semi averages, Moving averages, Least Square Methods.

### References:

1. Levin R.I., Rubin S.David, "Statistics for Management " 2000, 7<sup>th</sup> Ed. Pearson.
2. Gupta.S.C., " Fundamentals of Statistics" 2010, 6<sup>th</sup> Ed.HPH.
3. Keller, G, " Statistics for Management ",2009, 1<sup>st</sup> Ed, Cengage Learning.
4. Amir.D.Aczel & Jayavel Sounderpandian, " Complete Business statistics", TMH.
5. John.C Lee, " Business & Financial Statistics Using MS-Excel", 1<sup>st</sup> Ed.2009, Cambridge.
6. J.K Sharma, "Business Statistics", 2010, 2<sup>nd</sup> Ed. Pearson.
7. Arora PN & Others, " Complete Statistical Menthos", 2010, 3<sup>rd</sup> Ed.S.Chand.
8. Beri, GC, " Business Statistics", 2010, 3<sup>rd</sup> Ed. TMH.
9. Black Ken "Business Statistics for Contemporary Decision Making",2006, 4th Ed. Wiley.
10. Levine, David M & others, " Statistics for Managers Using Ms. Excel",2009, 5<sup>th</sup>Ed. PHI
11. Dacis, G & Pecar, B, "Business Statistics Using Excel",2010, Oxford.
12. Kanji.K.Gopal,2006, "100 Statistical Testing", Sage Publications.
13. Haoda, R.P. "Statistics for Business & Economics". 2010,4<sup>th</sup> Ed.Macmillan.
14. Apte.D.P." Statistical Tools for Managers – Using MS Excel", 2009, 1<sup>st</sup> Ed. Excel Book.

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**MBA First Semester**

**1.6: MANAGERIAL COMMUNICATION AND SKILL DEVELOPMENT**

- CSO1: To develop skills and competencies in participants to be able to communicate effectively through the written and oral medium.
- CSO2: The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

**Unit 1:** Managerial; communication- Nature and Communication of Communication, Functions of Communication; Roles of a Manager, Communication Process; Communication Network; Informal Communication- Corporate Communication and the Role of HR- Managing People, Relationship and Politics.

**Unit 2:** Road Blocks to Managerial Communication; Removing Roadblocks; Gateways to Communication; Strategies for Improving Organizational Communication; Cross Cultural Communication and Communication Between Genders; Effective Listening-Poor Listening habits, Types of Listening; Strategies for effective Listening; Persuasive Communication and of Mentoring- Interviewing Skills.

**Unit 3:** Business Presentations and Public Speaking- Introduction to a Presentation, Main body and Conclusion, Controlling Nervousness and Stage Fright; Business Presentation; Sample Outlines; Conversations; Essentials of a Business Conversation Non-verbal Communication- Introduction; Elements of Non-verbal Communication- Kinesics, Proximics, Chronemics, Paralinguistic, Haptics etc; Interpreting Non-verbal Messages.

**Unit 4:** Business Writing- Introduction, Written Business Communication; Business Letters, Common Components of Business Letters; Writing Effective Memos; Business Reports and proposals; Format for proposals; Proposal Layout and Design; Secretarial Practices in Business Organizations.

**Unit 5:** HR Manager as Coach, Mentor and Negotiator- Background to Counseling-Development of Counseling Skill- Phases of Counseling and Role of HR Managers- Skills and Requirements of Negotiating and Counseling: Assertiveness and Interpersonal Skills,, Active Listening, Respect, Genuineness-Social Skills at Workplace-Role conflict in Counseling-Counseling Services-Current trends, issues and practices in Negotiation and Counseling in Indian Industries.

**References:**

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford.
2. McGrath, E. H., Basic Managerial Skills for All, PHI, New Delhi.
3. Lesikar, R and Pettit, J, Business Communication, All-India Traveller Bookseller, New Delhi.
4. Monnipally, M.M., Business Communication Strategies, TMH, New Delhi.
5. Michael Reddy, The Managers Guide to Counseling at Work, Universities Press.
6. Eric Parsloe, The Manager as Coach and Mentor, Universities Press.
7. David Fontanna, Social Skills at Work, Universities Press.

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**MBA Second Semester**

**2.1 Organizational Behaviour (OB)**

- CSO1: Help students develop an understanding of the basic management concepts and behavioural processes in organizations.
- CSO2: Introduces the concept of organization structure and design.

**Unit 1: Organizational Behaviour and Management: What Managers Do, Elements of an organization, Role of a Manager in an Organization, why study Organizational Behaviour, An Organizational Behaviour Model, Learning Organizations.**

**Unit 2: Foundations of Individual Behaviour:**

Personality, Shaping of Personality, Determinants of Personality, The Self Concept, Self Esteem, and Self Efficiency, Perception, Perceptual process , managing the Perceptual Process.

**Unit 3: Learning Process, Reward Systems and Behaviour Management**

The Theoretical Process of Learning, Principles of Learning, Reward and Punishment, Organizational Reward Systems.

**Unit 4: Attitude Formation, Function, Change of Attitudes. Values, Types of Attitudes.**

**Unit 5: Team Building and Group Dynamics, working Teams and Team Effectiveness. Intra Team Dynamics, influence of Group on Individual, Group Decision Making, Inter Group Relations, Collaboration and Conflict, Conflict Management.**

**References:**

1. Robbins S,P “organizational Behaviour: Concepts Controversies and Applications” (PHI publications).
2. baron R.A “Psychology” (PHI publications).
3. Gordon JR. “ A Doagnostic Approach to organizational Behaviour” (Allyn and Bacon publications)
4. Luthans. F “organizational Behaviour” (McGraw Hill publications).

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**MBA Second Semester**

**2.3: Operation Research (OR)**

- CSO1: To acquaint the students with the principles and techniques of Operations Research.
- CSO2: To apply the OR decision models in different functional areas of Management.

**Unit 1:** Nature and Scope of Production and Operation Management; Types of Manufacturing systems; Operation Decisions. Mass Production, Batch / Job Order Manufacturing. Facility location problem. Layout Planning Analysis- Concept of Production Planning and Productivity.

**Unit 2:** Capacity Planning- Models; Process Planning; Aggregate Planning, Scheduling.

**Unit 3:** Work Study; Method Study; Work Management; Work Sampling; Work Environment.

**Unit 4:** Material Management- An Overview of Material Management; Material Planning; and Inventory Control; JIT; Material Planning Budgeting; Material Requirement Planning.

**Unit 5:** Quality Assurance- Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management- Overview of different ISO Specifications QC 6-sigma & 5S.

**References:**

1. E. E. Adam and Evert, Production and Operation Management; Prentice Hall OF India, New Delhi.
2. E.S. Buffa, Modern Production Management; Jhon Wiley, Newyork.
3. S.N. Chary, Production and Operation Management; Tata McGRAW hill, New Delhi.
4. James B Dilworth, Operations Management; Design, Planning & Control for Manufacturing and Services, McGraw Hill, Singapore.
5. F.G. Moore and T.E. Hedrick, Production / Operation Management; Homewood, Illinois.

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**MBA Second Semester**

**2.4 Business Research Methods (BRM)**

- CSO1: To provide understanding and learning fundamental concepts in the field of business research.
- CSO2: To equip the students with research tools to conduct research and analysis for effective decision making.

**Unit 1:** Foundations of Research: Meaning, Objectives, Motivation, Utility, Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method- Understanding the language of research - Concept, Construct, Definition, Variable. Research Process. Problem Identification & Formulation – Management Question – Measurement Issues – Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance. Research Design: Concept and Importance in Research – Features of a good research design – Exploratory, Descriptive, and Experimental Research Designs- concept, types and uses. Casual relationship, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

**Unit 2:** Qualitative and quantitative research: Qualitative research – Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches. Measurement: Concept of measurement- what is measured? Problems in measurement in management research – Validity and Reliability. Levels of measurement: Nominal, Ordinal and Interval Ratio. Attitude Scaling Techniques: Concept of scale – Rating Scales viz. Likert Scales, Semantic Differential Scales. Constant Sum Scales, Graphic Rating Scales- Ranking Scales – Paired Comparison & Forced Ranking.

**Unit 3:** Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample- Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample- Practical considerations in sampling and sample size.

**Unit 4:** Types of Data: Secondary Data – Definition, Sources, Characteristics. Primary Data- Definition, Advantages and Disadvantages over secondary Data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey. Data analysis: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulation and Chi- square test including testing hypothesis of association.



**Unit 5:** Interpretation of Data- meaning – Techniques of Interpretation – Report writing – Significance – Report writing:- Layout of report – Types of reports – Oral presentation – executive summary – mechanics of writing research report – Precautions for writing report – Norms for using Tables, charts and diagrams –n Appendix:- norms for using Index and Bibliography.

**References:**

1. Business Methods – Donald Cooper & Pamela Schindler. TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology – C. R. Kothari
4. Zikmund Business Research Methods
5. Uma Sekaran, Reseach Methods for Business, Wiley Publications.

2.6 ENTREPRENEURSHIP DEVELOPMENT (ED)

- **CSO1:** To develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur.
- **CSO2:** To understand rules, process, procedure and regulations for starting/running an enterprise.

**Unit 1:** Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship.

**Unit 2:** Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs.

**Unit 3:** Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions.

**Unit 4:** Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

**Unit 5:** Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report.

**Suggested Readings:**

1. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
2. Couger, C- Creativity and Innovation (IPP, 1999)
3. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)
4. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)
5. Sehgal & Chaturvedi-Entrepreneurship Development(UDH Publishing edition 2013)
6. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd
7. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998. Edition)
8. Barringer M J - Entrepreneurship (Prentice-Hall, 1999)
9. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)

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**MBA Second Semester**

**2.7 INTRODUCTION TO INFORMATION TECHNOLOGY (IIT)**

- CSO1: To impart the knowledge about concepts and principles of Information Technology.
- CSO2: Helps in data base management and presentations.

**Unit 1:** Computers in business, elements of computer system set-up, Indian computing environment, components of a computer system. Generations of computers and computer languages.

**Unit 2:** Personal computers in business. PC Software packages; Disk operating system and windows. Text processing software. Spreadsheet software, creation of spreadsheet applications. Range, formulas functions, data base functions in spreadsheet, graphics on spread sheet, modes of data processing.

**Unit 3:** Computer software systems, software development process, file design and report design, data files-types organizations. Master and transaction file.

**Unit 4:** Data base Management systems and integration of applications. Basics of data processing, data hierarchy. Data file structures. Application portfolio development. Introduction to micro data base manager. Programme Development cycle, flow-charting, input- process-output Analysis, report generation and label generation, programming concepts, use of files in programming. Presentation graphics. Creating a presentation on a PC. Data communications.

**Unit 5:** Networking LAN and WANS. Management of data processing systems in corporate enterprises. Using E-mail.

**Text References:**

- 1) Eliason A.L “ On-line Business Computer Applications” (Science Research Associates, Chicago Publications)
- 2) Long.L “Computers” ( Prentices Hall, Eaglewood Cliff’s publications)
- 3) Summer.M. “Computer concepts and Uses” ( Prentice Hall Eaglewood Cliff’s Publication)
- 4) Mansfied, ro “The compact guide to Microsoft office” (Business Promotion bureau, New Delhi Publications)
- 5) Mosley, Lonnie.E “ Mastering Microsoft Professional for windows. (Business promotion bureau, New Delhi Publication)

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**MBA Third Semester**  
**3.2: Total Quality Management (TQM)**

- CSO1: To acquaint the students with the conceptualization of Total Quality.
- CSO2: Aims to closely link management of quality with that of reliability and maintainability for total product assurance.

**Unit 1: Introduction to TQM:** Various definitions of quality and TQM, Core concepts of quality. The masters of quality (W Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa, Ginichi Taguchi, Shigeo Shingo) Evolution of quality. The Total Quality Management Excellence Model, Strategic Quality Management.

**Unit 2: Continuous Process Improvement:** Concepts of Kaizen v/s Innovation, Kaizen Strategy, House of quality, Quality Function Deployment, Quality Circles, Brain storming, Value analysis, Poka Yoke, Benchmarking, Lean Management and JIT.

**Unit 3: Quality Improvement Tools:** The seven statistical tools, the New seven tools, other quality improvement tools- vision and Mission statements, Statistical quality control, Acceptance sampling, process capability studies (Six Sigma), Acceptance sampling, TPM.

**Unit 4: Total Quality Management Models:** Deming award, Malcolm Baldrige National Quality Award, The European Quality award, CII-EXIM Bank Award, Rajiv Gandhi National Peacock Award.

**Unit 5: Quality Management system:** Quality systems , Quality Management Principles, ISO 9001:2000, ISO 14000, Introduction to sector specific quality Management system, Quality certification and quality audit. **Service quality:** service industry and quality, CRM, The Servqual Model.

**Suggested Readings:**

1. Basterfield H Dale and Others, Total Quality Management, Pearson Education/PHI, Inc., 2006.
2. K. Shridhar Bhat, Total Quality Management, Himalaya Publishing House, 2006.
3. Poornima M. Charantimath, Total Quality Management, Pearson Education, 2003.
4. Imai Masaki, Kaizen, The Key to Japan'a Competitive Success, McGraw Hill Inc., International Edition, 1991.
5. Fundamentals of Quality Control and Improvement, 2/e, Amitava Mitra, Pearson Education, 2001.
6. B. Janakiram and R. K. Gopal, Pearson Education, PHI Publisher.
7. Russell & Tailor, Total Quality Management,

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**MBA Third Semester**

**3.3: Advanced Information Technology and MIS (MIS)**

- **CSO1:** To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
- **CSO2:** To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
- **CSO3:** To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.

**Unit 1 Hardware:** (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc. (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc. Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler. Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system- Windows-Use of menus, tools and commands of windows operating system.

**Unit 2 Use of MS-Office:** Basics of MS-Word, MS-Excel and MS-PowerPoint; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access. Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet. Applications of Information Technology.

**Unit 3 MIS Introduction:** Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS). Artificial Intelligence (AI), Applications Of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems.

**Unit 4 Developing MIS Systems:** System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

**Unit 5 Applications:** Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

**Suggested Readings:**

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
4. ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas).

## MBA Third Semester

### 3.4: Company and Business Law (CBL)

- **CSO1:** To impart basic knowledge of the provisions and procedures of Business Law.
- **CSO2:** To gain the knowledge of various laws related to Business.

**Unit 1: Introduction to business Law** – Law and Society, Law and Business, Branches of Law bird's Eye view of Constitution of India- Fundamental Rights ( Article 12 to 16,19,21) Directive Principles of State Policy (Article 36 to 51), Fundamental Duties (Article 51 A), Intercourse of Trade and Commerce, Structure of Judiciary and Judicial Administration.

**Unit 2: Indian Contract Act, 1872** - Definition of Contract, Essentials of Valid Contract, Void, Voidable, Illegal and Unlawful agreements, Contingent and Quasi Contract, Performance, Termination and Breach of Contract, Remedies for Breach of Contract; Special Contracts – Indemnity and Guarantee, Bailment and Pledge and Law of Agency.

**Unit 3: Indian Companies Act, 1956** – Concept and Classification of Company, Features of different types of Company, Procedure of incorporation, Memorandum of Association, Article of Association, Prospectus, Shares, Share Capital, Membership, Management of Companies – Qualifications and appointment of directors, removal of directors, appointment of managerial personnel, winding up of company.

**Unit 4: Sale of Goods Act, 1930** - Contract of sale of Goods, Agreement to Sell, Essentials of Sale, Conditions and Warranty, Rights and Duties of Buyer and Seller Partnership Act, 1932 – Definition of Partnership Firm. Negotiable Instrument Act, 1881 – Concept and Features of Promissory Note, Bill of Exchange, Cheque, Parties to Negotiable Instrument, Holder, Dishonor and Discharge, Bouncing of Cheques.

**Unit 5: Intellectual Property Rights** - Trademarks, Patents, copy rights, Industrial Designs (Only concept),

Information Technology Act, 2000-Introduction, Internet, Privacy, Pornography, e – Commerce, Digital Signature (Working Idea)

Right to Information Act, Competition Act, Consumer Protection Act, 1986 (Working idea)

#### **Suggested Readings:**

01. Company and Business Law By N. D. Kapoor – Sultan Chand and Sons
02. Company Law – Avtar Singh, Eastern Books Company
03. Business Law for Managers – Prof.(Cmde) P. K. Goel, Biztantra
04. Business Law by M. C. Kuchal – Vikas publishing House,
05. Business Law for Management – Saravanavel and S. Sumathi – Vikas Publishing House,
06. Business Laws and Corporate Laws by Tulsian – Tata McGraw Hill Publishing Company Ltd.



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**MBA Fourth Semester**  
**4.1: Global Business Strategies (GBS)**

- CSO1: Helps students to understand the contemporary changes in the global business environment.
- CSO2: To familiarize with the extent of embeddedness of global business in the international institutional setting.

**Unit 1: World of International Business** – Challenges of International Business, Multinational Enterprises, Trade and International Business.

**Unit 2: Environment of International Business** – International Politics and Economic Integration, International Culture, International Trade, International Finance. WTO.

**Unit 3: International Business Strategies** – Global Strategic Planning, Organizing strategy, Product Strategy – Global Sourcing – Global Supply Management and Technology transfer, Marketing Strategy, Human Resource Management Strategy, Political Risk and Negotiation Strategy, International Financial Management.

**Unit 4: International Business Strategies in Action** – Corporate Strategy and National Competitiveness, Doing Business in European Community, Doing Business in Japan, Doing Business in North America and Doing Business in Non-Trail Nationals.

**Unit 5: Global Business Horizon** – International Joint Ventures and Future Challenges of International Business.

**Suggested Readings:**

1. Bhalla V. K. and Shivaramu S., International Business: Environment and Management, Anmol Publications, New Delhi, 2000.
2. Davidson W. H., Global Strategic Management, John Wiley and Sons.
3. Feayrweather J., International Business Strategy and Administration, Blinter Publishers Mass.
4. Garland J., and Farmer R. N., International Dimension of Business Policy and Strategy, PWS-KENT.
5. Keealas A. G., Global Business Strategy, South-Western.
6. Nagandhi A. R., International Management, PHI, New Delhi.
7. Porter M. E., Competitive Advantage, The Free Press, New-York.
8. Porter M. E., The Competitive Advantage of Nations, The Free Press, New York.
9. Rungman A. M. and Hodgetts R. M., International Business: A Strategic Management Approachm McGrawhill, Inc., New Delhi.

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**MBA Fourth Semester**

**4.2: Entrepreneurship Development and Project Management (EDPM)**

- CSO1: Provides students with a solid introduction to the entrepreneurial process of creating new businesses.
- CSO2: Aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project.

**Unit 1: Women Entrepreneurs** - Challenges to woman entrepreneurs, achievements of woman entrepreneurs, Role Models of Woman Entrepreneurs. Creating Entrepreneurial Venture- Entrepreneurship Development cycle.

**Unit 2: Business Planning Process** - The business plan as an entrepreneurial tool, Elements of Business Plan, objectives, Market analysis, development of product/idea, Marketing, Finance, Organization and Management , Ownership, Critical risk contingencies of the proposal, scheduling and milestones.

**Unit 3: Project Planning**- scope, problem statement, project goals, objectives, success criteria, assumptions, Risks, Obstacles, Approval process, Projects and Strategic Planning.

**Unit 4: Project Activities and Monitoring** - Project Resource Requirements, Types of Resources. **Project Monitoring**, Evaluation and control- project network technique, planning for monitoring and evaluation, Project Audits, Project Management information system, Project scheduling, PERT and CPM, Project communication, Post-project Reviews.

**Unit 5: Project Team Management** - Recruitment, Organizing, Human Resources, Team Operating rules, Project organization, various forms of Project organization, Project Organization charting.

**Closing the Project** - Types of project termination, strategic implications, project in Trouble, Termination strategies, evaluation of Termination possibilities, Termination procedures.

**Suggested Readings:**

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt.
3. Innovation and Entrepreneurship – Peter F. Drucker.
4. Bennet P Lientz and Kathryn P REA, “ Project Management for the 21<sup>st</sup> century”, Academic press, California, 1995.
5. Choudhary S, “Project Management”, Tata Mc Graw Hill Book Publishing co; New Delhi.
6. Gopalakrishnan, P, “ Project Management”, Macmillan India Ltd , New Delhi, 1993.

- CSO1: To develop a macro-level perspective of the information technology and its potential.
- CSO2: To help organizations create sustainable competitive advantage in respective industries.

**Unit 1: Sales and Distribution** – Sales Budgeting- Market Segments/ Customers/Products customer enquiry and preparation of quotation, customer order processing-from order acknowledgement to dispatch and invoicing, follow up for pending customer orders and sales analysis.

**Unit 2: Bill for Materials Processing** with product configuration, Master Production schedule, capacity requirement planning for equipment, manpower and time, material requirements planning, production planning- work order management , shop Floor control- calculation of labor efficiency, productivity and down Time Analysis, Material Procurement- Indenting, purchasing, vendor analysis, Suppliers' Bill passing and receipt of material, stock accounting and control- Raw material, work in progress and finished good, job/product/WIP costing- standard /FIFO/LIFO/Average/Weighted average costing methods, Sub- contracting of work to outside vendors.

**Unit 3: Financial Accounting** - Accounting- General Ledger, Balance sheet/profit and loss account/schedules, Trial Balance, Journals/Day Books, Ratio/Expenses Analysis, Accounts Receivables, Accounts Payables.

**Unit 4: Human Resources** - Employee Database, Recruitment, Employee Appraisal, Employee Training, Leave Accounting, Payroll- salary calculation and reporting- income tax calculations and reporting- Loan Accounting- Provident Fund and Gratuity- Bonus, Ex-Gratia, Incentive, Superannuation- Arrears Calculation.

**Unit 5: Banking** - Savings Bank Accounting- Real Time, Internet Banking, Fixed Deposits.

**Suggested Readings:**

1. Business Applications of Computers- Milind Oka
2. Information Technology Principles and Applications; Ajoy Kumar Ray & Tinku Acharya; Prentice Hall of India Private Ltd., New Delhi.
3. Information Technology and Computer Applications in Public Administration: Issues and Trends; G. David Garson; Idea Group Publishing, Hershey, USA.
4. Managing Information Technology Resource and Applications in the World Economy; Edited by Mehdi Khosrowpour; Idea Group Publishing, Hershey, USA.

**MBA First Semester****SI.6: MANAGERIAL COMMUNICATION AND SKILL DEVELOPMENT (4 CREDITS)**

- CSO1: Aim of the course is to develop skills and competencies in participants to be able to communicate effectively through the written and oral medium.
- CSO2: The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

**UNIT 1: MANAGERIAL COMMUNICATION:** Nature and Characteristics of Communication, Functions of Communication; Roles of a Manager, Communication Process; Communication Network; Informal Communication- Corporate Communication and the Role of HR- Managing People, Relationship and Politics.

**UNIT 2: ROAD BLOCKS TO MANAGERIAL COMMUNICATION:** Removing Roadblocks; Gateways to Communication; Strategies for Improving Organizational Communication; Cross Cultural Communication and Communication Between Genders; Effective Listening-Poor Listening habits, Types of Listening; Strategies for effective Listening; Persuasive Communication and of Mentoring- Interviewing Skills.

**UNIT 3: BUSINESS PRESENTATIONS AND PUBLIC SPEAKING:** Introduction to a Presentation, Main body and Conclusion, Controlling Nervousness and Stage Fright; Business Presentation; Sample Outlines; Conversations; Essentials of a Business Conversation Non-verbal Communication-Introduction; Elements of Non-verbal Communication- Kinesics, Proxemics, Chronemics, Paralinguistic, Haptics etc; Interpreting Non-verbal Messages.

**UNIT 4: BUSINESS WRITING:** Introduction, Written Business Communication; Business Letters, Common Components of Business Letters; Writing Effective Memos; Business Reports and proposals; Format for proposals; Proposal Layout and Design; Secretarial Practices in Business Organizations.

**UNIT 5: HR MANAGER AS COACH, MENTOR AND NEGOTIATOR:** Background to Counseling-Development of Counseling Skill- Phases of Counseling and Role of HR Managers- Skills and Requirements of Negotiating and Counseling: Assertiveness and Interpersonal Skills,, Active Listening, Respect, Genuineness-Social Skills at Workplace-Role conflict in Counseling- Counseling Services-Current trends, issues and practices in Negotiation and Counseling in Indian Industries.

**REFERENCES:**

1. Meenakshi Raman and Prakash Singh, "Business Communication", Oxford, 2008.
2. McGrath, E. H., "Basic Managerial Skills for All", PHI, New Delhi, 2011.
3. Balan K. R. and Rayudu C. S., "Effective Communication", Beacon Books, 1994.
4. Banerji Meera and Mohan Krishna, "Developing Communication Skills", Macmillan India Ltd., New Delhi, 1990.
5. Bovee & Thill, "Basic Business Communication", Pearson Prentice Hall, 2012.
6. P. D. Chaturvedi & Mukesh Chaturvedi, "Business Communication: Concepts, Cases and Applications", 3<sup>rd</sup> Ed., Pearson Education, 2013.
7. Roy Schwartzman, "Fundamentals of Oral Communication", Kendall Hunt Publishing Co., 2014.
8. M K Sehga & Vandana Khetarpal, "Business Communication", Excel Books, 2008.
9. Asha Kaul, "Effective Business Communication", 2<sup>nd</sup> Ed., PHI, 2015.
10. Payal Mehra, "Business Communication for Managers", Pearson, 2015.

**MBA Third Semester**  
**S3.3: INNOVATIONS IN MANAGEMENT (4 CREDITS)**

- CSO1: Helps to motivate students to innovate in business by introducing basic terminology, typology of innovations.
- CSO2: To familiarize with the impact of innovation and technology on competitiveness with innovative processes and aspects that affect it, including applicable methods and innovation management techniques.

**UNIT 1: Introduction of Innovation Management**

Definition of Innovation, Definition of Management of Innovation, the Process of Managing Innovation, Making Decisions for Managing Innovation, Tools for Managing Innovation, Process Innovations – Concept and types of process.

**UNIT 2: Research and Development Management**

Introduction, meaning, Objectives, Significance, Classification of R&D. Technology development approaches, Performance of R&D management in Indian scenario.

**UNIT 3: Financial Evaluation of R&D Projects**

Introduction, Cost effectiveness of R&D, R&D financial forecasts, Project selection, Evaluating R&D ventures, Allocation of resources, R&D programme planning and control, Project management, Project Planning and Control techniques.

**UNIT 4: Introduction & Technology Policy**

Definition, Classifications of technology, Drivers, Significance and Scope. Responding to Technology challenges. Technology Policy – Determinants of Nation's Capability – Role of Government – Science and Technology Policy – Status of Technology in India – Future of India.

**UNIT 5: Technology Transfer**

Technology Transfer – Definition – Classification and Significance - Elements of transfer process - Types of Technology transfer.

**References:**

1. Dodgson, M. Gann, D. and Salter A. The management of technological innovation: strategy and practice, Oxford University Press, 2008.
2. Melissa Schilling: Strategic Management of Technological Innovation, McGrawHill, International Edition 2011.
3. Moge, M. E. (1991) "Using patent data for technology analysis and planning" Research Technology Management.
4. Narin, F. (2001) "Assessing Technological Competencies" in From Knowledge Management to Strategic Competence, Editor J. Tidd, Imperial College Press.
5. Management of Technology – Track Khalil – TMH
6. The management of technology and innovation-A strategic approach, White, Cengage
7. Innovation Management, S Moikal, Sage.

**MBA Fourth Semester**

**S4.2: ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT  
(4 CREDITS)**

- CSO1: Provides students with a solid introduction to the entrepreneurial process of creating new businesses.
- CSO2: Aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project.

**UNIT 1: Women Entrepreneurs** - Challenges to woman entrepreneurs, achievements of woman entrepreneurs, Role Models of Woman Entrepreneurs. Creating Entrepreneurial Venture-Entrepreneurship Development cycle.

**UNIT 2: Business Planning Process** - The business plan as an entrepreneurial tool, Elements of Business Plan, objectives, Market analysis, development of product/idea, Marketing, Finance, Organization and Management , Ownership, Critical risk contingencies of the proposal, scheduling and milestones.

**UNIT 3: Project Planning** - scope, problem statement, project goals, objectives, success criteria, assumptions, Risks, Obstacles, Approval process, Projects and Strategic Planning.

**UNIT 4: Project Activities and Monitoring** - Project Resource Requirements, Types of Resources. **Project Monitoring**, Evaluation and control- project network technique, planning for monitoring and evaluation, Project Audits, Project Management information system, Project scheduling, PERT and CPM, Project communication, Post-project Reviews.

**UNIT 5: Project Team Management** - Recruitment, Organizing, Human Resources, Team Operating rules, Project organization, various forms of Project organization, Project Organization charting.

**Closing the Project** - Types of project termination, strategic implications, project in Trouble, Termination strategies, evaluation of Termination possibilities, Termination procedures.

**Reference:**

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt.
3. Innovation and Entrepreneurship – Peter F. Drucker.
4. Bennet P Lientz and Kathryn P REA, “ Project Management for the 21<sup>st</sup> century”, Academic press, California, 1995.
5. Choudhary S, “Project Management”, Tata Mc Graw Hill Book Publishing co; New Delhi.
6. Gopalakrishnan, P, “ Project Management”, Macmillan India Ltd , New Delhi, 1993.
7. Joseph J Moder, Cecil R Philips, and Edward w Davis, “Project Management with CPM

**MBA Third Semester**  
**Open Elective Paper MBA 3.7: Management and Behavioral Process**

- CSO1: Help students develop an understanding of the basic management concepts and behavioral processes in organizations.
- CSO2: To introduce the concept of organization structure and design.

**UNIT 1: Management:** Introduction: Definition of Management, Purpose and Functions, Levels, Schools of Management Thought, Managerial Skills; Different Roles Played by Managers, Ingredients of successful management.

**UNIT 2: Managerial Functions: Managerial planning-** nature, types and purposes of planning, sequential steps in planning, guide lines for effective planning. **Decision Making-** Types of decision, Decision making process- Rational decision making process. **Organising:** Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority. **Controlling:** Process of controlling- Types of control- Budgetary and non-budgetary control techniques.

**UNIT 3: Organizational Behavior:** Meaning, definition and its scope. OB as a behavioral science-contributing disciplines to organizational behavior.

**UNIT 4: Individual Behavior:** Biological characteristics, personality determinants, personality traits, learning, theories of learning, perception, factors influencing perception. Johari-Window, Transactional analysis.

**UNIT 5: Group Dynamics and Team Development:** Group dynamics -definition and importance, types of groups, group formation, group development, group composition and group performance factors, Interpersonal and Organizational Communication, Transaction analysis, Organizational Conflict and Organizational Development.

**References:**

1. Essential of Management - Horold Koontz and Itenz Weibrich –McGrawhills.
2. International Management Theory & Practice - J.N.Chandan.
3. Essential of Business Administration - K.Asathapa, Himalaya Publishing House.
4. Principles & practice of management - Dr. L.M.Parasad, Sultan Chand & Sons - New Delhi.
5. Robbins, Stephen P: "Organizational Behavior" Prentice Hall, New Delhi.
6. Fred Luthans: Organizational Behaviour, Tata McGraw-Hill Publications, New Delhi.
7. Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co., Boston.
8. Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, New York.
9. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.
10. Udai Pareek: Understanding Organizational Behaviour, Oxford University Press, New Delhi.

## MBA Fourth Semester

### Open Elective Paper MBA 4.7: Business Communication Skills

- CSO1: Aim of the course is to develop skills and competencies in participants to be able to communicate effectively through the written and oral medium.
- CSO2: The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

#### **UNIT 1: Introduction to Communication:**

Meaning and objective of Communication. Importance of Effective Communication. Media of Communication. Types of Communication, Principles of Effective Communication.

#### **UNIT 2: Written Communication:**

Business Correspondence: Its need-Functions and Kinds of letters. Essentials of Business letter. Structure of business letter, layout, form, mechanical structure and punctuation etc. Planning of a letter.

#### **UNIT 3: Business Correspondence:**

Enquiries and Replies, Orders and Executions, Credit and Status Enquiries, Complaints and Adjustments, Collection letter, Sales and Circular letters.

Writing application for jobs-Giving Bio-Data (C.V): References –job Interview letter, Correspondence with referees and Appointment letters.

**UNIT 4: Career Skills: Study Skills:** Listening Skills, Concentration, Reading, Time Management, Summary Skills, Memory Skills, Examination Preparation, Examination Skills.

**Career Opportunities:** Current Subjects, Career Needs of the Country, Steps in Career Planning, Interests, Competencies (abilities), Personality, Options after post graduation.

**Job Seeking:** Alternatives to Unemployment, Interviews, Telephone Skills, Application letters and Forms, Curriculum Vitae and Resume.

#### **UNIT 5: Report Writing:**

Meaning –Importance and Types of Business Reports. Essentials of a Good Report, Preparing a Report, Forms of Report:

i) Letter Form      ii) Memorandum Form      iii) Letter-text combination form Reports by individuals and committees.

#### **Books for Reference:**

1. Essentials of Business Communication: Rajendra Pal & J.S.Korlahalli
2. Business Communication –Person New Delhi: Chaturvedi
3. Communication Skills-PH New Delhi: SEN
4. Business Communication, Vikas Publication New Delhi: Madhukar
5. Business Communication, And Reports Writing –Himalaya New Delhi: Guffey
6. Business Communication, and Report writing –Himalaya New Delhi: Rai and Raj
7. Development of Life Skills and Professional Practice – Sultan Chand: Shalini Verma.
8. Personality Development and Soft Skills – Oxford Publishers: Barun K. Mitra.



**MBA Third Semester  
MARKETING ELECTIVE**

**H3.4 M1: CONSUMER BEHAVIOR AND BRAND MANAGEMENT (4 CREDITS)**

- CSO1: Focuses on Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion.
- CSO2: To provide insight into consumer psychology with special focus on how consumers think, feel and act about marketing stimuli that marketers develop.
- CSO3: Describes Branding context: assets and the asset, concept of value, brand and marketing metrics.

**UNIT 1: Introduction of Consumer Behaviour** - importance of studying consumer behaviour- Individual determinants of consumer behaviour- Personality- theories of personality- relevance of personality in understanding consumer behaviour- perception- the role of perception in consumer behaviour- role of motivation and attitudes in consumer behaviour.

**UNIT 2: Models of buyer behaviour**, Howard model, Howard Sheth model, EKB Model, Webster and wind model and Sheth Industrial buyer behaviour model.

**UNIT 3: the process of learning and consumer behaviour** - consumer decision process: problem recognition, search and evaluation, purchasing process and post purchase behaviour- models of consumer behaviour, consumer protection: consumer protection act 1986, Central Consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National consumer Disputes Redressal Commission.

**UNIT 4: Brand Management:** Brands and their significance: Attributes, Benefits, Values, Target User, Personality, Culture, Categories of Brands, Characteristics of Successful Brands; Role of Brands, Branding Strategies: Line Extensions, Brand Extensions, Corporate Branding, Multi-Branding, Co-Branding, Brand Rejuvenation.

**Unit 5: Brand Equity:** Managing Brand Equity – Brand Loyalty – Brand Awareness – Perceived Quality – Brand Associations – Branding and Marketing Communications – International Branding Considerations – Brand Management During Recessions – Corporate Image and Brand Management. New Developments in Brand Management.

**References:**

- 1) Loudon and Bitta : Consumer Behaviour, Tata McGraw Hill
- 2) Peter and Olson: Consumer Behaviour and Marketing strategy, McGraw Hill.
- 3) Schiffman and Kanuk : Consumer Behaviour
- 4) Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi.
- 5) Kumar: Conceptual issues in consumer behaviour: the Indian context Pearson Education, New Delhi.

**MBA Fourth Semester  
MARKETING ELECTIVE  
H4.5 M5: DIGITAL MARKETING (4 CREDITS)**

- CSO1: To introduce the students to the emerging dimensions of the internet marketing and develop suitable strategies.
- CSO2: To leverage the potential of e-marketing for achieving organizational goals.

**UNIT 1: E-Business Fundamentals** – Internet Basics: Internet, Intranet, Extranet, Portals, Web and Wireless. Concepts of e-Business & e-Marketing. Markets (including B2C, B2B and C2C). **The Virtual Value Chain:** Marketplace vs. Market space – Visibility, Mirroring Capability and New Customer Relationships- The Network Economy – “Moore’s Law” and Gilder’s Law” – E-Marketplaces and Economic Impacts.

**UNIT 2: Consumer Behaviour on the Internet:** Demographic, geographic, psychographic and behavioural factors important to e-Marketing. Motivations for shopping on the net – attributes of online shopping.

**Information for competitive Marketing Advantage:** Marketing Research on the Net – Using Data Tools to Enhance Performance and for marketing intelligence.

**UNIT 3: The Internet Marketing Mix:** Continuum of purely virtual to purely physical products – Product in the Internet Marketing Mix – presenting product online, building a brand – Price in the Internet Marketing Mix – Importance of price competitiveness to e-Business – Place in the Internet Marketing Mix: the importance of fulfilment, logistical considerations – Promotion in the Internet Marketing Mix – reaching the e-consumer.

**UNIT 4: Customer Experience on the Web:** The Web’s ‘unique capabilities’ – Interactive communications with customers for – organizational learning, service capability, convenience. **e-Customer Relationship Management:** The Economics of e-Loyalty – The importance of trust – The importance of focusing on the “right” customers – Price rational vs. price obsessive consumers, loyalists vs. butterflies – Upselling and cross selling. Relationship Capital – eCRM – Internet strategies facilitating CRM – including personalization, collaborative filtering, data mining, data warehousing and real-time profiling. Introduction to Operational, Collaborative, Analytical CRM.

**UNIT 5: Virtual Communities:** Building Partnerships through Community – User-Generated Content, Blogs.

**Legal and Ethical Issues:** Privacy and Security Concerns – Electronics Payment System – Different types of payment modes, e-cash, e-check, e-money, e-security – firewalls.

**The Future of e-Marketing.**

**Reference:**

1. e-Marketing : Strass, El-Ansary, Frost.
2. Digital Marketing for Dummies: Carter-Brooks-Catalano-Smith.
3. e-Services-New Directions in Theory and Practice: Roland T. Rust and P. K. Kannan.
4. eCRM-Concepts & Cases: Madhavi Garikaparathi.
5. eCRM: Business & System Frontiers: M. P. Jaiswal & Anjali Kaushik.
6. Prasad Gadkari’s Guide to e-Marketing.