

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

DAV University, Jalandhar  
Department of Commerce & Business Management



Scheme and Syllabi  
for  
Doctor of Philosophy (PhD)  
2020 Batch  
(Program ID-233)

Department of Commerce & Business Management  
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**Scheme of Courses (Program ID-233)  
 Doctor of Philosophy (PhD)**

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	PHD800	Research Methodology	4	0	0	4	COMPULSORY
2	MGT801A	Workshop on Business Research	0	0	4	4	COMPULSORY
3	MGT802	Seminar**	0	0	2	2	COMPULSORY
4		Specialisation Elective*	4	0	0	4	ELECTIVE
			<b>8</b>	<b>0</b>	<b>6</b>	<b>14</b>	

\*To be recommended by the concerned supervisor, \*\* Seminar will be based on the specialisation elective opted by the candidate

**L: Lectures T: Tutorial P: Practical Cr: Credits**

**SPECIALIZATION ELECTIVES\***

MGT811	Consumer Behaviour
MGT812	Sales and Distribution Management
MGT813	Integrated Marketing Communication
MGT814	Industrial Marketing and Rural Marketing
MGT815	Marketing for Non Profit Organisations
MGT816	Marketing of Services
MGT817	Retail Management
MGT818	Marketing Research
MGT819	E-Business
MGT820	Product and Brand Management
MGT821	Security Analysis and Portfolio Management
MGT822	Management of Financial Services
MGT823	Strategic Financial Management
MGT824	Strategic Cost Management
MGT825	Project Appraisal and Finance
MGT826	Management Control Systems
MGT827	Derivatives and Risk Management
MGT828	Corporate Tax Planning
MGT829	Valuation for Mergers and Acquisitions
MGT830	Personal Financial Planning
MGT831	Organisational Change and Development
MGT832	Manpower Planning and HRD
MGT833	Negotiating Skills and Participative Decision Making
MGT834	Training and Development
MGT835	Labour Legislations
MGT836	Industrial Relations and Labour Policy
MGT837	Performance Management System

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MGT838	Industrial Psychology and Sociology
MGT839	Managing Innovation and Creativity
MGT840	Business Process Design and Implementation
MGT841	Integrated Supply Chain Management
MGT842	Total Quality Management
MGT843	Procurement and Sourcing Strategy
MGT844	Warehousing and Inventory Management
MGT845	Sustainable Supply Chain Management
MGT846	Enterprise Resource Planning
MGT847	Supply Chain Metrics and Strategies
MGT848	Supply Chain Management Technology and Application
MGT849	World Class Manufacturing
MGT850	Global Logistics and Supply Chain Management
MGT851	International Financial Management
MGT852	WTO and RTAs
MGT853	Cross Cultural Management
MGT854	Foreign Trade Documentation and Trade Finance
MGT855	Global Marketing Management
MGT856	Global Strategic Management
MGT857	International Business Law
MGT858	Management of Banking and Insurance Operations
MGT859	Underwriting and Claim Management in Insurance
MGT860	Micro Financing
MGT861	Regulatory Framework for Banking and Insurance
MGT862	Insurance and Risk Management
MGT863	Marketing of Banking and Insurance Services
MGT864	Corporate Banking
MGT865	Knowledge Management
MGT866	Digital Marketing
MGT867	Entrepreneurship Dynamics
MGT868	Entrepreneurship and Business Incubation

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**Course Title: Research Methodology**

**Paper Code: PHD 800**

L	T	P	Credits	Marks
4	0	0	4	100

**Course Objective:** The major objective of this course is the understanding and application of emerging trends and new skills associated with research. The course will also introduce students to the safeguards against various errors in conducting any research.

**Learning Outcomes:** Students will be able to independently conduct research studies in their respective field. They will become proficient in data analysis and interpretation and presentation of the results of their research in the form of reports and research papers.

**UNIT-A**

- Introduction to Research: Meaning of Research, Objectives of Research, Types of Research, Research Approaches, Research Process **4 hours**
- Defining the Research Problem: What is a Research Problem?, Selecting the Problem, Necessity of Defining the Problem, Review of Literature **4 hours**
- Research Design: Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs like various experimentation-Quasi, Latin Square, Factorial Design, their uses & methods **5 hours**

**UNIT-B**

- Methods of Data Collection: Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Some Other Methods of Data Collection, Collection of Secondary Data, Selection of Appropriate Method for Data Collection. **5 hours**
- Measurement and Scaling: Non-comparative Scaling Techniques, Continuous Rating Scale, Itemized Rating Scale, Non-comparative Itemized Rating Scale Decisions, Multi-item Scales, Scale Evaluation, Choosing a Scaling Technique **6 hours**
- Questionnaire & Form Design: Questionnaire & Observation Forms, Questionnaire Design Process. **5 hours**

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**UNIT-C**

**6 hours**

- Sampling design and Procedures: Sample or Census, The Sampling Design Process, A Classification of Sampling Techniques, Choosing Nonprobability Versus Probability Sampling, Uses of Nonprobability Versus Probability Sampling
- Data Preparation: Editing, Coding, Transcribing
- Hypothesis Testing- T-test, Z-test, ANOVA-test, Chi-Square etc.

**4 hours**

**5 hours**

**UNIT-D**

- Organisation of Research Report :Types, Structure, Bibliography, References & Appendices
- Style Manuals: APA style, MLA style, The Chicago Manual of style etc.
- Evaluation of Research Report, When and where to publish ?, Ethical issues related to publishing, Plagiarism

**5 hours**

**5 hours**

**6 hour**

**Total 60 hours**

**Textbook:**

1. **Malhotra, N. K. (2010). Marketing research: An applied orientation, 6th ed. Saddle River, N.J.: Pearson.**

**Additional Readings:**

2. **Cooper D. R. and Schindler, P.S., Business Research Method, Tata McGraw Hill Publishing Co., New Delhi**
3. **Kumar, R. (2005). Research methodology: A step-by-step guide for beginners. London: SAGE.**
4. **Sekaran, U. (2003). Research methods for business: A skill-building approach. New York: John Wiley & Sons.**

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**Course Title: Workshop on Business Research**

**Paper Code: MGT801**

L	T	P	Credits
0	0	4	4

**Course Objective:** To train the research scholars in the nuances of research methods and enable them to do independent research for their doctoral work.

**Learning Outcomes:** The students will understand the concepts and methods of business research. They will be able to apply the tools of research for the research project undertaken. They will also be trained in the application of software in statistical analysis of business research.

<b>Unit-A</b>	<b>Hours</b>
The Research Process-An Overview	12
Sampling Methods Theory and Practice	
Types of Errors in Research	
Simple Tabulation and Cross-tabulation	
<b>Unit-B</b>	
ANOVA and the Design of Experiments	12
Discriminant Analysis for Classification and Prediction	
<b>Unit-C</b>	
Logistic Regression for Classification and Prediction	12
Factor Analysis for Data Reduction	
<b>Unit-D</b>	
Cluster Analysis for Segmentation	12
Multidimensional Scaling for Brand Positioning	
Conjoint Analysis for Product Design	
<b>Total Hours</b>	48

**Reference Books:**

1. Bajpai, N., Business Research Methods, New Delhi: Pearson Education, Latest Edition
2. Malhotra, N., Marketing Research, New Delhi: Pearson Education, Latest Edition
3. Nargundkar, R., Marketing Research: Text and Cases, New Delhi: Tata McGraw Hill, Latest Edition

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**Course Title: SEMINAR**

**Paper Code: MGT802**

L	T	P	Credits
0	0	2	2

**Course Objective:** To train the research scholars in presentation and defense of research work.

**Learning Outcomes:** The research scholars will get an exposure to presentation of research work and will learn how to defend the research work.

Each research scholar will have to undertake a small primary research project / secondary research project / comprehensive review of literature / case analysis / review of 2-3 thesis in consultation with his/her supervisor. The topic of the research should relate with the specialization subject of the candidate.

All the candidates will present and defend the research work in a seminar to be held before the completion of the coursework. The presentation will be evaluated by minimum three of all the eligible supervisors from the department and will be attended by all the research scholars of the department.

The evaluation will be made on the following parameters:

1. Ability to explain the subject matter
2. Quality of presentation (consider organization, clarity and coherence)
3. Logical argumentation
4. Ability to answer questions

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**Course Title: Consumer Behaviour**  
**Course Code: MGT811**

L	T	P	Credits
4	0	0	4

**Course Objective:** Based on the understanding of consumer behaviour, the students are expected to design the strategy. The objective of this course is to acquaint the students with various factors effecting consumer behaviour and to help them understand the process of consumer buying.

**Learning Outcome:** Students will learn the basics to judge the consumer perception and consumer buying behaviour which in turn will enhance their decision making ability.

**Unit- A** **11 hours**  
Introduction to Consumer Behaviour: Consumer Culture, Consumer Behaviour, Consumer and society, Market Segmentation: meaning and bases of segmentation, criteria for effective targeting, implementing segmentation strategies, Individual Determinants of Consumer Behaviour: Personality: Theories, Product Personality, Self, Self image, Vanity

**Unit- B** **12 hours**  
Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Perceived Risk, Consumer Learning: Elements of learning, Behavioural and Cognitive Learning Theories, Consumer Attitude: Functions of Attitude, Attitude Theories: Tricomponent, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies

**Unit- C** **11 hours**  
External Influences on Consumer Behaviour: Group behaviour: Meaning and types of group, Influence of Reference Groups, group appeals, Family: Functions of family, Family decision making, Family Life Cycle, Culture: Values and Norms, Characteristics and Affect on Consumer Behaviour, Types of sub culture, Cross cultural consumer, Social Class: Categories, Measurement and Applications of Social Class

**Unit- D** **11 hours**  
Consumer Research: Introduction, process, types. Consumption and Post purchase behaviour: Level of consumer decision making, model of consumer decision making, Type of purchase decisions, Consumer satisfaction, and Customer loyalty.

**Total Time: 45 hours**

**Text Books:**

1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education
2. Kumar, Dinesh., 'Consumer Behaviour', Oxford University Press

**Reference Books:**

1. Loudon, D. and Bitta, D., 'Consumer Behaviour', Tata McGraw Hill
2. Assael, H., 'Consumer Behaviour in Action', Cengage Learning
3. Blackwell, R.D., Miniard, P.W. and Engel, J.F., 'Consumer Behaviour', Cengage Learning



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**Course Title: Sales and Distribution Management**  
**Course Code: MGT812**

L	T	P	Credits
4	0	0	4

**Course Objective:** The objective of this course is make students proficient in selling skills, sales and distribution management

**Learning Outcomes:** After the course, student will be able to understand and apply the concepts of sales and distribution management in real business scenario

	<b>Hours</b>
<b>Unit – A</b> Introduction to sales management, The selling process, Sales organization, Management of sales territory, Management of sales quota	15
<b>Unit- B</b> Recruitment and selection of the sales force, Training the sales force, Sales force motivation, Sales force compensation, Sales force control, Evaluation of sales force	15
<b>Unit-C</b> Introduction to distribution channel management, Designing Customer-oriented marketing channels, Customer-oriented logistics management	15
<b>Unit –D</b> Managing Channel member behaviour, Managing Wholesalers and Franchisees, Retail Management	15

**Reference Books:**

1. Panda, T.K. and Sahadev, S., Sales and Distribution Management, New Delhi, Oxford University Press, Latest Edition
2. Havaldar, K., Sales and Distribution Management, New Delhi, Tata Mcgraw Hill, Latest Edition

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**Course Title: Integrated Marketing Communications**  
**Course Code: MGT813**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course aims at making participants understand concepts, philosophies, processes and techniques of integrated marketing communications.

**Learning Outcomes:** At the end of the course a students should be able to develop a basic integrated marketing communications plan for target markets and use of the marketing communications mix.

**Unit – A** **Hours**

Challenges and Opportunities of Promotions Career, Introduction of Integrated Marketing Communication: Introduction, IMC as integral part of marketing mix, Understanding Consumer Behavior, Understanding Communications Process **15**

**Unit B**

**Advertising:** Advertising Research and Strategy, Finding the Big Idea, Creative Execution in Advertising, Creative Execution and design in Print, Creative Execution on Broadcast **10**

**Unit – C**

Managing Other Promotional Tools: Sales Promotion, Direct Marketing, Public Relations and Publicity, Communication in the New Age : Online and Mobile Media **10**

**Unit – D**

Media Planning and Strategy: Broadcast Media, Developing Media Plan, Promotion Objectives and Budget Determination, Measuring IMC Performance **10**

**45 Hours**

**Reference Books:**

1. Shah Kruti, Advertising and Integrated Marketing Communication, Tata McGraw-Hill, New Delhi, Latest Edition.
2. Schultz, Don E, and Heidi F. Schultz. Imc, the Next Generation: Five Steps for Delivering Value and Measuring Returns Using Marketing Communication. New York: McGraw-Hill, Latest Edition.
3. Duncan, Tom, and Tom Duncan. Principles of Advertising and Imc. Chicago, IL: McGraw-Hill/Irwin, Latest Edition.
4. Dahlén, Micael, Fredrik Lange, and Terry Smith. Marketing Communications: A Brand, Narrative Approach. Chichester, U.K: Wiley, Latest Edition.
5. Belch, George E, and Michael A. Belch. Advertising and Promotion: An Integrated Marketing Communications Perspective. New York: McGraw-Hill/Irwin, Latest Edition.
6. Murthy, S N, and U Bhojanna. Advertising: An Imc Perspective. New Delhi: Excel Books, Latest Edition.
7. Clow, Kenneth E, and Donald Baack. Integrated Advertising, Promotion and Marketing Communications. Upper Saddle River, N.J: Pearson Prentice Hall, Latest Edition.
8. Aaker, David A, Rajeev Batra, and John G. Myers. Advertising Management. Englewood Cliffs, N.J: Prentice Hall, Latest Edition.
9. Gaur, Sanjaya S, and Sanjay V. Saggere. Event Marketing and Management. New Dehli: Vikas Pub. House, Latest Edition.

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**Course Title: Industrial and Rural Marketing**  
**Course Code: MGT814**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course aims at imparting the knowledge about industrial marketing and also to orient students to the realities of rural marketing in India.

**Learning Outcomes:** It would enable the learners to understand application of marketing strategies in industrial and rural markets.

**Unit – A**

**Hours**

- Introduction to Industrial Marketing:** Definition of Industrial and Consumer Product, Basis of Classification, Difference between Industrial and Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process. 6
- Purchasing Organization:** Structure / Functions, Commercial Enterprises - Government / Institutional Markets Industrial Buying Process. 4

**Unit – B**

- Marketing Strategies:** Buying Situation Analysis with Marketing, Buying Motivations of Organizational Buyers Rational / Emotional Motives, Purchaser's Evaluation of Potential Suppliers, Environmental Influences on Organizational Buying. 5
- Segmenting the Industrial Market,** Targeting and Positioning. 3
- New Industrial Product Development,** Managing Business Marketing Channels, Industrial Pricing Process, Industrial Advertising, Managing Industrial Personal Selling Function. 6

**Unit – C**

- Introduction to Rural Marketing:** Definition, Concept, Scope, Nature, Size and Nature of Indian Rural Markets Rural Demand, Buying Characteristics, Decision Process, Behaviour and Evaluation. 5
- Segmenting the Rural Market,** Targeting and Positioning. 3
- Product Strategy:** Significance, concepts and product mix decisions, Pricing Strategy: Objectives, Policies and Strategies. 4

**Unit – D**

- Promotion Strategies:** Advertising, Sales Promotion, Communication in Rural Marketing - Language and Culture Distribution Strategies for rural Marketing and channels of distribution. 4
- Role of Co-operative,** Government, Financial Institutions, Public sector undertakings, Regulated markets and Public distribution systems, 5

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Intervention of IT in Rural Markets.

**45 Hours**

**Reference Books:**

1. Havaladar, Krishna K., Industrial Marketing: Text and Cases. New Delhi: Tata McGraw-Hill, Latest Edition
2. Cherunilam, F., Industrial Marketing: Text and Cases. New Delhi: Himalaya Pub. House, Latest Edition
3. Reeder, Robert R, Edward G. Brierty, and Betty H. Reeder. Industrial Marketing: Analysis, Planning, and Control. Englewood Cliffs, N.J: Prentice Hall, Latest Edition
4. Mukerjee, Hory S. Industrial Marketing. New Delhi: Excel Books, Latest Edition
5. Gopaldaswamy, T P. Rural Marketing: Environment, Problems and Strategies. Allahabad, India: Wheeler Pub, Latest Edition
6. Krishnamacharyulu, C S. G, and Lalitha Ramakrishnan. Rural Marketing: Text and Cases. New Delhi, India: Pearson Education/Dorling Kindersley, Latest Edition
7. Dogra, Balram, and Karminder Ghuman. Rural Marketing: Concepts and Practices. New Delhi: Tata McGraw Hill, Latest Edition

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**Course Title: Marketing for Non Profit Organisations**

**Course Code: MGT815**

L	T	P	Credits
4	0	0	4

**Course Objective:** Students will learn the marketing need and societal issues related to non-profit organisations .

**Learning Outcomes:** After studying this course, students will be able to understand and apply the marketing practices applicable to the non-profit sector.

<b>Unit – A (Introduction to Marketing)</b>	<b>Hours</b>
• Scope and Challenges of Non-profit Sector	2
• Development of Non-profit Sector	2
• Developing a Societal and Market Orientation	3
<b>Unit- B (Marketing Planning)</b>	
• Marketing Planning: The Operating Environment and Marketing Audit	
• Marketing Research	3
• Marketing Objectives and Strategy	3
• Branding	3
• Marketing Programmes and Services: The Operational Mix	3
<b>Unit- C (Specific Applications)</b>	
• Social Marketing: the Marketing of Ideas	4
• Fundraising	3
• Arts Marketing	3
• Marketing in Higher Education	3
<b>Unit- D (Other Applications )</b>	
• Healthcare Marketing	4
• Social Entrepreneurship	3
• Volunteer Support and Management	3
• Public Sector Marketing	3
	<b>45 Hours</b>

**Text Book:**

- Sargeant, A. Marketing Management for Nonprofit Organizations, New Delhi: Oxford, Latest Edition

**Reference Books:**

- Neumann, C ; Kedra, M. and Scharfschwerdt, R. Marketing for Non-Profit Organisations, Grin Verlag, Latest Edition

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2. Kotler, P.R. and Andreasen, A.R. Strategic Marketing for non-profit Organisations, Pearson, Latest Edition

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**Course Title: Marketing of Services**

**Course Code: MGT816**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course aims at imparting the skills of marketing of services, to understand the importance and role of services in the total marketing concept and to have an understanding about the conceptual issues in service marketing.

**Learning Outcomes:** At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional service marketing environments; research, define and evaluate markets for given services; specify services rigorously, match them with corresponding markets, and outline appropriate marketing strategies.

**Unit – A**

**Introduction to Services:** meaning, importance, growth and characteristics of services, difference between goods and services, challenges for service marketers, Services marketing mix **4 hour**

**The gaps model of service quality:** the customer gap, the provider gaps, closing the gaps, **Consumer behaviour in services:** consumer choice, service purchase, consumer experience, evaluation, **customer expectations of service:** meaning and type of service expectations, zone of tolerance, factors influencing expectations, various issues of service expectations, **customer perceptions of service:** customer satisfaction, service quality, service encounters. **6 hour**

**Building customer relationships:** relationship marketing, value of customer, relationship development strategies, relationship challenges **3 hour**

**Unit – B**

**Service recovery:** the recovery paradox, customer’s response to service failure, customer’s recovery expectations, recovery strategies, service guarantees. **5 hours**

**Service development and design:** new service development, types of new services, stages in new service development, service blueprinting, **6 hours**

**Physical evidence and servicescape:** Physical evidence, types and roles of servicescape, framework for understanding servicescape, environmental dimensions of the servicescape, and guidelines for physical evidence strategy. **4 hours**

**Unit – C**

**Employees' role in service delivery:** service culture, critical importance of service employees, boundary-spanning roles, strategies for delivering service quality through people, customer-oriented service delivery **5 hour**

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**Customers' roles in service delivery:** importance of customer in service delivery, customers' roles, self-service technologies- the ultimate in customer participation, strategies for enhancing customer participation, recruit, educate and reward customers, manage the customer-mix. **5 hours**

**Unit – D**

**Integrated services marketing communications:** need for coordination in marketing communication, key reasons for service communication, four categories of strategies to match service promises with delivery **3 hours**

**Pricing of services:** three key ways that service prices are different for consumers. approaches to pricing services, pricing strategies that link to the four value definition, **4 hours**

**45 hours**

**Reference Books:**

1. Zeithmal A Valarie and Bitner Mary, Services Marketing, Tata McGraw Hill, New Delhi.
2. Adrian Paye: The Essence of Services Marketing, Prentice Hall India.
3. Sanjay P. Palankar: Services Marketing, Himalaya Publishing House.
4. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing: People, Technology, Strategy, Pearson Education.
5. K. Rama Mohana Rao: Services Marketing, Pearson Education.
6. J.N. Jain and P.P. Singh: Modern Marketing of Services-Principles and Techniques, Regal Publications.
7. Deepak Bhandari and Amit Sharma: Marketing of Services, Vrinda Publications.
8. Bidhi Chand: Marketing of Services, Rawat Publications.
9. Nimit Chowdhary and M. Chowdhary: Textbook of Marketing of Services, MacMillan India.



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**Course Title: Retail Management**

**Course Code: MGT817**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course is designed to give in-depth understanding of all aspects of retail business. This course provides an understanding of retailing as an economic and social process.

**Learning Outcomes:** At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional retail environments; research, define and evaluate retail for given products and product ideas, and services; specify products rigorously, match them with corresponding markets, and outline appropriate retailing strategies.

**Unit – A**

**Hours**

**Retailing Environment:** An overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers. **4**

**Ethical and Security Issues in retailing,** Retailing in other countries, opportunity in Retailing, multichannel retailing. **5**

**Unit – B**

**Strategic Retail Planning:** Strategic Retail Planning Process; Understanding the Retail Customer; Delivery value through retail formats; Role of Customer services and Relationship Marketing in Retail, **5**

**Retail location and Site decision.** Retail buying. Retail Market Segmentation, Evaluating Areas for location. **6**

**Unit – C**

**Retail Mix:** Product Merchandise; Pricing decisions in retailing; Promotion and Communication Mix in Retail and Multi-channel retailing, managing retail services; Category management. **6**

**Merchandise management process** overview, considerations in setting up retail prices; Store design objectives. **5**

**Unit – D**

**Retail Operations:** Supply chain management and vendor relation’s role in Retail; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path. **6**

**Store operations - size and place allocation,** Store Maintenance, Inventory Management; FDI in Retailing. **8**

**45 Hours**

**Reference Books:**

1. Berman, B.R. and Evans, J.R.. Retail Management, New Jersey, Prentice Hall, Latest Edition
2. Levy, M. and Wertz, B. A., Retailing Management. USA, McGraw Hill/Irwin, Latest Edition
3. Dunne,P.M, Lusch, R.F. and Carver, J.R., Retailing. Mason, OH, South Western Cengage Learning, Latest Edition.
4. Bajaj, C., Tuli R., Srivastava, N. Retail Management, New Delhi, Oxford University Press, Latest Edition

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5. Pradhan, S. Retailing Management, New Delhi, Tata McGraw Hill, Latest Edition.
6. Varley, R. and Rafiq M., Principles of Retail Management. Basingstoke, Houndmills, Palgrave Macmillan, Latest Edition

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**Course Title: Marketing Research**

**Course Code: MGT818**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course is designed to introduce the students to marketing research and its application.

**Learning Outcomes:** At the end of the course a student should be able to formulate a marketing problem; decide how to sample and collect data; how many data elements; how to analyse data by using computerized softwares; which tools and methods to apply and how to write a report.

**Unit – A**

**Hours**

- Introduction to Marketing Research:** Meaning of marketing research, Objectives of marketing research, Types, Research Approaches, Significance of Research, marketing research Process, Criteria of Good Research, Problems Encountered by Researchers in India. 2
- Defining the Marketing Research Problem:** What is a Research Problem?, Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem 1
- Research Design:** Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs, factors affecting RDs, Relation among RDs, Developing a Research Plan. 2

**Unit – B**

- Sampling design and Procedures:** Sample or Census, The Sampling Design Process, A Classification of Sampling Techniques, Choosing Nonprobability Versus Probability Sampling, Uses of Nonprobability Versus Probability Sampling. 2
- Measurement and Scaling:** Non-comparative Scaling Techniques, Continuous Rating Scale, Itemized Rating Scale, Non-comparative Itemized Rating Scale Decisions, Multi-item Scales, Scale Evaluation, Choosing a Scaling Technique. 3
- Methods of Data Collection:** Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Some Other Methods of Data Collection, Collection of Secondary Data, Selection of Appropriate Method for Data Collection. 3
- Questionnaire and form design:** questionnaire and observation forms, questionnaire design process. 2

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**Unit – C**

<b>Data preparation:</b> editing, coding, transcribing	<b>1</b>
<b>Data analysis:</b> tests of significance based on t, f and z distribution and chi-square test; cross tabulation	<b>3</b>
<b>Multiple Regression:</b> Overview of Multiple Regression, Statistics Associated with Multiple Regression, Conducting Multiple Regression, Stepwise Regression, Multicollinearity	<b>3</b>
<b>Discriminant Analysis:</b> Discriminant Analysis Model, Statistics Associated with Discriminant Analysis, Conducting Discriminant Analysis	<b>4</b>
<b>Conjoint Analysis:</b> Basic Concepts in Conjoint Analysis, Statistics Associated with Conjoint Analysis, Conducting Conjoint Analysis, Assumptions and Limitations of Conjoint Analysis, Hybrid Conjoint Analysis	<b>4</b>

**Unit – D**

<b>Multi Dimensional Scaling:</b> Basic Concepts in Multidimensional Scaling (MDS), Statistics Associated with MDS, Conducting Multidimensional Scaling, Selecting an MDS Procedure, Deciding on the Number of Dimensions, Labeling the Dimensions and Interpreting the Configuration, Assessing Reliability and Validity, Assumptions and Limitations of MDS, Scaling Preference Data	<b>3</b>
<b>Correspondence Analysis,</b> Relationship between MDS, FA, and DA.	<b>2</b>
<b>Factor Analysis:</b> Factor Analysis Model, Statistics Associated with Factor Analysis, Conducting Factor Analysis, Applications of Common Factor Analysis	<b>3</b>
<b>Cluster Analysis:</b> Statistics Associated with Cluster Analysis, Conducting Cluster Analysis, Applications of Non-hierarchical Clustering, Clustering Variables.	<b>5</b>
<b>Research Report Writing:</b> Contents of Report, Executive Summary, Bibliography format. Presentation of Report.	<b>2</b>

**45 Hours**

**Reference Books:**

1. Malhotra, N. Marketing Research: An Applied Orientation, Upper Saddle River, NJ: Prentice Hall, Latest Edition
2. Proctor, T. Essentials of Marketing Research. Harlow, England: Financial Times, Latest Edition
3. Aaker, David A, V Kumar, and George S. Day, Marketing Research. New York: Wiley, Latest Edition

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: E-Business**  
**Course Code: MGT819**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course is designed to introduce the students with the importance and techniques used in E-business and also give knowledge of technology in E-business by highlighting its core application areas.

**Learning Outcomes:** At the end of the course a student should be able to use electronic commerce, electronic payment systems, and digital marketing

Unit – A	Hours
<b>Marketing in the Digital world</b> E-marketing, Online marketing mix, The online consumer, CRM in a Web 2.0 world	<b>10</b>
<b>Unit – B</b>	
<b>Business Drivers in the Virtual World</b> Creating E-business Plan, Design and Development of Business Website, Social Media, Online Branding, Traffic Building, Web Business Models, E-commerce	<b>15</b>
<b>Unit – C</b>	
<b>Online Tools for Marketing</b> Engagement Marketing through Content Management, Online Campaign Management, STP Using Online Tools, Market Influence Analytics in Digital Ecosystem, Online Communities and Co-creation, The World of Facebook	<b>15</b>
<b>Unit – D</b>	
<b>Issues in E-business</b> Online Security, Online Payment Systems, Implementing E-Business Initiatives	<b>5</b>
<b>Total</b>	<b>45</b>

**Reference Books:**

1. Schneider Gary, E-Marketing, Cengage Learning, Latest Edition
2. Kulkarni Parag, Jahirabadkar and Chande Pradip, E-Business, Oxford University Press, Latest Edition
- 3 Ahuja Vandana, Digital Marketing, Oxford University Press, Latest Edition

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Product and Brand Management**

**Paper Code: MGT820**

L	T	P	Credits
4	0	0	4

**Course Objectives:** To help the student understand the concept of products and brand. It fundamentally makes them understand why organizations increase or decrease the number of products they offer. Similarly how a product transforms and creates emotions making it a brand.

**Learning Outcome:** Students will learn the fundamentals and the contemporary issues related in the product and brand management. They will be well versed with the all the tools and techniques of branding and can manage and bring new innovations to the process of branding which is highly required for the growth of the organizations.

Unit A (10 hours)

Product Management meaning and objectives- Define Product, Levels and Classification of Products, Factors influencing design of the Product, Product Hierarchy, Product Mix decisions- Product Line, Product Length, Product Width, Product Depth and Consistency.

Unit B (10 hours)

Product planning and development- Customer Analysis, Competitor Analysis, New Product Development process, Product strategy over the Lifecycle, Product Differentiation and Positioning Strategies, Product Strategies for Leaders, Challengers and Followers;

Unit C (15 hours)

Brand Management- What is a Brand- Why branding, scope of Branding, Branding Challenges and Opportunities, Product Vs Brands, Brand Equity concept, Strategic Brand Management Process, Brand Positioning and Brand Resonance Model, Defining and Establishing Brand Values, Brand Elements and Brand Leveraging.

Unit D (10 hours)

Brand development- Understanding Brand Equity Measurement System and Brand Equity Management System, Brand Portfolio and Hierarchy, Brand Rejuvenation, Re-launch, Rebranding and Repositioning, Brand Extension- Managing brand over time,

**Reference Books**

- Keller, Kevin Lane, Strategic Brand Management, Pearson Education
- Kotler, Keller, Marketing Management, Pearson Education
- S. A. Chunawalla, Product Management, Himalaya Publishing House
- Tapan K. Panda, Product and Brand Management, Oxford University Press.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Security Analysis and Portfolio Management**  
**Course Code: MGT821**

L	T	P	Credits
4	0	0	4

**Course Objective:** To acquaint the students with the working of security market and principles of security analysis so as to be able to judge the competitive position of firm in capital market to support investment decisions

**Learning Outcomes:** After the completion of the course Students will be able to understand and invest in stock Market.

<b>Unit-A The Investment Environment</b>	<b>Hours</b>
<ul style="list-style-type: none"> <li>• The investment decision process, Types of Investments, Investment attributes, Investment Vs speculation</li> </ul>	<b>3</b>
<ul style="list-style-type: none"> <li>• Securities Market: Participants in securities market, Role and regulation of primary market, Modes and methods of floating new issues</li> </ul>	<b>5</b>
<ul style="list-style-type: none"> <li>• Secondary Market : Introduction to stock exchanges in India, Regulators, Trading and settlement Mechanism, Types of orders, Stock market indices</li> </ul>	<b>5</b>
<b>Unit-B Security Analysis (Fundamental And Technical Analysis)</b>	
<ul style="list-style-type: none"> <li>• Risk and Return: Concepts of risk and return, Measurement of risk: standard deviation and variance, the relationship between risk and return</li> </ul>	<b>2</b>
<ul style="list-style-type: none"> <li>• Fundamental Analysis: Economy analysis, Industry analysis and Company Analysis - Analysis of Financial statements, Weaknesses of fundamental analysis</li> </ul>	<b>4</b>
<ul style="list-style-type: none"> <li>• Technical Analysis: Introduction, Principles, Difference from fundamental analysis, Basic Tenets of Dow Theory, Critical Appraisal of Dow theory,</li> </ul>	<b>4</b>
<ul style="list-style-type: none"> <li>• Different Types of charts, Chart patterns</li> </ul>	<b>2</b>
<b>Unit-C Portfolio Management</b>	
<ul style="list-style-type: none"> <li>• Efficient Market Hypothesis and Behavioural Finance</li> </ul>	<b>3</b>
<ul style="list-style-type: none"> <li>• Portfolio Construction</li> </ul>	<b>2</b>
<ul style="list-style-type: none"> <li>• Portfolio Markowitz Model (Mean Variance Analysis)</li> </ul>	<b>2</b>
<ul style="list-style-type: none"> <li>• The Sharpe Single Index Model</li> </ul>	<b>2</b>
<b>Unit- D Portfolio Theories</b>	
<ul style="list-style-type: none"> <li>• Capital Asset Pricing Model - assumptions of CAPM; Inputs required for applying CAPM, Limitations of this Model</li> </ul>	<b>3</b>
<ul style="list-style-type: none"> <li>• Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.</li> </ul>	<b>3</b>
<ul style="list-style-type: none"> <li>• Portfolio Evaluation</li> </ul>	<b>3</b>

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- Portfolio Revision

2

**45 Hours**

**Text Book:**

1. Chandra, P. Investment Analysis and Portfolio Management. New Delhi: Tata McGraw-Hill Education, Latest Edition

**Reference Books:**

1. Bodie, Z., Alex K., and Alan J. M. Investments. Boston, Mass: McGraw-Hill Irwin, Latest Edition
2. Fischer, Donald E., and Ronald J. Jordan. Security Analysis and Portfolio Management. Englewood Cliffs, N.J: Prentice-Hall, Latest Edition
3. Reilly, Frank K. Investment Analysis and Portfolio Management. Chicago: Dryden Press, 2007. Latest Edition



Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Management of Financial Services**  
**Course Code: MGT822**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course aims at explaining the working and peculiarities of Indian financial system and institutions constituting the financial system. It also deals with different types of markets associated with a variety of financial instruments.

**Learning Outcomes:** After studying this course students will be able to understand and analyse different financial instruments as per requirement of the business unit.

**Unit – A** **Hours**

- Non Banking Financial Companies **11**
- Theoretical and Regulatory framework of Leasing
- Hire Purchase Finance and Consumer Credit
- Factoring and Forfaiting

**Unit- B**

- Bills Discounting **12**
- Housing Finance
- Insurance Services and Products

**Unit- C**

- Venture Capital Financing **11**
- Banking Products and services
- Mutual funds: Services and Products.

**Unit- D**

- Issue Management: Intermediaries and Activities/Procedures **11**
- Corporate Restructuring
- Credit Rating

**45 Hours**

**Text Book:**

1. Khan, M Y. Financial Services. New Delhi: Tata McGraw Hill, Latest Edition

**Reference books:**

1. Bhole, L.M. Financial Institutions and Markets. Victoria: Tata McGraw- Hill, Latest Edition

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Strategic Financial Management**

L	T	P	Credits
4	0	0	4

**Course Code: MGT823**

**Course Objective:** This course introduces the students to the valuation of securities and company, it will also help students to understand and apply strategic and tactical financing decision making at corporate level.

**Learning Outcomes:** After studying this course students will be able to understand how companies are valued and affected by strategic and tactical financing decisions.

<b>Unit – A</b>	<b>Hours</b>
<b>(Introduction to Strategic Financial Management and Corporate Valuation)</b>	
• An Overview of Financial Management	3
• An Overview of Financial Environment	1
• Corporate Valuation	3
• Value-Based Management	2
• Corporate Governance	1
<b>Unit- B (Securities and Their Valuation)</b>	
• Bonds and Their Valuation	2
• Stocks and Their Valuation	3
• Financial Options	2
• Valuation of Financial Options	3
<b>Unit- C (Strategic and Tactical Financing Decisions )</b>	
• Distribution to Shareholders: Dividends and Repurchases	4
• Initial Public Offerings	2
• Investment Banking,	1
• Financial Restructuring	3
<b>Unit- D (Special Topics)</b>	
• Derivatives and Risk Management	3
• Bankruptcy	1
• Reorganization	2
• Liquidation	2
• Mergers	2
• LBOs	1

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- Divestitures 2
- Holding Companies 2

**45 Hours**

**Text Book:**

1. Brigham, E.F. and Ehrhardt, M.C.. Financial Management- Text and Cases. Fort Worth: Cengage Learning, Latest Edition

**Reference books:**

1. Grinblatt, Mark, and Sheridan Titman. Financial Markets and Corporate Strategy. Boston: McGraw-Hill Irwin, Latest Edition

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Strategic Cost Management**

L	T	P	Credits
4	0	0	4

**Course Code: MGT 824**

**Objective:** To enable the students to understand cost management system and develop an insight into application of cost analysis from strategic perspective.

**Learning Outcomes:** After the completion of the course Students will be able to understand, prepare and apply the strategies of Cost accounts.

<b>Unit-A Strategic Cost Management</b>	<b>Hours</b>
• Meaning, Nature and Significance of Strategic Cost Management	2
• Limitations of Traditional Costing, Difference between Conventional Cost Analysis and Strategic Cost Analysis	3
• Financial, Operational and Strategic Views of Cost, Contemporary Cost Management Tools	2
• Activity Based Costing	3
• Treatment of Cost, Steps, Advantages, Disadvantages	2
<b>Unit B: Performance, Variances and Cost Analysis</b>	
• Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis.	3
• Variance Analysis: Basics of Standard Costs, Material Variances, Labour Variances, Overhead Variances,	4
• Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis.	3
• Cost Volume Profit Analysis: Cost Behaviour Pattern, Cost Estimation Methods, Assumptions of CVP Analysis, Applications of CVP, Break Even Analysis, CVP Analysis in the choice of Cost Structure, Multiple Product Analysis.	3
<b>Unit C: Measurements and Valuations</b>	
• Difficulties in Measuring Variances, Evaluation of Control based on Standard Costing, Numerical Problems	3
• Valuation of Intangible Assets: Meaning of Intangible Assets, Acquired and Generated Assets, Importance,	3
• Methods of Valuation for Goodwill, Human Resource, Brands, Patent, Relevant Indian and International accounting standards, Current Scenario in India, Numerical Problems.	4
<b>Unit D Performance and Evaluations</b>	
• Responsibility Accounting: Activity based Responsibility Accounting	2

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• Behavioural aspects of responsibility accounting, Transfer Pricing.	<b>3</b>
• Performance Evaluation: Traditional Framework of Performance Evaluation, Performance Measurement System	
• Balanced Scorecard, Implementation, Strengths and Weaknesses of Balance Scorecard, Behavioral Views	<b>3</b>
• Productivity improvement: Various tools and techniques including Kaizen and Six Sigma.	<b>2</b>
<b>Total</b>	<b>45 Hours</b>

**Text Books:**

1. Shank, John K, and Vijay Govindarajan. Strategic Cost Management: The New Tool for Competitive Advantage. New York: Free Press, Latest Edition

**Reference Books:**

1. Kaplan, Robert S, and Robin Cooper. Cost and Effect: Using Integrated Cost Systems to Drive Profitability and Performance. Boston: Harvard Business School Press, Latest Edition
2. Blocher, Edward. Cost Management: A Strategic Emphasis. Boston: McGraw-Hill/Irwin, Latest Edition
3. Shank, John, and Vijay Govindarajan. Strategic Cost Management: The Value Chain Perspective. , Latest Edition

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Project Appraisal and Finance**

L	T	P	Credits
4	0	0	4

**Course Code: MGT825**

**Course Objective:** The course aims at training the students in appraising the projects. The different kinds of appraisal and financing criteria enable them to the intensive specification for project management.

**Learning Outcomes:** After the completion of the course Students will be able to understand the meaning and criteria for appraisal and funding the Projects.

<b>Unit-A Introduction to Project Management</b>	<b>Hours</b>
• Project Management: Overview of Project management, Types of Project	<b>3</b>
• Project Life cycle	<b>1</b>
• Project Management Framework	<b>2</b>
• Project Planning: Strategy and Resource allocation, Generation and screening of project ideas	<b>3</b>
<b>Unit- B Market and Technical Appraisal of the project</b>	
• Marketing appraisal: Overview, Market Survey	<b>2</b>
• Demand Forecasting, Uncertainties in Demand Forecasting, Methods of Demand forecasting: Time series projection methods & causal methods	<b>2</b>
• Technical Appraisal: Meaning, Components of analysis	<b>3</b>
• Network Analysis in Project management: PERT and CPM	<b>4</b>
<b>Unit C: Risk and Financial Appraisal</b>	
• Risk Management in Projects	<b>2</b>
• Measures of Risk, Sensitivity Analysis	<b>2</b>
• Financial appraisal of Project: Time Value of Money	<b>4</b>
• Financial appraisal of Project: Capital Budgeting	<b>4</b>
<b>Unit D- Financing for the projects And Environment Analysis</b>	
• Determination of Project Cost,	<b>2</b>
• Financing decision in Project: Short term financing (Working capital requirements)	<b>2</b>
• Financing decision in Project:: Long term financing	<b>2</b>

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- Project Statements in Projects: profitability projections, projected cash flow statement and projected balance sheet. **2**
- Environmental Appraisal: SCBA **2**
- SCBA Approaches: UNIDO Approach, LM Approach, SCBA by Financial Institutions **3**

**Total** **45 Hours**

**Text Book:**

1. Chandra, Prasanna. Projects: Planning, Analysis, Selection, Financing, Implementation and Review. New Delhi: Tata McGraw-Hill, Latest Edition

**Reference Books:**

1. Patel, Bhavesh M. Project Management: Strategic Financial Planning, Evaluation and Control. New Delhi: Vikas, Latest Edition
2. Wysocki, Robert K. Effective Project Management: Traditional, Agile, Extreme. Indianapolis, IN: Wiley Pub, Latest Edition

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**Course Title: Management Control Systems**

L	T	P	Credits
4	0	0	4

**Course Code: MGT826**

**Course Objective:** The objective of this course is to make students understand control systems in the organization for better decision making.

**Learning outcome:**

Students will learn approaches and thoughts in management control systems like budget preparations, responsibility centres and key success variables which in turn enhance their managerial skills required for achieving business excellence.

**Unit- A**

**12 Hours**

Introduction to Management Control Systems: nature of management control- purpose of MCS-the organizational context of MCS-the formal systems the informal systems- the subsystems and the components of the control systems- use of information technology on control systems, Designing the Control Process and Managerial Control: introduction-schools of thoughts in control (contingency approach, cybernetics approach) – designing management controls- the control process hierarchy- communication and reporting structures in the control systems. Ethical dimensions in MCS, corporate culture of MCS, organization structures. Behaviour in Organizations: goal congruence, action control, result control, types of organizations, functions of controller.

**Unit- B**

**11 Hours**

Responsibility Centers: responsibility accounting, different types of responsibility centers (investment centers, revenue centers, expense centers, administrative and support centers, randd centers, marketing centers, profit centers), general considerations/business units as Profit centers/measuring loose coupling between inter profit centers. Key Success Variables and Measures of Performance: identifications of key success variables-key success variables and the control paradigm-performance indicators-eva and profitability measures.

**Unit- C**

**11 Hours**

Budget Preparations and Financial Reporting: nature of a budget, operating and other budgets, flexible and fixed budgets, budget preparation process, behaviour aspects. Analysing financial performance reports: calculating variances like material, labour and profit: Limitations of variance analysis, tools like standard costing, target costing, life cycle costing and activity based costing.(appropriate numerical examples should be given). MCS in service and non-profit organizations: characteristics, professional service organizations, financial service organizations, healthcare organizations, non-profit organizations.

**Unit- D**

**11 Hours**

MCS in Multinational Corporation: control issues, cultural differences, exchange rates, transfer pricing-objectives, methods, administration of transfer prices. (appropriate numerical examples should be given) MCS in projects nature of projects, control environment, project planning and appraisal, project execution, project evaluation. Management audit: concepts, types, process, and applications in various functions.

**Total : 45 Hours**

**Reference Books:**

1. Anthony, R., and Govindarajan, V., Management Control System. Tata McGraw Hills.
2. Kenneth, M. Modern Management Control Systems- Text and Case, New Jersey, Prentice Hall, Latest Edition



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**DAV UNIVERSITY, JALANDHAR**

3. Maciariello, J., and Calvin, J. Management Control Systems: Using Adaptive Systems to attain Control. New Jersey, Prentice Hall, Latest Edition

Department of Commerce & Business Management  
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**Course Title: Derivatives and Risk Management**

L	T	P	Credits
4	0	0	4

**Course Code: MGT827**

**Course Objective:** This course introduces the students to the use of financial derivatives for risk management.

**Learning Outcomes:** After studying this course students will be able to understand the mechanism of how derivatives and risk management.

<b>Unit – A (Introduction to Derivatives)</b>	<b>Hours</b>
• Derivatives- Introduction, Types and Advantages	<b>3</b>
• Regulation of Trading of Derivatives, SEBI guidelines related to Trade of Derivatives	<b>2</b>
• Forwards and Futures- Introduction, Distinction between Forwards and Futures Contracts	<b>1</b>
• Pricing Principles, Beta and Optimal Hedge Ratio	<b>3</b>
<b>Unit- B (Introduction to Options)</b>	
• Options- Meaning, Types, Key Determinants of Option Prices, introduction to The Binomial Model and The Black-Scholes Model.	<b>6</b>
• European and American Calls And Puts	<b>2</b>
• Put Call Parity	<b>3</b>
• Strategies of Options- Strategies, Pay-offs	<b>3</b>
<b>Unit- C (Swaps, Interest Rate Derivatives and Credit Derivatives)</b>	
• Swaps- Meaning and Mechanics of Swaps	<b>6</b>
• Interest Rate Derivatives and Euro- Dollar Derivatives	<b>4</b>
• Credit Derivatives	<b>3</b>
<b>Unit- D (Other issues)</b>	
• Risk Management with Derivatives- Meaning, Reasons of Managing Risk, Types of Risk in trading with Derivatives.	<b>3</b>
• Exotic options	<b>2</b>
• Option Greeks	<b>2</b>
• Delta hedging	<b>2</b>
	<b>45 Hours</b>

**Text Book:**

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Department of Commerce & Business Management  
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1. Hull, J.C. Options, Futures and Other Derivatives. New Delhi, Pearson India. Latest Edition.

**Reference books:**

1. Parasuraman, N.R., Fundamentals of Financial Derivatives. New Delhi, Wiley India Private Limited. Latest Edition.
2. Varma, J. R., Derivatives and Risk Management. New Delhi, Tata McGraw Hill, Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Corporate Tax Planning**

**Course Code: MGT828**

L	T	P	Credits
4	0	0	4

**Course Objective:** To gain knowledge of the provisions of Income - tax including Rules which in turn will provide sound basis for planning the taxes.

**Learning Outcomes:** After the completion of the course Students will be able to understand, prepare and use the various provisions of the income tax to best of their benefit.

<b>Unit-A Tax Management and Fundamentals</b>	<b>Hours</b>
• Overview of tax system in India, types of taxes	2 hours
• Tax management, Tax planning, tax avoidance and tax evasion	2 hours
• Basic definitions under income tax act	1 hour
• Residential Status of Companies	4 hours
• Exempted Incomes	1 hours
<b>Unit B : Tax Computation..</b>	
• Tax Planning in relation to income from business & profession, Capital gains, Income from other sources	4 hours
• Clubbing provisions, Set off and carry forward of losses	2 hours
• Introduction to TDS and payment of Advance Tax,	2 hours
• Rates of tax & computation of tax liability of individuals and companies	2 Hours
• Tax Planning on Deductions under Chapter VIA	6 hours
<b>Unit C: Tax Planning for the Business</b>	
• Tax Planning with reference to setting up of a new business.	3 hours
• Tax Planning with reference to location of business.	2 hours
• Tax Planning with reference to form of organization.	3 hours
• Tax Planning with reference to nature of business	2 hours
<b>Unit D: Tax Planning for specific Business decisions</b>	
• Tax Planning with reference to Financial Management Decisions.	2 hours
• Tax Planning with reference to Managerial Decisions.	2 hours
• Tax Planning in respect to Employee's Remuneration.	2 hours
• Tax Planning regarding Capital Gains.	1 hour
• Tax Planning in respect of Amalgamation or Demerger.	2 hours
<b>Total</b>	<b>45 Hours</b>

**Reference Books:**

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

1. Girish Ahuja and Ravi Gupta. Strategic Corporate Tax Planning & Management. New Delhi: Bharat Law House Pvt. Ltd, Latest Edition
2. Vinod K.Singhania, Kapil Singhania, Monica Singhania. Direct Taxes Planning & Management. New Delhi: Taxmann's Publication Pvt. Ltd., Latest Edition

Department of Commerce & Business Management  
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**Course Title: Valuation for Mergers and Acquisitions**

L	T	P	Credits
4	0	0	4

**Course Code: MGT829**

**Course Objective:** Students will learn about various perspectives of mergers and acquisitions including mechanism of valuation of mergers and Acquisitions.

**Learning Outcomes:** After studying this course, students will be able to draw meaningful conclusions regarding the valuation of mergers and Acquisitions which will help them for estimating the receipts of non-organic cash inflows/outflows and building long term strategies for corporate.

<b>Unit – A (Introduction to Mergers and Valuation)</b>	<b>Hours</b>
• Concept of Mergers and Acquisitions	3
• Introduction to valuation- Philosophical basis	1
• Approaches to Valuation	2
• Role of Valuation	1
<b>Unit- B (Discounted Cash Flow Valuation)</b>	
• Estimating Discount Rates- Risk, Cost of Equity, Cost of Equity to Cost of Capital	3
• Measuring Cash Flows- Categorising Cash Flows, Earning, Tax Effect, Reinvestment needs	4
• Forecasting Cash Flows- Structure Discounted Cash Flows Valuation, Length of Extraordinary Growth Period, Cash Flow Forecasts, Terminal Value	3
• Equity Discounted Cash Flow Models- Cost of Capital Approach, Adjusted Present Value Approach, Excess Returns Models	4
<b>Unit- C (Relative Valuation)</b>	
• Relative Valuation- Meaning, Ubiquity, Reasons for Popularity and Pitfalls, Standardised values and Multiples	4
• Equity Multiples	3
• Value Multiples	3
<b>Unit- D (Loose Ends in Valuation)</b>	
• Cash, Cross Holding and Other Assets	2

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• Employee Equity Options and Other Compensation	3
• The value of Intangibles	2
• Value of Control	2
• Value of Liquidity	2
• Value of Synergy	3
	<b>45 Hours</b>

**Text Book:**

1. Damodaran, Aswath. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. Hoboken, N.J: John Wiley and Sons, Latest Edition

**Reference books:**

1. Gaughan, Patrick A. Mergers, Acquisitions, and Corporate Restructurings. New York: John Wiley and Sons, Latest Edition
2. Sudarsanam, Sudi. Creating Value from Mergers and Acquisitions. Harlow (Essex: Financial Times/Prentice Hall, Latest Edition

# Department of Commerce & Business Management

## DAV UNIVERSITY, JALANDHAR

**Course Title: Personal Financial Planning**  
**Course Code: MGT830**

L	T	P	Credits
4	0	0	4

**Course Objectives:** Broad coverage of personal financial decisions, including basic financial planning, tax issues, managing savings and other liquid accounts, buying a house, the use of credit, insurance, managing investments and saving for retirement.

**Learning Outcomes:** Students will be able to make sound decisions relating to a personal financial plan, understand budgeting, savings alternatives, and tax planning as they relate to individuals. They will be able to understand the use of credit, insurance, long term investment and purchasing decisions as they relate to individuals.

### UNIT-A

- Personal Financial Planning: Process, Components and Precautions **4hours**
- Developing personal financial goals **2hours**
- Influence on personal financial planning **2hours**

### UNIT-B

- Risk in Personal Financial Planning: Types of Risks, Risk and uncertainty, Risk measurement, Risk management techniques **4hours**
- Investment Returns: Time value of money, Methods for measurement of returns **2 hours**
- Life cycle analysis in personal financial planning **2hours**
- Investment Instruments: Small saving schemes, Marketable fixed income schemes, Equity, Derivatives, and Real estate **5 hours**
- Strategies for investment instruments (with real life cases) **2 hours**

### UNIT-C

- Personal financial planning Strategies: Active and passive strategies **4 hour**
- Insurance Planning: Functions, Principles, and types of plans **3hours**
- Life Insurance Needs Analysis **1 hour**
- Retirement Planning: Process, Methods and components **4hours**
- Tax Planning: Difference between Planning, evasion and avoidance, Deductions for tax planning by individual **4 hours**

### UNIT-D

- Tax Planning: Clubbing of incomes and set off and carry forward **1hour**
- Estate Planning **1hour**
- Role of Regulatory Environment in Personal financial planning **2hours**
- Ethical Issues in personal financial planning **1hours**

**Total 45 hours**



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**Text Book:**

1. NISM, *Workbook of Certified Personal Financial Advisor (CPFA) Examination* ,  
SEBI

**Reference Books:**

1. Kapoor Jack, *Personal Finance*. Tata McGraw Hill
2. Maudra, Jeff. *Personal Finance*. Pearson Education

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Organizational Change and Development**

**Paper Code: MGT831**

L	T	P	Credits
4	0	0	4

**Course Objectives:** The aim of this course is to familiarize students with the rapidly growing scope of OD and the approaches which are becoming more and more diversified. A wide range of interventions are discussed as there is a critical need for them in organizations facing volatile and competitive global environment.

**Learning Outcome:** Students will learn basics of organizational development and the latest trends which are prevailing in the organizations. They are able to understand formal and informal structures required in organizational development which in turn help them to take wise decisions and improve their actions in the required field.

**Unit A** **10 Hours**  
Nature, Assumptions, Characteristics and techniques. Historical framework of Organizational Development. The Lab training stem, The survey research and feedback stem, The Action Research stem, Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development. Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Weisboard Model.

**Unit B** **15 Hours**  
Introduction to Action Research, Action Research as a Process and as an Approach, Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision Making Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions, Issues in Consultant - Client Relationship; Power, Politics and Organizational Development

**Unit C** **12 Hours**  
Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, and, Cultural factors of change, Models and techniques involved in change management, Total Quality Management, Business Process Reengineering, Guidelines for Facilitating change.

**Unit D** **8 Hours**  
Changing values, Cultural Models and theories of planned change, organizing for the Future, Organizations as learning systems, and Implications for future managers. Success and failure of organization change and development.

**Reference books:**

1. Brown, D.R., An Experiential Approach to Organization Development, New Jersey, Prentice Hall, Latest Edition
2. Palmer, I., Dunford, R., and Akin, G. Managing Organizational Change a Multiple Perspectives Approach. New Delhi: Tata McGraw Hill Publication, Latest Edition.
3. Cummings, T., and Worley, C., Organizational Development and Change, New Delhi: Cengage Learning, Latest Edition.

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4. French, W. and Bell, Cl. Organization Development and Transformation. New Delhi: Prentice Hall, Latest Edition.

Department of Commerce & Business Management  
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**Course Title: Manpower Planning and HRD**

**Course Code: MGT832**

L	T	P	Credits
4	0	0	4

**Course Objectives:** Develop the analytical abilities for understanding the implications of change in the manpower situation of a company and of the availability of HR within the organization and outside so as to advise and assist the authorities concerned in their manpower planning and development activities. Enable the students to acquire the knowledge and skill necessary for preparing the manpower plan of a business enterprise or to understand such a plan drawn up by the manpower planning cell of the company.

**Learning Outcome**

Students will learn the fundamentals of manpower planning and will be able to understand principles of managing the employees which in turn enhance their managerial skills to achieve business excellence.

**Unit A**

**15 Hours**

Manpower Planning Objectives (Micro and Macro levels) Benefits Advantages Limitations and Problems, HR Planning Linkage of HR Planning with other HR Functions.

Manpower Planning: Tools, Methods And Techniques, Job Analysis, Job Description, Job Specification, Skills Analysis/Skill Inventory, Performance Appraisal, Manpower Inventory, Quantitative Aspects, Qualitative Aspects Methodology, Computerized Manpower Planning Information System, Use and Applicability of Statistical And Mathematical Models In Manpower Planning, Cohort Analysis, Census Analysis, Markov Models

**Unit B**

**10 Hours**

HRD: Meaning, Scope, Functions, Importance, Approaches to Human Resource Development, Role of HRD Managers, Relationship between HRD and HRM

Introductions to Strategic Human Resource Management and Strategic Human Resource Development, Strategic Selection, Re-Deployment, Re-Training, Retention Strategies

**Unit C**

**10 Hours**

Organisational Development: Objectives, Characteristics, Process, Models of Organisation Development, Implementing Organisational Development Program, Organisation Culture, Learning Organisation, Organisation Effectiveness, Career Growth and Development, Competency Mapping

**Unit D**

**10 Hours**

Global HRM and Challenges, Retention and Career Management in Global Employees, Recent Trends in HRD, Progress in India and Abroad.

**Reference Books:**

1. Belcourt, M., Kenneth J. M. and Kenneth J. M., Strategic Human Resources Planning. Toronto: Nelson Education, Latest Edition
2. Bhattacharyya, D K. Human Resource Development. Mumbai: Himalaya Publishing House, Latest Edition.
3. Walker, J. W., Human Resource Strategy. New York.: McGraw-Hill, Latest Edition.
4. Prasad, K., Strategic Human Resource Development. New Delhi: PHI Learning Pvt. Ltd., Latest Edition
5. Balakrishnan, L. and Srividhya, S., Human Resource Development. Mumbai: Himalaya Publishing House, Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Negotiating Skills and Participative Decision Making**  
**Paper Code: MGT833**

L	T	P	Credits
4	0	0	4

**Course Objectives:** To promote understanding of the concept and theories of collective bargaining, collective bargaining relationship and the requisite institutional framework for collective bargaining. To build awareness of certain important and critical issues in collective bargaining. To provide exposure to the required skills in negotiating a contract.

**Learning outcome:**

Students will learn fundamentals of collective bargaining and they will learn the principles of handling human relations. Also they will learn the mechanism of participative management which will enhance their managerial skills as needed by the industry today.

**Unit A**

**10 Hours**

Collective bargaining -definitions, characteristics critical issues in collective bargaining theories of collective bargaining hick’s analysis of wages setting under collective bargaining conflict-choice model of negotiation a behavioral theory of labor negotiation collective bargaining in India

**Unit B**

**15 Hours**

Negotiating a contract pre-negotiation preparing the charter of demand(s) creating the bargaining team submission of cod costing of labor contracts the negotiation process, effective negotiation preparing for negotiation communication style breaking deadlocks strategy and tactics/games negotiators play.  
 Closing successfully negotiating integrative agreements reviewing negotiation

**Unit C**

**10 Hours**

Meaning of participative management - participative management as a concept - Economics, Psychological, Social, Political viewpoints on this concept - Origin and growth of participative management. The need for participative management - the objectives of participative management ñ Approaches to participative management.

**Unit D**

**10 Hours**

Different types of workers participation in management - Informative participation, consultative participation, Associative participation, Administrative participation and decisive participation, - Bipartite forums in PSUs and private sectors to promote WPM - WCS, JMC, Shop councils, Joint councils, workers representatives on the Board of Directors and other forums like QCS, TQM - Employee stock –option

**Reference Books:**

1. Katz, Harry C, and Thomas A. Kochan. An Introduction to Collective Bargaining and Industrial Relations. Boston, Mass: McGraw-Hill/Irwin, Latest Edition
2. Hilgert, Raymond L, and Sterling H. Schoen. Cases in Collective Bargaining and Industrial Relations: A Decisional Approach. Homewood, Latest Edition
3. Lewicki, Roy J, David M. Saunders, and John W. Minton. Negotiation. Boston: Irwin/McGraw-Hill, Latest Edition

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Training and development**

**Paper Code: MGT834**

L	T	P	Credits
4	0	0	4

**Course Objectives:** This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

**Learning outcome:** Students will not only learn tools and techniques which are required for training of the employees but also the very basic need to understand the requirement of their development which in turn make them to perform extraordinary than their competitors as desired by the industry today.

**Unit A**

**10 Hours**

Training: Introduction, Scope - Conceptual framework of training. Systems view on Training. Difference between Training, Development and Education. Problems, Roles and Responsibility of Training.

Learning- Nature, Principles, process, Models of learning, feedback, conditions of transfer of learning.

**Unit B**

**10 Hours**

Need for Training – Types, Significance, Methods of Identification of Training needs, Reactive and Proactive approach to training, Training Outcomes, Competency Mapping. Training policy.

Training Design- Factors, Constraints, Training cost, developing training objectives, Facilitation of learning, Transfer outcome of training- factors, strategies.

**Unit C**

**15 Hours**

Training Methods, Techniques and Aids – Types, approaches, technologies, methods and methodologies- Lecture, Group Discussion, Case Study, Incident process, Role play, Management games, In basket exercise, Conference, Seminar, Demonstration, Outbound learning, CBT, Satellite based, T-Group training. Matching methods with outcomes and training aids. Management Development.

Training Implementation- Preparation, physical arrangements, room layout, process. Classroom Management, Group Climate.

**Unit D**

**10 Hours**

Trainer's skills, styles and competence, Trainer's style by Udai Pareek.

Evaluation of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training Technology in Training: Multimedia Training, E-Learning/Online Learning, Distance Learning.

**Reference Books:**

1. Blanchard, P. Nick and Thacker, James W. Effective Training: Systems, Strategies and Practices. Pearson Education, Latest Edition
2. Patrick, J., Training: Research and Practice, London: Academic Press. Latest Edition
3. French, W .L, and Bell C. Organization Development: Behavioral Science Interventions for Organization Improvement. Englewood Cliffs, N.J: Prentice-Hall, Latest Edition.
4. Armstrong, M. A Handbook of Human Resource Management Practice. London: Kogan Page, Latest Edition

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5. Craig, R. L. Training and Development Handbook: A Guide to Human Resource Development. New York: McGraw-Hill, Latest Edition.

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**Course Title: Labour Legislations**

**Course Code: MGT835**

L	T	P	Credits
4	0	0	4

**Course Objective:** This course aims to acquaint the students with labour legislations in relation to social security of workmen, trade unions, disputes etc. This course will also enable students to know and apply the privileges of various acts as per Indian constitution.

**Learning Outcomes:** Key learning outcomes focus on the understanding, recognition and application of labour laws. On completion of this course, learner will be able to apply this legal analysis in planning and decision-making of business unit or factory to avoid legal conflicts.

**Unit – A (Introduction to Labour Legislations and Compensation Act) Hours**

- Introduction to Labour Legislations 1
- Labour Legislations- Meaning, Objectives and Classification 2
- The Factories Act, 1948- Meaning and Definition of Factory, Approval, Licensing and Registration of Factories, The Inspecting Staff, General Duties of Occupier, Health, Safety and Welfare, Working Hours of Adults, Employment of Young Persons and Women, Annual Leave with Wages, Penalties. 3
- National and International Labour Organisations- Standard Setting For Labour Welfare 3
- The Employees’ Compensation Act, 1923- Scope, Definition, Rules regarding Workman Compensation, Injury arise out of and in the Course of Employment, Provisions 4

**Unit- B (Labour Welfare and Labour Welfare Laws )**

- Philosophy of Labour Welfare- Concept, Aims, Theories of labour welfare, Types of welfare facilities, Principles of Welfare programme, Role of Welfare Department, Need for social and industrial welfare in India 3
- Payment of Bonus Act- Objectives, definition, liability to pay bonus, eligibility for bonus, amount of bonus, applicability of the Act to newly setup establishments, payment of bonus. 3
- Payment of Gratuity Act, 1972- Definitions, Coverage of Act, payment of gratuity, Determination and Recovery, penalties and offences. 3
- Child labour (Regulation and prohibition) act, 1986 2



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**Unit- C (Social Security Legislations for Worker)**

- Social Security- Introduction, Aims, Methods of facilitating Social Security- Social Assistance and Social Insurance, Financing of social security. 2
- Employee State Insurance Act- Applicability of Act, Rules and Rate of Contributions, Sickness Benefits Benefit, Maternity Benefit, Disablement Benefit, Dependent's Benefit, Medical Benefit, Funeral Benefit, Penalties. 4
- Employee Provident Fund Act- Application of the Act, Object of Act, Employees' Provident Fund Scheme, Employees' Pension Scheme and Fund, Employees' Deposit-linked Insurance Scheme and Fund, Administration of the Schemes, Determination of Moneys Due from the Employees, Their Recovery and Employees' Provident Fund Appellate Tribunal, Penalties and Offences. 4

**Unit- D (Other Labour Legislations)**

- Industrial Employment (standing order) Act, 1946 3
- Payment of Wages Act-Applicability of the Act, Scope and Object of Act, Definition of Wages, Rules regarding Payment of Wages, Deductions of Wages, Kinds of Deductions, Enforcement of the Act, Claims Arising out of Deductions from Wages or Delay in Payment of Wages and Penalty for Malicious or Vexatious Claims, Appeal 3
- Minimum Wages Act- Object and Scope of Act, Provisions regarding Fixation and Revision of Wages, Minimum Rate of Wages, Procedure for Fixing and Revising Minimum Wages Safeguards available in Payment of Minimum Wages, Enforcement of the Act, Offences and Penalties. 3
- One Rank One Pension 2

**45 Hours**

**Text Book:**

1. Sinha, P R. N, Indu B. Sinha, and Shekhar S. Priyadarshini. Industrial Relations, Trade Unions, and Labour Legislation. Noida, India: Pearson, 2013. Print.

**Reference Books:**

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1. Kapoor, N D. Elements of Mercantile Law: Including Company Law and Industrial Law. New Delhi: Sultan Chand and Sons, Print.  
Sarma, A.M. Aspects of Labour Welfare and Social Security. Himalaya Publishing House.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

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

**Paper Code: MGT836**

L	T	P	Credits
4	0	0	4

**Course Objectives:** To develop an understanding of the interaction pattern among labor, management and the State. To build awareness of certain important and critical issues in Industrial Relations. To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries, and to understand the laws regarding Labor

**Learning Outcome:** Students will learn major issues related to industrial laws and labor policies prevailing in India and they will be able to understand basic requirements needed to manage labor force and employees in the present dynamic business environment.

**Hours  
(8)**

**Unit A**

Industrial Relations- Meaning, Scope, Participants, The various approaches-The systems model, John Dunlop Model, The Pluralist Approach, Marxian Approach, Gandhian Approach, Foundations of a Sound Industrial Relations System, Partnership model. Industrialization and Industrial relations, Globalisation and Industrial Relations.s

**Unit B**

**(7)**

Trade Unionism, Trade Unionism in India-Growth, Approaches, Reasons for joining a Union, Problems of Indian Trade Unions, National Trade Unions-AITUC, INTUC, CITU,HMS,BMS.

Trade Union Act, 1926- Object of Act, Scope and Application of the Act, Definitions. Registration of Trade Union and Cancellation of Trade Union, Duties and Liabilities of Registered Trade Union, Regulations and Penalties.

**Unit C**

**(12)**

Anatomy of Industrial Conflict/Disputes-

Industrial Disputes Act- Definition of Industrial Dispute, Object and Extent of Act, Causes of Industrial Dispute, Modes of Settlement of industrial Dispute -Conciliation, Adjudication and Arbitration.

Strikes vs. Lock-outs, Lay -off vs. Retrenchment, Unfair Labour Practices under Fifth Schedule. Definition of Continuous Service, Calculation of Working Days, Right of Workmen Laid-off for Compensation, Conditions Precedent to Retrenchment of Workmen, Transfer and Closing Down of Undertakings, Compensation of Workmen in Case of Closing Down of Undertaking, Penalties.

Bipartism and Tripartism: Types, Bipartism's linkage with Tripartism

**Unit D**

**(18)**

Grievance and Discipline Handling- Reasons, Grievance procedure as per National Commission on Labour (1969), Managing Discipline.

Collective Bargaining- Model, Principles, Essential Conditions, Process of collective bargaining, National Commission Recommendations on Collective Bargaining.

Contract Labour (Regulation and Abolition Act, 1986)

Industrial relations in U. K., USA and Japan.

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**Reference Book:**

1. Bagri, P R. Law of Industrial Disputes: A Commentary on the Industrial Disputes Act, 1947 As Amended by the Industrial Disputes (amendment) Act, 1984 (49 of 1984). New Delhi: Bharat Law House, Latest Edition
2. Venkata, R. C. S. Industrial Relations. New Delhi: Oxford University Press, Latest Edition.
3. Kumar, H L., What Everybody Should Know About Labour Laws. New Delhi: Universal law, Latest Edition.
4. Malhotra, O P. The Law of Industrial Disputes. Bombay: N.M. Tripathi, Latest Edition

Department of Commerce & Business Management  
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**Course Title: Performance Management System**

**Paper Code: MGT837**

L	T	P	Credits
4	0	0	4

**Course Objectives:** The objective of the course is to apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance and to achieve the organization's current and future objectives.

**Learning outcome:** Students will learn the dynamics of performance management and the various principles, tools and techniques required to analyse the performance of the employees. This will in turn make them well versed with all the managerial abilities by which they can evaluate the performance of the employees as required by the industry today.

**Hours**

**Unit A** **(10 Hours)**

Foundations of Performance Management: Concept and Features, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management, Role of HR Professionals in Performance Management, Performance Management Cycle, Philosophy underlying Performance Management, Performance Management versus Performance Appraisal, Performance Management Process-Conceptual Model,

**Unit B** **(15 Hours)**

Planning and Implementation of Performance Management: Performance Management and Strategic Linkage, Defining Performance and its dimensions, Performance Planning and Performance standards, Developing Job Descriptions, Defining Key Result Areas and Key Performance Areas, Competency and Competency Mapping, Performance Execution and Monitoring

**Unit C** **(10 Hours)**

Performance Appraisal: Concept, Features and Objectives of Performance Appraisal, Performance Appraisal Process, Characteristics of effective Appraisal System, Methods of Performance Appraisal, 360-degree appraisal, Problems in Performance Appraisal, Designing Appraisal Forms, Performance Review Discussions.

**Unit D** **(10 Hours)**

Other Performance Management and Development Issues: Coaching, Counselling and Mentoring, Performance Related Pay, Potential Appraisal, Managing Team Performances, Balanced Scorecard, Ethical and Legal Issues.

**Reference Books**

1. Rao, Appa. Performance Management. Biztantra: Wiley, 2012 Print
2. Aguinis, Herman. Performance Management. Upper Saddle River, N.J: Pearson Prentice Hall, 2009. Print.

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3. Bhattacharyya, K. Dipak. Performance Management Systems and Strategies, Pearson, 2011. Print.
4. Kohli, A. S. and Deb, T. Performance Management, Oxford Higher Education, 2014. Print.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Industrial Psychology and Sociology**

**Paper Code: MGT838**

L	T	P	Credits
4	0	0	4

**Course Objectives:** The course is designed for understanding the psychology and sociology of the workers. It teaches the student on how to manage workers and also provides them the understanding of the social strata's

**Learning Outcome:** Students will learn the importance of understanding psychology of the employees which will help them in keeping motivation and moral levels of the workers high as it is highly demanded by the industry.

**Unit A**

**(10 Hours)**

Introduction: Nature, Scope, and Problems; Brief history of industrial and Organizational psychology Individual differences and their evaluation, Role of heredity and environment, Types of individual differences

**Unit B**

**(15 Hours)**

Psychological testing: Utility, Reliability, and Validity.  
Attitudes: Meaning, Characteristics, Methods of measuring attitudes, Implication for organization. Hawthorne Studies: The studies and their implications Industrial Morale: Meaning, Characteristics, Factors that influence morale, Measures of improving morale

**Unit C**

**(10 Hours)**

Motivation: Meaning, Types, Applications: Job redesign, Work on incentives. Characteristics of the workplace: Physical working conditions: Noise, Illumination, Color, Music, Miscellaneous Factors; Work Schedules: Working Hours, Permanent Part-Time Employment, Flexible Work Schedules, Rest Pauses, and Shift Work;

**Unit D**

**(10 Hours)**

Nature and Scope of Industrial Sociology, Industry and Society, Industry and Community, Industrial Social Stratification, Industrialism and Family, Industrialism and Social Change, Psychological and Social Issues: Job Simplification, Boredom and Monotony, Fatigue, and Telecommuting.

**Reference Books:**

1. Blum, Milton L, and Jack C. Naylor. Industrial Psychology; Its Theoretical and Social Foundations. New York: Harper and Row, Latest Edition.
2. Schultz, Duane P, and Sydney E. Schultz. Psychology and Work Today: An Introduction to Industrial and Organizational Psychology. Upper Saddle River, N.J: Prentice Hall, Latest Edition.
3. Ghosh, P K, and M B. Ghorpade. Industrial Psychology. Bombay: Himalaya Pub. House, Latest Edition.
4. Ghurye, G S. Culture and Society. Bombay: Indian Branch, Oxford Univ. Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Managing Innovation and Creativity**

**Course Code: MGT839**

L	T	P	Credits
4	0	0	4

**Course Objective:** Students will learn integrative framework which will provide cause and effect predictions for management of innovation and creativity in business unit.

**Learning Outcomes:** After studying this course, students will be able to understand competitive advantage of innovation and creativity which will help them in making a framework of predictions for any organisation.

**Unit – A (Introduction to Innovation) Hours**

- Innovation Management, Models of Innovation 4
- The Underpinning of Profits: Assets, Competences, and Knowledge 4
- Sources and Transfer of Information 4

**Unit- B (Strategizing)**

- Recognizing the potential of an Innovation 2
- Reducing Uncertainty: The Role of Technological Trends, Market Regularities, an Innovation strategies 3
- Choosing a Profit Site 3
- Strategic Choice 3
- Strategies for Sustaining Profits 2

**Unit- C (Implementation)**

- Financing Entrepreneurial Activity 3
- Implementation of the Decision to Adopt 4

**Unit- D (Globalisation)**

- Globalisation for Innovations 2
- Innovation for Emerging Economies 3
- Role of National Governments in Innovation 3
- Strategic Innovation Process 4
- Technological Change 1

**45 Hours**

**Reference Books:**

1. Afuah, Allan. Innovation Management: Strategies, Implementation and Profits. New York: Oxford University Press, Latest Edition.
2. Von, Stamm B. Managing Innovation, Design and Creativity. Chichester: J. Wiley, Latest Edition.



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3. Andriopoulos, Constantine, and Patrick Dawson. *Managing Change, Creativity and Innovation*. Los Angeles: SAGE, Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Business Process Design and Implementation**

**Course Code: MGT840**

L	T	P	Credits
4	0	0	4

**Course Objective:** Objective of the course is to make student acquaint with implementation of information systems in operational techniques. They will learn new systems requirements, issues related to adoption of database management systems and network architecture.

**Learning Outcome:** Students will learn the latest information management techniques in operations and their implications. This in turn will increase their managerial skills to cope up with the modern industry requirements for achieving business excellence.

**Unit- A** **11 Hours**

The Systems Development Life Cycle, Elicitation and Prioritization of Organizational Problems, Development of Information Systems Goals, Existing System Review – Requirements Determination, What to look for in an existing systems environment., Signs of trouble, motivation for process re-engineering, Information Gathering Techniques, Systems Representation Techniques, System Flowcharts (the world of accounting), Logical Dataflow Diagrams (Yourdon/DeMarco), Requirements Determination

**Unit- B** **12 Hours**

New Systems Requirements: Issues and Tradeoffs in Requirements Analysis , Technical, Cost, and Operational Feasibility Analysis, Avoidance Behavior in IT Cost/Benefit Analysis, Rapid Prototyping /User Interface /Human Factors Issues, Cognitive Psychology and User Interface Design, The Evolution to the Graphical User Interface, Issues Related to the Adoption , of Large-Scale Database Management Systems, Systems Analyst’s Viewpoint - the good - the bad - the ugly, Large Transactions Environment Costs of Adoption

**Unit- C** **11 Hours**

Issues Related to the Adoption of Large-Scale Database Management Systems, Systems Analyst’s Viewpoint - the good - the bad - the ugly, Large Transactions Environment, Costs of Adoption, File Design / Normalization of Files, Bachman Representation Technique, Operational Tradeoffs in File Normalization, Process Flow Design – G/L Revenue and Expenditure Cycles

**Unit- D** **11 Hours**

Distributed Processing and Network Configuration: WANs / LANs, Organizational Issues, Transactions Efficiency Issues in the Selection of a Network Architecture, ATMs / E-Commerce Sites and the “Global Data Dilemma”, Systems Risk -Factors that Complicate Risk, Nature of the Risks Encountered by IT Environments, An Epistemology of Systems / Organizational Controls, Selection of Controls - Efficiency / Control Trade-Offs

**45 Hours**

**Text Book:**

1. Dennis, A. and Barbara H. W. Systems Analysis and Design. New York: Wiley, Latest Edition.

**Reference Books:**

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1. Coulson-Thomas, C. Business Process Re-Engineering: Myth and Reality. London: Kogan Page, Latest Edition.
2. Hammer, M. and James C. Reengineering the Corporation. New York, N.Y: Harper Audio, Latest Edition.

Department of Commerce & Business Management  
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**Course Title: Integrated Supply Chain Management**

**Course Code: MGT841**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course is designed to develop a sound understanding of how the integration of supply chain management assists the pursuit of business excellence by creating value of Information technology in different processes of supply chain management systems.

**Learning Outcome:** Students will learn major concepts and techniques of integrating various supply chain systems and the application of Information technology in logistics systems which in turn enhance their managerial skills to higher levels.

**Unit- A**

**11 Hours**

Supply Chain Management: Transforming Supply Chains into Integrated “Value Systems”, Defining Supply Chains, Increasing Customer Demands for Value Across the Supply Chain, Supply Chain Relationships, Information Systems and Supply Chain Management, A Process Model: SCM for Value System Creation, Understanding and Improving Supply Chains and Key Supply Chain Processes, Understanding Supply Chains through Process Mapping, Process Flow Charts, Internal Supply Chains, External Supply Chains, Benefits of Inter organizational Supply Chain Collaboration, The Importance of Time in Creating High-Performance Supply Chains, Opportunities for Cycle Time Reduction across the Supply Chain, Re-Engineering Supply Chain Logistics, Supply Chain Performance Measurement, Internal Integration—Managing Information Flows within the Organization, A Historical Perspective, Drivers of Supply Chain Systems and Applications, Internal and External Strategic Integration, Globalization of Markets

**Unit- B**

**12 Hours**

Availability of Powerful Information Systems and Technology, Enable New Business Processes, Replace Obsolete Systems, Strategic Cost Management, Enterprise Resource Planning (ERP), Implementing ERP Systems, ERP “Meltdowns”, Supply Chain ERP Modules, ERP and Data Warehouses, When Your Web Site is Not Aligned With Your Business Strategies, Decision Support Systems, The Financial Impacts of SCM—Finding the “Sweet Spot”, Insourcing/Outsourcing: A Controversial Issue, Initiating the Insourcing/Outsourcing Decision, Understanding Your Core Competence, Technological Maturity, Understanding the Market, Insourcing Versus Outsourcing—Advantages/Disadvantages, Creating Collaboration and Trust in the Supply Chain, Roots of Supply Chain Relationship Management, A Conceptual Model of Alliance Development, Developing a Trusting Relationship with Supply Chain Partners, Challenges to Managing Supply Chain Relationships, Customer/Supplier Integration into New Product Development, Changes to the New Product Development Process, Supplier Integration Into New Product Development, Supplier Integration Approaches, Supplier Integration Into New Product Development Process Model, Assessing the Supplier's Technology Roadmap, Developing Suppliers' Capabilities

**Unit- C**

**11 Hours**

Strategic Cost Management in a Global Supply Chain, The Financial Impacts of Supply Chain Management, Strategic Cost Management Initiatives Across the Supply Chain,

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Volume Leveraging and Cross Docking: Harvesting the Low-Hanging Fruit, Global Logistics and Material Positioning, Global Supplier Development, Target Pricing, The “Greening” of the Supply Chain: Life Cycle Costing, Re-Manufacturing, and Recycling, Cost Management Enablers, Navigating the Business to Business (B2B) E-Commerce Landscape, The Evolution of the Internet, Attributes of the Internet, The B2B Technology Landscape, Standards: The Basis for B2B Integration, The “Emerging” Standards, Looking Forward: Emerging Technologies, Problems With Implementing Standards, Creating Information Visibility

**Unit- D**

**11 Hours**

The Importance of Information in Supply Chains: Avoiding the Sting of the “Bullwhip”, Creating Information Visibility in Supply Chains, Information Visibility System Best Practices, Collaborative Planning, Forecasting, and Replenishment (CPFR), Collaborative Contract Management Visibility Systems, Managing Change in the Supply Chain, Managing Change in the Supply Chain, Radical Change Management, Changing the Purchasing Culture, Internal Integration of Supply Chain Function, The New Era of Order to Delivery: Drivers for Change, Changing the Culture for Supply Chain Redesign, Future Challenges

**45 Hours**

**Text Book:**

1. Handfield, R. B. and Ernest L. N. Supply Chain Redesign: Transforming Supply Chains into Integrated Value Systems. Upper Saddle River, NJ: Financial Times Prentice Hall, Latest Edition.

**Reference Books:**

1. Lan, Y. and Bhuvan U. Global Integrated Supply Chain Systems. Hershey, PA: Idea Group Pub, Latest Edition.
2. Sadler, I. Logistics and Supply Chain Integration. Los Angeles: SAGE, Latest Edition.

Department of Commerce & Business Management  
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**Course Title: Total Quality Management**

**Course Code: MGT842**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

**Learning Outcome:** Students will learn the major total quality management techniques and tools which are highly required in the industry like benchmarking, QFD, JIT, BPR, Six sigma, etc. and this will in turn make them able to strive for excellence in the field of production and quality.

**Unit- A**

**12 Hours**

Introduction to TQM: History, aims, objectives, benefits, gurus and their principles, TQM reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, Taguchi quality loss function, Total Productive Maintenance (TPM), tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagram

**Unit- B**

**11 Hours**

Customer focus: External and internal customers, Measuring customer satisfaction, Continuous improvement process, Role of TQM's control and improvement process, designing for quality, Juran trilogy, PDSA cycle, 5S, Kaizen, supplier partnership, Partnering, Sourcing, Supplier selection, Supplier rating, overview of supplier quality assurance system, Relationship development, Performance measures, Basic concepts, Strategy, Performance measure workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, Benchmarking, JIT

**Unit- C**

**11 Hours**

TQM for Marketing Function: Quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change

management, Quality in after sales services. Organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture.

**Unit- D**

**11 Hours**

Total employee involvement: Awareness of quality, recognition and rewards, empowerment and self development, Education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, benefits of costs of quality control, TQM implementations and barriers to implementation, Six sigma, Introduction to ISO 9000, ISO 9001: 2000 series of standards

**45 Hours**

**Reference Books:**

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

1. Rampersad, H.K. and Narasimhan. K. Managing Total Quality: Enhancing Personal and Company Value. New Delhi: Tata McGraw-Hill, Latest Edition.  
Mukherjee, P N. Total Quality Management. New Delhi: PHI Learning, Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Procurement and Sourcing Strategy**

**Course Code: MGT843**

L	T	P	Credits
4	0	0	4

**Course Objective:** This course aims to provide students with concepts, principles and methods for strategic sourcing and purchasing, and implementation.

**Learning Outcomes:** At the end of the course a student should be able to perform strategic sourcing and purchasing; reveal the practical challenges of today's sourcing and purchasing processes; understand the latest developments such as services buying, socially responsible purchasing and category sourcing strategies.

**Unit – A**

**Hours**

- Introduction to and Evolution of Purchasing Function:** Changing views of the purchasing function. The importance of purchasing to profitability – the DuPont Model. Purchasing in the context of Supply Chain Management. Centralized vs. decentralized management of purchasing. Check and balance in procurement. 4
- Buying from Overseas/Total Cost of Ownership:** Concept of landed cost. Incoterms. Int'l trade/logistic issues. 3
- Sourcing in the Global Context:** Complexity of global sourcing, Challenging issues in international itrade and logistics; Tactical and strategic sourcing. Sourcing process. Analysis of supply market. Competitive strategy. Sourcing information. 4

**Unit – B**

- Strategic Sourcing and Procurement:** Concepts of strategy, definitions and strategy development. Levels of strategy in the organisation. Supplier relationship management (SRM). Strategic Sourcing and Procurement. Make or buy decisions. Outsourcing vs. off shoring. Outsourcing vs. subcontracting. 6
- Competitive Bidding and Negotiation:** Use of competitive bidding to select supplier. Auctions. Cost estimation and mark-up strategy. Evaluating bids. Two-envelop bidding system. Stages of negotiation. Strategies of negotiation. Support tools for negotiation like price/cost analysis and learning curve. 4

**Unit – C**

- E-procurement:** IT as a means of reducing transactions costs in the supply chain. Integrated information systems internal and external networks, including electronic data interchange (EDI) and e-sourcing. 4
- Vendor Selection and Management:** Metrics for supplier selections. Developing suppliers' capability and improving supplier performances. 3
- Managing purchasing prices:** How vendors establish price. Methods of price determination (other than negotiation). Pricing arrangements. Terms of payment and preferential discounts. Reverse Auction. 5



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**Unit – D**

**Commodity Buying:** The nature of commodities, how markets operate. The control of expenditure through averaging techniques. Hedging issues. **3**

**Special Purchasing: Services, IT, and Capital Buying:** Strategic sourcing for business partners. Purchasing logistics services. The characteristics of information technology software and solution acquisition. Methods for IT project cost estimation. The principles of investment appraisal and risk analysis of capital buying. Terms and conditions in capital contracts. **6**

**Emerging Trend:** Socially responsible purchasing. Category sourcing strategies. **3**

**45 Hours**

**Reference Books:**

1. Burt, D. N., Stephen L. S. and Donald W. D. World Class Supply Management: The Key to Supply Chain Management. Boston: McGraw-Hill/Irwin, Latest Edition.
2. Chary, S N. Production and Operations Management. New Delhi: Tata McGraw-Hill Pub. Co, Latest Edition.
3. Finch, B. J. Operations Now: Profitability, Processes, Performance. New York, NY: McGraw-Hill/Irwin, Latest Edition.
4. Nicholas, J.M. Competitive Manufacturing Management: Continuous Improvement, Lean Production, Customer-Focused Quality. Boston: Irwin/McGraw-Hill, Latest Edition.
5. Benton, W C. Purchasing and Supply Chain Management. Boston: McGraw-Hill Irwin, Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Warehousing and Inventory Management**  
**Course Code: MGT844**

L	T	P	Credits
4	0	0	4

**Course Objective:** Students will learn the basic inventory models and various inventory control techniques and methods to facilitate the timely raw material and profits to business unit due to efficient material handling.

**Learning Outcomes:** After studying this course, students will be able to develop company develop a skill of efficient material handling to help an organisation to achieve economical costs.

<b>Unit – A</b>	<b>Hours</b>
• Meaning, Functions and Significance of Inventory Management.	2
• Strategic Inventory management	2
• Forecasting Methods of Inventory	4
• Material Requirement Planning System (MRP)	4
• Purchasing Management – Objectives, Functions, Methods, Procedure, and Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.	4
• Vendor Rating and Source Location, Negotiation	1
• Lower of cost or market rule; Inventory ascertainment and reconciliation.	1
<b>Unit- B</b>	
• Inventory Models	4
• Methods of Inventory Management System- LIFO, FIFO, HIFO, Base Stock	3
• Material Management in Just-in-Time environment	2
• Storage and Inventory Control Techniques -Perpetual Inventory system, ABC Analysis, Inventory Turnover ratios, Just In Time, FNSD, VED	3
• Economic Ordering Quantity and Extensions	4
<b>Unit- C</b>	
• Make or Buy Decisions	4
• Logistics and Franchising	2
<b>Unit- D</b>	
• Simulation of Inventory Systems	3
• Computer Integrated Systems of Inventory	1
• Performance of Inventory System	1
	<b>45 Hours</b>

**Text Book:**

1. Zipkin, P. H. Foundations of Inventory Management. Boston: McGraw-Hill, Latest Edition.

**Reference books:**

1. Tersine, R. J. Principles of Inventory and Materials Management. New York: North-Holland, Latest Edition.

Department of Commerce & Business Management  
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2. Silver, E. A., Pyke D. F., Rein P., and Edward A. S. Inventory Management and Production Planning and Scheduling. New York: Wiley, Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Sustainable Supply Chain Management**  
**Course Code: MGT845**

L	T	P	Credits
4	0	0	4

**Course Objective:** The objective of this course is to create in-depth understanding of various energy business strategies, their formulation, implementation and process of change in strategies. Further the course will enable students to appraise various energy business strategies issues.

<b>Unit-A</b>	<b>Hours</b>
<p><b>The need for sustainable supply chain management</b>                      meaning, best practices, need, implications of sustainable supply chain management</p> <p><b>Developing sustainable supply chain management</b>                      supply chain strategy, CSF for sustainability, ingredient, an iterative approach to develop sustainable supply chain strategy, sustainable supply chain scorecard(SSC)</p>	<b>12</b>
<p><b>Unit-B</b></p> <p><b>Monitoring performance</b>                      measuring sustainable supply chain, evaluating impact of supply chain on sustainability(PEST), visible supply chain, product oriented monitoring, benefits and use of measurement, problems with measuring performance</p>	<b>11</b>
<p><b>Unit-C</b></p> <p><b>Managing within organisation</b>                      Managing processes, products, knowledge, infrastructure, people and teams, managerial challenge: find and prioritize internal sustainability gap</p>	<b>11</b>
<p><b>Unit- D</b></p> <p><b>Managing outside organisation</b>                      supply chain stakeholders, action field, determining right supply chain stakeholders, generic stakeholder management strategies, action field for sustainability in customer and supplier relations</p> <p><b>Future sustainable supply chains</b>                      Understanding the future, the central question for sustainable supply chains, driving forces, critical uncertainties, standards and infrastructure constraints.</p>	<b>11</b>
	<b>45 Hours</b>

**Reference Book:**

1. Cetinkaya, B. Sustainable Supply Chain Management: Practical Ideas for Moving Towards Best Practice. Berlin: Springer, Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Enterprise Resource Planning**  
**Course Code: MGT846**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course has been designed to provide an in depth knowledge of managing ERP. The course aims to create understanding and using of the managerial aspects of ERP system

**Learning outcome:** Students will learn wide application of ERP in various markets, which is required highly by the industry and various new technologies which can be used to achieve core competencies.

**Unit-A** **11 Hours**  
ERP AND TECHNOLOGY: Introduction, Related Technologies, Business Intelligence, Ecommerce and E-Business, Business Process Reengineering, Data Warehousing, Data Mining, OLAP, Product life Cycle management, SCM, CRM

**Unit-B** **11 Hours**  
ERP IMPLEMENTATION: Implementation Challenges, Strategies, Life Cycle, Preimplementation Tasks, Requirements Definition, Methodologies, Package selection, Project Teams, Process Definitions, Vendors and Consultants, Data Migration, Project management, Post Implementation Activities.

**Unit- C** **12 Hours**  
ERP IN ACTION and BUSINESS MODULES: Operation and Maintenance, Performance, Maximizing the ERP System, Business Modules, Finance, Manufacturing, Human Resources, Plant maintenance, Materials Management, Quality management, Marketing, Sales, Distribution and service.

**Unit- D** **11 Hours**  
ERP MARKET: Marketplace, Dynamics, SAP AG, Oracle, PeopleSoft, JD Edwards, Enterprise Application Integration, ERP and E-Business, Future Directions, Trends in ERP.  
**45 Hours**

**Reference Books:**

1. Altekar, R.V. Enterprisewide Resource Planning: Theory and Practice. , Latest Edition.
2. Murthy, C S. V. Enterprise Resource Planning and Management Information Systems: (text and Case Studies). Mumbai : Himalaya Pub. House Pvt. Ltd, Latest Edition.
3. Parthasarathy, S. Enterprise Resource Planning: A Managerial and Technical Perspective. New Delhi: New Age International Pvt. Ltd., Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Supply Chain Metrics and Strategies**  
**Course Code: MGT847**

L	T	P	Credits
4	0	0	4

**Course Objective:** The objective of the course is to make students acquaint with the logistics strategies related to customers, transportation, data mining and warehousing. Also they will learn functional architects, wireless technologies and modern strategies related to logistics.

**Learning outcome:** Student will learn fundamentals of supply chain management system and also they will be able to think and devise new strategies of competition in the dynamic environment of business which is highly required by the industry.

**Unit- A** **11 Hours**  
Definition of logistics, Evolution of logistics and supply chain management, Logistics-Activities, Optimization, Master planning, Logistics activating profiling and data mining-Profiling motivations and minefields, logistics activity profiles and data mining, Logistics performance, cost and value measures- Financial measures, Productivity measures, quality measures, cycle time measures, Logistics performance gap analysis

**Unit- B** **12 Hours**  
Customer response principles and systems- Response fundamentals and notions, customer Activity profiling, response performance measure, service policy design, satisfaction monitoring, Order capture and entry, order processing, Documentation, invoicing, collections, Customer response systems and organization design, Inventory planning and management- fundamentals, activity profiling, performance measurement, forecasting, order quantity engineering, file rate planning, control policy, deployment, management systems, organization design and development, Supply management- Activity profiling, SSP, sourcing, Supplier integration and relationship, Purchase order processing, Buying and payment, supply management systems

**Unit- C** **11 Hours**  
Transportation- optimization, profiling and data mining, Performance measures, logistics network design, shipment planning and management, Fleet- Container- yard management, carrier management, freight and document management, Transport management systems, Transportation organization design and development. Warehouse operations- fundamentals, activity profiling, performance measures, receiving principles, putaway, storage operations, order picking operations, shipping principles, warehouse management systems

**Unit- D** **11 Hours**  
Logistics and supply chain Information systems-Functionality and architectures, Data warehousing, mining and Decision support systems, web based logistics, paperless and wireless logistic systems, LIS justification- selection – implementation, logistics organisation design and development- supply chain organization management, corporate logistics organization alignment, strategic planning and project management, process and activity management, logistics professional management, Human friendly and Community friendly logistics

**Total : 45 Hours**

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**Text Book:**

1. Frazelle, E.. Supply Chain Strategy: The Logistics of Supply Chain Management. New York: McGraw-Hill, Latest Edition.

**Reference Books:**

1. Cohen, S. and Joseph R. Strategic Supply Chain Management: The Five Disciplines for Top Performance. New York: McGraw-Hill, Latest Edition.
2. Chan, C. and Lee, H W. J. Successful Strategies in Supply Chain Management. Hershey, PA: Idea Group Pub, Latest Edition.
3. Gattorna, J. Strategic Supply Chain Alignment: Best Practice in Supply Chain Management. Aldershot, Hampshire, England: Gower, Latest Edition.

Department of Commerce & Business Management  
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**Course Title: Supply Chain management technology and application**

**Course Code: MGT848**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course aims to impart the knowledge and skills needed to manage the technological aspects in supply chain management systems. Also students will learn technological applications in CRM, SRM and in LRM

**Learning Outcome:** Students will learn major concepts, tools and techniques of application of Information technology in logistics systems and supply chain management systems which in turn enhance their managerial skills to higher levels.

**Unit- A** **12 Hours**  
Foundations of Supply Chain management, Rise of supply chain management, stages of SCM development, Redefining supply chain management, supply chain competencies, Importance of Information technology, Technology in knowledge, Enterprise technology basics, New technology- SaaS, wireless technology, Global trade management solutions, Business Information system basics, Enterprise business systems foundations, Standard EBS systems, Evolution of internet business, Impact of E-business on supply chain.

**Unit- B** **11 Hours**  
Lean supply chain management, Components of lean supply chain management, Adaptive supply chains, Demand driven supply networks and their advantages. Customer centric supply chain, Technology application to CRM, CRM and supply chain, new concepts in customer management technologies.

**Unit- C** **11 Hours**  
Manufacturing in global enterprise, Impact of technology on manufacturing, collaborating product commerce, Managing manufacturing planning functions, supply chain optimization tools, Purchaser and supplier relationship, Strategic sourcing and supply chain management, Internet in supply chain environment, e-SRM marketplace and Exchange management, Future B2B e-marketplaces, Implementation of e-SRM

**Unit- D** **11 Hours**  
Logistics Resource management, Internet technologies and LRM, Third party logistics network, LRM strategy development, Enterprise strategy modern view, SCM technology deployment and development strategy- Business value proposition, value portfolio, scope of collaboration, resource management, growth management.

**45 Hours**

**Text Book:**

1. Ross, D. F. and David F. R. Introduction to Supply Chain Management Technologies. Boca Raton: CRC Press/Taylor and Francis, Latest Edition.

**Reference Books:**

1. Poirier, C. C. Using Models to Improve the Supply Chain. Boca Raton, Fla: St. Lucie Press, Latest Edition.
2. Wang, J. *et al.* Information Technologies, Methods, and Techniques of Supply Chain Management. Hershey, PA: Business Science Reference, Latest Edition.



Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: World Class Manufacturing**  
**Course Code: MGT849**

L	T	P	Credits
4	0	0	4

**Course Objective:** The objective of the course is to make students acquaint with manufacturing decisions, operation and production scheduling and quality control parameters which are highly demanded by the industry.

**Learning outcome:**

Students will learn various modern techniques of manufacturing and will be able to understand application of these techniques in an organization.

**Unit- A**

**11 Hours**

Introduction to manufacturing, Strategic decisions in Manufacturing Management, Choice of Technology, Capacity Layout / Automation in Material handling systems Emerging trends Flexible Manufacturing Systems as enablers of low cost strategy – Their implications for Costing Systems

**Unit- B**

**11 Hours**

Aggregate planning and Master Production Scheduling , Materials Requirement Planning (MRP), Manufacturing Resources Planning (MRP – II), Implementation Problems / Indian experience, Quick response systems in Manufacturing Replacement Theory

**Unit- C**

**12 Hours**

Review of Operations Scheduling Process ,Industrial scheduling systems - Job Shop Scheduling, Batch Production Scheduling, Flow Production Line Balancing – Introduction to flexible Manufacturing Systems and World Class Manufacturing Quality control and Quality assurance in manufacturing; Acceptance sampling, Six Sigma, Kaizan, QC Circles, Statistical Process Control.

**Unit- D**

**11 Hours**

Objective of TPM – Total System effectiveness, Break-down maintenance, Preventive Maintenance, Productive Maintenance, Predictive Maintenance, Condition Monitoring System, Maintenance Prevention, Reliability Improvement, Total Employee Involvement and Small Group Activities, FMEA

**45 Hours**

**Reference Books:**

1. Sahay, B S, Saxena, K B. C. and Ashish K. World-class Manufacturing: A Strategic Perspective. New Delhi: Macmillan India, Latest Edition.
2. Panneerselvam, R. Production and Operations Management. New Delhi: Prentice Hall of India, Latest Edition.
3. Kachru, U. Production and Operations Management: Text and Cases. New Dehli: EXCEL BOOKS, Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Global logistics and Supply Chain Management**

**Course Code: MGT850**

L	T	P	Credits
4	0	0	4

**Course Objective:** The objective of the course is to make students acquaint with the present scenario of global supply chain management systems keeping in view modern information infrastructures and latest supply chain designs.

**Learning outcome:**

Students will learn basics of supply chain management and their importance in global markets and will be able to handle the various constraints which may arise during business functioning.

**Unit-A**

**11 Hours**

Introduction to supply chain management, Globalization and International trade, Supply chain strategies, Logistics service providers

**Unit-B**

**11 Hours**

Procurement and outsourcing, Inventory management, Warehousing and Materials management, Transport in supply chains

**Unit- C**

**11 Hours**

Information flows and technology, Logistics and financial management, Measuring and managing logistics performance.

**Unit- D**

**12 Hours**

Supply chain-vulnerability, risk, robustness and resilience. Integration and collaboration, Sustainable Logistics and supply chain systems, New supply chain designs.

**45 Hours**

**Text Books:**

1. Mangan, J., Chandra L. and Tim B. Global Logistics and Supply Chain Management. England: John Wiley and Sons, Latest Edition.

**Reference Books:**

1. Waters, C D. J., Global Logistics: New Directions in Supply Chain Management, London: Kogan Page, Latest Edition.
2. Long, D. International Logistics: Global Supply Chain Management. Norwell, Mass: Kluwer Academic Publishers, Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: International Financial Management**

**Course Code: MGT851**

L	T	P	Credits
4	0	0	4

**Course Objective:** This course introduces the students to provide an understanding of the important features of international financial management and the real problems of Multinational Corporation within an environment of free flows of foreign capital and floating exchange rates.

**Learning Outcomes:** After studying this course students will be able to understand how companies' financial management is affected international trade and learner will be equipped with abilities to understand mechanics of free flows of foreign capital and floating exchange rates.

<b>Unit – A (Introduction of Multinational Financial Management)</b>	<b>Hours</b>
• Financial Management in Global- rise of Multinational Corporations	<b>3</b>
• Relationship of Multinational Financial Management with domestic Financial Management	<b>4</b>
• Financing the Multinational Corporation, International Monetary System	<b>4</b>
• Foreign Exchange Rate Determination and Currency Forecasting - Spot Market and Forward, Market, Exchange Rate Equilibrium, Asset Market model of Exchange Rates, Purchasing Power Parity, Intervention of Central Bank in Determination of Exchange Rates.	<b>5</b>
<b>Unit- B (Translation and Transaction Exposure)</b>	
• Managing Translation and Transaction Exposure	<b>3</b>
• Measuring Translation and Transaction Exposure	<b>4</b>
• Foreign market entry and country risk management	<b>3</b>
<b>Unit- C (Cross border Capital Budgeting)</b>	
• Cross border Capital Budgeting- Meaning	<b>4</b>
• Calculation of Cash Outlay and Future Cash Inflows for Parent and Subsidiary.	<b>3</b>
<b>Unit- D (Foreign Exchange Risk Management)</b>	
• Foreign Exchange Risk Management - Currency Futures and Options Market, Swaps, Interest Rate Forwards and Futures	<b>4</b>
• Foreign Exchange Instruments	<b>4</b>
• Swaps	<b>4</b>
	<b>45 Hours</b>

**Text Book:**

1. Shapiro, A. C. Multinational Financial Management. Boston: Allyn and Bacon, Latest Edition.

**Reference books:**

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1. Apte, P G. International Financial Management. New Delhi: Tata McGraw-Hill Pub, Latest Edition.

Department of Commerce & Business Management  
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**Course Title: WTO and RTAs**

**Course Code: MGT852**

L	T	P	Credits
4	0	0	4

**Course Objective:** To enable the students to know what is the importance of WTO and regional trade arrangements to the world economy and how can they be used in the betterment of the growing economies.

**Learning Outcomes:** Students will be able to handle the intricacies of international business in the context of WTO and RTAs

**UNIT-A**

**10 Hours**

WTO- Formation, historical prospective, functions and structure, GATS(General Agreement on trade in services), TRIPS (Trade related intellectual property rights) and TRIMS (Trade related investment measures) and their importance to business and world economy. Dispute Settlement Board and Mechanism, WTO consultation process, Subsidies

**UNIT-B**

**12 Hours**

Regional Trade Agreements, Proliferation of regional trade agreements which represent a significant challenge to WTO regime. The co-existence of RTAs and the WTO raises critical issues of fragmentation of international trade law and jurisdictional competition. The Economic Dimension of Regional Trade Agreements and their Relation to the Multilateral Trading System, The Political Economy of Regional Trade Agreements, Constitutional Functions of the WTO and Regional Trade Agreements.

**UNIT-C**

**12 Hours**

RTAs and India's foreign trade, Regional trade blocs and its role with India in International Business. How Free Trade Areas and their Rules of Origin Comply with GATT Article XXIV. Services Liberalisation in Regional Trade Agreements - Bilateral, Regional and Multilateral Agreements Covering Foreign Investment in Services, TRIPS-Plus Provisions in Regional Trade Agreements. Competition Law and Regional Trade Agreements, The WTO, Regional Trade Agreements and Human Rights, Sustainable Development in Regional Trade Agreements, Dispute Settlement in Regional Trade Agreements and the WTO

**UNIT-D**

**11 Hours**

Evaluation of Regional Trade Agreements (RTAs) among developed and developing countries, Study of NAFTA SAFTA, EU, ASEAN, GCC, OPEC, COMESA, ECOWAS, SAARC, PARTA, CROP. Overlaps and Conflicts of Jurisdiction Between the WTO and RTA's Applicability of WTO Law in Regional Trade Agreements: Identifying the Links

**Text Book:**

Bartels, L., and Federico O., Regional Trade Agreements and the WTO Legal System. Oxford: Oxford University Press, Latest Edition.

**Reference Books:**

1. Rao, P. K. WTO: Text and Cases. New Delhi: Excel Books, Latest Edition.
2. Paul, J., International Business. New Delhi: PHI Learning, Latest Edition.

Department of Commerce & Business Management  
**DAV UNIVERSITY, JALANDHAR**

**Course Title: Cross Cultural Management**  
**Course Code: MGT853**

L	T	P	Credits
4	0	0	4

**Course Objective:** To understand Cross Cultural Management issues, relate them to managerial practice, provide exposure to the diverse management styles across the globe and impart understanding of different approaches to comparative analysis of each management style.

**Learning Outcomes:**

The students will develop the ability to integrate and apply management concepts in different work cultures; will appreciate cross-cultural and ethical issues faced by managers in global enterprises.

**UNIT-A**

**Hours**

- The Concept of International Comparative Management 3
- Definition of Culture 3
- Impact of the culture on International Business. 4

**UNIT-B**

- Kluckhohn and Strodtbeck's Cultural Dimension 3
- Hofstede's Cultural Dimensions, 3
- Trompenaars Cultural Dimensions, 3
- Hall and Hall's Cultural Dimensions 3

**UNIT-C**

- Japanese Style of Management, German style of Management, UK style of Management, 3
- French style of Management, Spanish style of Management, Style of Management of United States companies 3
- Management Characteristics of West European Companies, Styles of Management in African Countries, 4
- Style of Management of Latin American Countries, Indian style of Management 3
- Differences in managerial behaviour , Cultural influences on leaders and their behavioural patterns 3

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**UNIT-D**

- Management of Multinational Companies - Problems and Prospects 1
  - MNCs in an International environment 1
  - Communication and International Negotiation- Culture and Communication 1
  - Major Obstacles to Intercultural Communication, 1
  - Nonverbal Communication 1
  - Subtle art of negotiation, Managing Negotiation with Multinational Companies 2
- 45 Hours**

**Text Book:**

1. Daniels, J. D., and Lee H. R. International Business: Environments and Operations. Reading, Mass: Addison-Wesley. Latest Edition.

**Reference Books:**

1. Griffin, R. W., and Michael W. P., International Business. Upper Saddle River, NJ: Prentice Hall. Latest Edition.
2. Hibbert, E P. International Business: Strategy and Operations. Houndmills, Basingstoke, Hampshire: Macmillan Business, Latest Edition.
3. Hill, C. W. L. International Business: Competing in the Global Marketplace. Boston, Mass: McGraw-Hill/Irwin, Latest Edition.
4. Rugman, A. M., and Richard M. H., International Business. Harlow, England: Prentice Hall/Financial Times, Latest Edition.
5. Negandhi, A. R., International Management. Boston: Allyn and Bacon, Latest Edition.

Department of Commerce & Business Management  
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**Course Title: Foreign Trade Documentation and Trade Finance**

**Course Code: MGT854**

L	T	P	Credits
4	0	0	4

**Objective:** The course aims at providing and understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.

**Learning Outcome:** After the completion of the course, the students will be familiarized with the understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. In addition, students will be learned to handle foreign trade transactions and the paperwork thereto.

**Unit – A** **Hours**

Documents for starting up a new export venture; aligned documentation system: meaning, rationale, various documents, EDI initiative	4
Methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P)	2
Letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed.	5

**Unit – B**

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, FEMA.	4
Bank guarantees and special schemes, role of ECGC.	4
Theories and practice of foreign exchange rate determination, floating and fixed exchange rates.	4
Exchange control regulations and procedures in India	3

**Unit – C**

Processing of an export order: stages in implementing export transaction; procedure and documents needed for claim.	3
Procedures and documents related to quality control – ISO 9000, ISO 14000	4



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Marine insurance: types of marine insurance, marine losses 4

**Unit – D**

Customs and port clearance. 3

Import procedures and documents 2

Inco terms 3

**45 Hours**

**Reference Books:**

1. Johnson, T. E, and Donna L. B. Export/import Procedures and Documentation. New York: AMACOM, Latest Edition.
2. Malhotra, S. K. Export and Import Management. New Delhi: Adhyan Publishers and Distributors, Latest Edition.
3. Lall, G S. Finance of Foreign Trade and Foreign Exchange. Delhi: H.P.J. Kapoor, Latest Edition.
4. Jain, S. C., International Marketing Management. Belmont, Calif: Wadsworth, Latest Edition.

Department of Commerce & Business Management  
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**Course Title: Global Marketing Management**  
**Course Code: MGT855**

L	T	P	Credits
4	0	0	4

**Course Objective:** This course aims to acquaint the students with global marketing environment and to build understanding of principles international marketing.

**Learning Outcomes:** Students will be able to apply the knowledge for the global marketing practices.

**Unit – A: Understanding the global marketing environment** **Hours**

- Meaning of global marketing 2
- Changes in the global marketing environment 2
- Organising of global marketing 2
- The global marketing environment (political, legal, socio-cultural, technical, economic) 2

**UNIT – B: Market planning and development of global marketing strategies**

- Corruption in global markets 2
- Opportunity analysis and selection of markets 2
- Market entry strategies 1
- Competitive advantage 2
- Product and brand management 2
- Global services marketing 2
- Global communications 2

**UNIT – C: Global marketing distribution relationship and pricing**

- Approach to manage supply chains 3
- Factors affecting supply chain decisions 2
- Collaboration of supply chain 2
- Market responsive supply chain strategies 2
- Managing marketing relationships 2
- Pricing strategies and factors affecting global pricing decisions 1

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**UNIT – D: Coordinating global marketing operations**

• Sales force management	<b>3</b>
• International sales management decisions	<b>3</b>
• Sales negotiation and culture	<b>2</b>
• Role of trading	<b>3</b>
• Global control mechanisms	
• Issues in global organisational structures	<b>1</b>
<b>Total</b>	<b>45 Hours</b>

**Text Book:**

1. Lee, K. and Carter, S., Global Marketing Management: Changes, New Challenges, and Strategies. Oxford: Oxford University Press, Latest Edition.

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**Course Title: Global Strategic Management**  
**Course Code: MGT856**

L	T	P	Credits
4	0	0	4

**Course Objectives:** To explain the evolution of international business and strategy to enable the students to analyze the important factors in strategic international environment.

**Learning Outcome:** The students will be able to appreciate the role of strategic environment in MNE strategy.

**UNIT-A** **Hours**

- Introduction to Global Strategy, Role of Globalization, Impact of Globalization on Developing Countries, **3**
- Managing Competition in Global Markets, Porters Five Force Framework in Global Business, Role and application of Generic strategies in Global Business, Strategic Resource Management **3**
- Value Chain analysis in Global Business, VIRO Framework, Strategic Role of Cultures and Sub Cultures, Strategic Role of Ethics, Strategic Response Framework. **4**

**UNIT-B**

- Concept of International Entrepreneurship, Comprehensive model of entrepreneurship, Entry barriers for firms going Global, entrepreneurial strategies **3**
- comprehensive model of foreign market entries, Distinguishing features of trading mode, passive participation mode **3**
- active or direct participation mode, Risk associated in Going Global, IJV, Strategic alliances, Major strategic issues in international mergers and acquisitions (MandA) **3**
- Rules of successful MandAs, comprehensive model of strategic alliances and networks. **3**

**UNIT-C**

- International competitiveness and competitive scope, Diversification and concentration strategies for international competitive advantage **3**
- Types of Diversification, Considerations in Global Business **3**

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Management, comprehensive model of diversification

- Multinational Strategies and Structures, Comprehensive model of multinational strategy 4
- structure and learning, relationship between multinational strategies and structures Application 3
- Strategic Innovation and Knowledge management in Global Business. 3

**UNIT-D**

- Concept of Global Corporate and Social Responsibility, comprehensive model of corporate social responsibility 1
- Corporate Sustainable development, Need of CSR activities, Role CSR in sustainable development 1
- Concept of Private Equity, Corporate Governance at Global Level, comprehensive model of corporate governance 2
- Concept of Family Business Going Global. 3

**Total** **45 Hours**

**Text Book:**

1. Peng, M. W. Global Strategic Management. Mason, Ohio: South-Western, Latest Edition.

**Reference Books:**

- 1 Ketelhö hn, E. W. International Business Strategy. Oxford: Butterworth Heinemann, Latest Edition.
- 2 Mellahi, K., Jedrzej G. F. and Paul N. F., Global Strategic Management. Oxford: Oxford University Press, Latest Edition.

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**Course Title: International Business Law**  
**Course Code: MGT857**

L	T	P	Credits
4	0	0	4

**Course Objective:** This course introduces the students to commercial law in undertaking international business.

**Learning Outcomes:** After studying this course students will improve their understanding of the importance of national and global law to take decisions in international business.

<b>Unit – A (Legal Environment of International Business )</b>	<b>Hours</b>
• Introduction to International Business	3
• International Law and the World’s Legal Systems	3
• Resolving International Commercial Disputes	4
<b>Unit- B (International Sales, Credits, and the Commercial Transaction</b>	
• Sales, Contracts and Excuses for Non- Performance	4
• The Documentary Sale and Terms of Trade	3
• The Carriage of Goods and the Liability of Air and Sea Carriers	3
• Bank Collections, Trade Finance and Letters of Credit	4
<b>Unit- C (International Law)</b>	
• GATT Law and the World Trade Organisation	4
• Laws Governing Access to Foreign Markets	3
• Regulating Import Competition and Unfair Trade	2
• Imports, Customs and Tariff Law	2
• The Regulation of Exports	2
<b>Unit- D (Regulation of International Marketplace)</b>	
• International Marketing Law	2
• Licensing Agreements and the Protection of Intellectual Property Rights	3
• Host Country Regulations	3
	<b>45 Hours</b>

**Text Book:**

4. Schaffer, R., Beverley E. and Filiberto A. International Business Law and Its Environment., Ohio: West Educational Pub. Co. Latest Edition.

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**Course Title: Management of Banking and Insurance Operations**  
**Course Code: MGT858**

L	T	P	Credits
4	0	0	4

**Course Objective:** This course involves a study of laws related banking and insurance industries. It will equip the students to work comfortably in banking and insurance industry.

**Learning Outcomes:** After studying this course, students will be able to understand how the banking and insurance industries are affected by legal environment and learner will be equipped with abilities to understand these laws and reflect on current legal issues.

<b>Unit – A (Banking Introduction)</b>	<b>Hours</b>
• Relationship between banker and customer	<b>1</b>
• Law and procedure governing banking instruments	<b>2</b>
• Management of assets- liabilities in commercial bank	<b>2</b>
• Lending policies, Risk and profitability planning	<b>2</b>
• Law relating to Banking Regulation	<b>3</b>
• bankers’ book evidence	<b>1</b>
• Recovery of debts due to banks and financial institutions.	<b>2</b>
• New Banking Practices- Bancassurance, Green Banking, financial Inclusion	
<b>Unit- B (Banking Operations)</b>	
• General Bank Operations(Front End Operations and Back Office Operations)	<b>4</b>
• Concept of Clearing System	<b>3</b>
• Deposit mobilization – Documentation	<b>5</b>
• International Banking	<b>2</b>
<b>Unit- C (Insurance Introduction)</b>	
• Life insurance- law relating to Life Insurance, general principles of life insurance contract, proposals and policy, assignment and nomination, title and claims, concept of trusts in life policy, Life Insurance Corporation - role and functions.	<b>3</b>
• General insurance: law relating to general insurance, different types of general insurance, general insurance and life insurance, nature of fire insurance; various types of fire policy; subrogation; double insurance;	<b>2</b>

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contribution; proximate cause; claims and recovery

- Accident and motor insurance: Nature, disclosure, terms and conditions; claims and recovery, third party insurance, compulsory motor vehicle insurance, accident insurance , Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc, public liability insurance; emergency risk insurance 2

**Unit- D (Insurance Operations)**

- Documentation 5
- Claim Settlement 6

**45 Hours**

**Text Book:**

1. ICSI, Banking and Insurance: Law and Practice, Taxman. Latest Edition.

**Reference Books:**

1. Gordon, E, and Natarajan K., Banking: Theory, Law and Practice. Mumbai: Himalaya Pub. House, Latest Edition.
2. Whittlesey, C. R. Principles and Practices of Money and Banking. New York: Macmillan Co, Latest Edition.



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**Course Title: Underwriting and Claim Management in Insurance**  
**Course Code: MGT859**

L	T	P	Credits
4	0	0	4

**Course Objective:** Students will learn the mechanism of underwriting and claims settlement so that they can understand the conceptual framework of underwriting of insurance.

**Learning Outcomes:** After studying this course, students will be able to develop an understanding of conceptual framework of underwriting of insurance.

<b>Unit – A</b>	<b>Hours</b>
• Underwriting- Meaning, functions, importance. insurance – Profile of an Underwriter , Types of Underwriter	<b>4</b>
• Risk selection Classification and Rating, Retentions and Reinsurance	<b>5</b>
• Underwriting Philosophy and Guidelines	<b>3</b>
• Organisation of underwriting	<b>3</b>
<b>Unit- B</b>	
• Underwriting Information, underwriting Decision	<b>2</b>
• Methodology and Procedures of Underwriting	<b>5</b>
• Structure of underwriting portfolio	<b>3</b>
<b>Unit- C</b>	
• Underwriting Policy and Practice	<b>3</b>
• Rate Making	<b>3</b>
• Budgeting and Monitoring Results of Underwriting	<b>2</b>
<b>Unit- D</b>	
• Claims- Meaning, Classification, Claims Procedure and Claimants, Claims Procedure and the Insurer	<b>4</b>
• Claims Settlements and Disputes, Claims Management Systems and Organization Structure	<b>4</b>
• Claims Cost and Cost Effective Settlement	<b>4</b>
	<b>45 Hours</b>

**Reference books:**

- 1 Briys, E, and Franç ois, V., Insurance: From Underwriting to Derivatives : Asset Liability Management in Insurance Companies. Chichester [England], John Wiley, Latest Edition.
- 2 Allan, I. Insurance Claims, Damaged Equipment: Your Guidebook to Heavy Equipment and Truck Claims. Victoria, BC: Trafford, Latest Edition.

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**Course Title: Micro Financing**  
**Course Code: MGT860**

L	T	P	Credits
4	0	0	4

**Course Objective:** Students will learn the various operational aspects of Micro-finance like financial product, financial management, risk management and governance issues of micro finance.

**Learning Outcomes:** After studying this course, students will be able to develop skills in understanding the governance issues of micro finance.

<b>Unit – A</b>	<b>Hours</b>
• Meaning, Objectives , Scope, Lessons from International Finance	2
• Micro-Finance as Development Tool	3
• Evolution and Character of Micro-Finance in India	2
• Micro-finance- Delivery Methodologies	3
• Legal and Regulatory Framework	3
<b>Unit- B</b>	
• Micro- Finance in India- Present and Future	2
• Some Innovative and Creative Micro- Finance Models	4
• Impact of Micro- Finance	3
• Emerging Issues	2
• Impact Assessment and Social- Assessment of MFIs	3
<b>Unit- C</b>	
• Financial Products and Services	4
• Financial Accounting and Reporting	3
• <b>Revenue- Models of Micro-Finance</b>	3
<b>Unit- D</b>	
• Risk Management	3
• Basics of Banking	2
• Development Banking and Priority Sector Banking	3
	<b>45 Hours</b>

**Text Book:**

1. Zipkin, P. Micro-finance Perspectives and Operations, McMillan, Latest Edition.

**Reference books:**

1. Yadav, R.J. Microfinance, Paradise Publishers, Latest Edition.

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2. Roy, A. and Dutta, S. Economic and Social Impact of Micro-Financing Poor Through Shgs, Lambert Academic Publishing, Latest Edition.

**Course Title: Regulatory Framework for Banking and Insurance**

**Course Code: MGT861**

L	T	P	Credits
4	0	0	4

**Course Objective:** This course involves a study of laws related to banking and insurance industries. It will equip the students to work comfortably in banking and insurance industry.

**Learning Outcomes:** After studying this course, students will be able to understand how the banking and insurance industries are affected by legal environment and learner will be equipped with abilities to understand these laws and reflect on current legal issues.

<b>Unit – A</b>	<b>Hours</b>
• Relationship between banker and customer	1
• Law and procedure governing banking instruments	2
• Management of assets- liabilities in commercial bank	2
• Lending policies, Risk and profitability planning	2
• Law relating to Banking Regulation	3
• bankers’ book evidence	1
• Recovery of debts due to banks and financial institutions.	2
<b>Unit- B</b>	
• Insurance Legislation In India and Insurance Act, 1938	3
• IRDA Functions and Insurance Councils, Licencing	3
• Regulation on Conduct of Business	2
• Life insurance- law relating to Life Insurance, general principles of life insurance contract	2
• proposals and policy	1
• assignment and nomination	1
• title and claims, concept of trusts in life policy	1
• Life Insurance Corporation - role and functions.	1
<b>Unit- C</b>	
• General insurance: law relating to general insurance	3
• different types of general insurance	1
• general insurance and life insurance	1

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- nature of fire insurance; various types of fire policy; subrogation; double insurance; contribution; proximate cause; claims and recovery 3

**Unit- D**

- Accident and motor insurance: Nature, disclosure, terms and conditions 2
- claims and recovery, third party insurance, compulsory motor vehicle insurance, accident insurance 3
- Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc 2
- public liability insurance; emergency risk insurance 2
- Accident and motor insurance: Nature, disclosure, terms and conditions 2
- Claims and recovery, third party insurance; compulsory motor vehicle insurance, accident insurance 2
- Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc; 2

**45 Hours**

**Text Book:**

1. ICSI, Banking and Insurance: Law and Practice, Taxmann. Latest Edition.

**Reference Books:**

2. Gordon, E, and K Natarajan. Banking: Theory, Law and Practice. Mumbai: Himalaya Pub. House, Latest Edition.
3. Shekhar, K C. Banking Theory and Practice: (law and Foreign Exchange). New Delhi: Vikas Pub. House, Latest Edition.

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**Course Title: Insurance and Risk Management**

**Course Code: MGT862**

L	T	P	Credits
4	0	0	4

**Course Objective:** This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides, the students will be in a position to understand principles of insurance and its usefulness in business, along with its regulatory framework.

**Learning Outcomes:** After the completion of the course Students will be able to understand the concepts of Insurance and risk and manage risk properly.

**Section A: Basics of Insurance**

**Hours**

- Concept of Insurance 2
- Need for Insurance 2
- Globalization of Insurance Sector 1
- Reinsurance, Co-insurance, Assignment. Endowment 4

**Section B: Life and General insurance**

- Principles Applicable to life Insurance 1
- Life Insurance Products: Introduction, Traditional insurance products 1
- ULIPs: Linked Life Insurance Products, Types, recent trends 1
- Principles of General Insurance 2
- General Insurance products: Introduction and Classification of Products. 2
- Reinsurance: Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance. 3

**Section C: Tools for Insurance Management**

**2**

- Control of Malpractices 3
- Negligence, 2
- Loss Assessment and Loss Control 2
- Exclusion of Perils, Actuaries, Computation of Insurance Premium. 3
- Regulatory Framework of Insurance: Role, Power and Functions of IRDA 3
- Composition of IRDA, IRDA Act'1999 2

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**Section D: Risk Management**

- Concept of Risk 1
- Types of Risk 1
- Managing Risk 2
- Sources and Measurement of Risk, 1
- Risk Evaluation and Prediction 1
- Disaster Risk Management 1
- Risk Retention and Transfer 2

**45 Hours**

**Text Book:**

1. Dorfman, Mark S. Introduction to Risk Management and Insurance. Englewood Cliffs, N.J: Prentice-Hall, Print.

**Reference Books:**

1. All the three modules of Insurance and Risk Management by Institute of Chartered Accountants of India
2. Vaughan, Emmett J, and Curtis M. Elliott. Fundamentals of Risk and Insurance. Santa Barbara: Wiley, Latest Edition.

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**Course Title: Marketing of Banking and Insurance services**

**Course Code: MGT863**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course aims at to acquaint the students with the various aspects of Marketing of banking and insurance services.

**Learning Outcomes:** At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional marketing environments; research, define and evaluate markets for given banking and insurance services; match them with corresponding markets, and outline appropriate marketing strategies.

<b>Unit – A</b>	<b>Hours</b>
<b>Concept of marketing in financial services sector:</b> Critical aspects of Marketing of Financial Services, Marketing Mix, Market Segmentation.	<b>6</b>
<b>Concept of Relationship Marketing:</b> Relationship marketing of Financial Services, Types of relationships.	<b>7</b>
<b>Consumer Behaviour in Financial Services:</b> Understanding Consumer Needs, Defining goals and objectives, Purchase process of Services, Components of customer expectations.	<b>5</b>
<b>Unit – B</b>	
<b>Designing the Communication Mix for Financial Services:</b> Various communication challenges, Educational and Promotional objectives, Advertising and communication – advertising as a communication process, medias of advertisements-Drafting of statutory advertisements for public issue of shares etc.	<b>6</b>
<b>Pricing and Revenue Management:</b> Objectives of Pricing Strategies, The Pricing Tripod, Total cost of service.	<b>4</b>
<b>Unit – C</b>	
<b>Service Environment:</b> Planning a Service Environment, Selection of Environmental design elements, Impact of Service Environment on Customers.	<b>5</b>
<b>Customer Feedback:</b> Aspects of Customer Feedback, Importance, Impact on Retention, Building a customer feedback system.	<b>4</b>
<b>Unit – D</b>	
<b>Role of Technology in Marketing of Financial Services:</b> Role of Internet, E-Banking, Using websites for Service Delivery, Concept of CRM.	<b>4</b>
<b>Ethics in Marketing:</b> Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole, Unethical behaviour in financial services marketing: fraud, misrepresentation, mis-selling, misleading information, discrimination.	<b>4</b>
	<b>45 Hours</b>

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**Reference Books:**

1. Harrison, T. Financial Services Marketing. Harlow, England: Pearson Education, Latest Edition.
2. Kotler, P., and Gary A. Principles of Marketing. Englewood Cliffs, N.J: Prentice Hall, Latest Edition.
3. Meidan, A. Marketing Financial Services. Basingstoke: Macmillan Business, Latest Edition. .



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**Course Title: Corporate Banking**  
**Course Code: MGT864**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course aims to enable the students to acquire the Knowledge of Bank Management.

**Learning Outcomes:** After the completion of the course Students will be able to understand the scenario for management of Banks.

**Section A: Overview of Commercial Banking in India** **Hours**

- Role and Functions of Commercial Banks 2
- Indian Banking in Pre-Nationalisation and Post-nationalisation Phases 2
- Indian Banking in Pre-Nationalisation and Post-nationalisation Phases 1
- Banking Sector Reforms and their Implications on Indian Banking Sector 1
- Changing Role of Indian Banks 2
- Reforms and Restructuring of Bank Management 1
- Management of Private Sector Banks and Public Sector Banks 1

**Section B: Functions of Bank Management**

- Planning, Organising, Directing, Coordinating, Controlling 3
- Hierarchy of Management and functions at Each Level – Strategic Planning in Banks 2
- Budgeting in Banks 3
- RBI and its Role in Bank Management and Regulation, 2
- Prevention of Money laundering Act, 2002. 3

**Section C: Credit Management in Banks**

- Principles of Sound Bank Lending 3
- Loan Policy 2
- Credit Appraisal and Credit Decision Making 1
- Monitoring and Review of Loan Portfolio 3
- Management of Non-Performing Assets (NPAs) 3
- Debt Restructuring 1

**Section D: Bank's Investment Policy**

- SLR Requirements 2

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- Nature and Significance of Investment Management in Commercial Banks 1
- Fundamental Principles of Security Investment 2
- Reviewing Investment Portfolio 2
- Organisation of Investment Function in Bank. 3

**45 Hours**

**Text Book:**

1. General Bank Management, Indian Institute of Banking and Finance, Macmillan. Latest Edition.

**Reference Books:**

- 1 Khan, M Y. Indian Financial System: Theory and Practice. New Delhi: Vikas, Latest Edition.
- 2 Vohra, M. Indian Financial System. New Delhi: Anmol Publ, Latest Edition.

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**Course Title: Knowledge Management**

**Course Code: MGT865**

L	T	P	Credits
4	0	0	4

**Unit A**

- Working Smarter in the Knowledge Economy
- The Knowledge-Centric Organisation
- Understanding Knowledge-the Core of Business
- Knowledge Creation and Knowledge Architecture
- Knowledge Management Framework: A Life Cycle View

**Unit B**

- Capturing Tacit Knowledge
- Other Knowledge Capture Techniques
- Knowledge Codification
- Verification and Validation of Knowledge Base
- Knowledge Transfer and Knowledge Sharing

**Unit C**

- Knowledge Management Strategies- Designing and Implementation
- Communities of Practice for effective KM Strategy
- Knowledge Sharing and Transfer
- Knowledge tools and technologies

**Unit D**

- Organisation Learning
- Learning, Innovation and Knowledge Management
- Knowledge Management and Business Performance
- KM orientation of firms
- Issues and Challenges in KM

**Reference Books:**

1. Awad, E.M. and Ghaziri, H.M., Knowledge Management, New Delhi, PHI Learning Private Limited, Latest Edition.
2. Mohapatra, S., Knowledge Management, New Delhi, Macmillan Publishers India Ltd.
3. Hislop, D., Knowledge Management in organizations, USA, Oxford University Press, Latest Edition.
4. Reddy, B.R., Knowledge Management -Tools for Business Development, Mumbai, Himalaya Publishing House, Latest Edition.
5. Jawadekar, W.S., Knowledge Management, New Delhi, Tata McGraw Hill, Latest Edition.

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**Course Title: Digital Marketing**

**Course Code: MGT866**

L	T	P	Credits
4	0	0	4

**Course Objective:** The course is designed to introduce the students with the importance and techniques in digital marketing.

**Learning Outcomes:** At the end of the course a student should be able to understand and apply the basic concepts of digital marketing in a real life business scenario

**Unit – A**

**Hours**

**Introduction to Digital Marketing** – Start with the customer and work backward. 3i Principles, Developing Marketing plan **5**

**Strategy and planning** – Introduction, Marketing Research, Process of developing strategy, Developing Blog

**Copywriting** – Structure your sales copy to maximise conversion **5**

**Unit – B**

**Search Engine Optimization** – Introduction, Search engine result page, Stages of SEO **8**

**Pay per click** — Introduction, Process of developing PPC advertisements

**Digital Display Advertising** —Introduction, Process of developing Digital Display Advertisements **5**

**Unit – C**

**Email Marketing** – Introduction, Process of developing Email marketing campaign **5**

**Mobile Marketing**—Introduction, Process of developing Mobile Marketing Campaign **5**

**Unit – D**

**Social Media Marketing**—Introduction, Process of developing social media marketing campaign **5**

**Analytics** : Introduction, Process of monitoring analytics **7**

**45 Hours**

**Reference Books:**

1. Dodson, I., 2016. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. John Wiley & Sons.
2. Ahuja, Vandana, Digital Marketing, Oxford University Press

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**Course Title: Entrepreneurship and Business Incubation**

**Paper Code: MGT868**

L	T	P	Credits
4	0	0	4

**Course Objective:** To develop an understanding of the concepts of entrepreneurship and business incubation. To learn as to how business incubators nurture entrepreneurship by providing various facilities and guidance to the budding entrepreneurs.

**Learning Outcomes:** Students will be able to transform their ideas into reality and kick start their ventures. This course will also prepare the researchers in the domain of entrepreneurship to understand the theory and constructs. They will be able to identify the gaps in the area of entrepreneurship and incubation.

Unit-A	Hours
Concept of Entrepreneurship, Process of New Venture Creation, Stages of Entrepreneurial Process.	4
Identifying a Business Idea, Translating Ideas into Business Opportunities, Opportunity Analysis and Five Steps to Success, Protecting Your Idea or Product.	6
Prepare Marketing Analysis and Plan, Define Market Segmentation and Conduct Competitive Analysis, Prepare Pricing and Sales Strategy.	6
Concept of a Business Plan, Different Types of Business Plans, Elements of a Business Plan, Steps Involved in Writing a Business Plan.	6
Unit-B	
Business Incubators: Definitions of Business Incubators, Objectives of Business Incubators, Services offered by Business Incubators	4
Types and Categories of Business Incubators: Business Incubation Configurations, Different Stake Holders of Business Incubators.	6
Business Incubation in India, Technology Transfer Facilitation Activities in India, Start-up India Initiative, Possible Impact of Start-up Incubators.	6
Unit-C	
Theories to Explain Incubation Process: Real Options Driven Theory, Social Network Theory, Structural Contingency Theory, Agency Theory, Resources-based and Knowledge-based Views.	5
Technology Business Incubators: Technology Business Incubators in India, Stages of Incubation at TBI: Pre-Incubation Process, Incubation Process, Post Incubation Process. Science and Technology Entrepreneurship Parks (STEP's) in India.	6
Unit-D	
Performance Measurement of BIs: Success Factors in Business Incubators, Performance Measurement of Business Incubators, Performance Measurement of Incubatees, Challenges in Incubator Performance Measurement, Role of Business Incubator Managers.	5
Business Incubators across the Globe: Business Incubators and Accelerators, Challenges and Complexities Associated with Business Incubation Research, Suggestions for Future Research.	6

**Reference Books:**

1. Kaplan, J. M (2004), "Patterns of Entrepreneurship", John Wiley & Sons, Wiley India.

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2. Schaper, M., Volery, T., Weber, P. and Lewis, K. (2011), "Entrepreneurship and Small Business", John Wiley & Sons, Wiley India, 3<sup>rd</sup> Asia-Pacific Edition.

**Articles:**

1. Bergek, A. and Norrman, C. (2008), "Incubator Best practice: A Framework", *Technovation*, Vol. 28, pp. 20-28.
2. Technology Business Incubators: An Indian Perspective & Implementation Guidance Report, *Prepared by Centre for Internet and Society*, India, Available at: <https://cis-india.org/internet-governance/blog/technology-business-incubators.pdf>
3. Colombo, M. G. and Delmastro, M. (2002), "How Effective are Technology Business Incubators: Evidence from Italy", *Research Policy*, Vol. 31, pp. 1103-1122.
4. Dee, N., Gill, D., Livesey, T. and Minshall, T. (2011), "Incubation for Growth: A Review of the Impact of Business Incubation on New Ventures with High Growth Potential" *NESTA Report*. Available at: [https://media.nesta.org.uk/documents/incubation\\_for\\_growth\\_CqYbxVG.pdf](https://media.nesta.org.uk/documents/incubation_for_growth_CqYbxVG.pdf)
5. Hackett, S. M. and Dilts, D. M. (2004), "A Systematic Review of Business Incubation Research", *The Journal of Technology Transfer*, Vol. 29, No. 1, pp. 55-82.
6. Knoop, L. (2006), "State of the Business Incubation Industry", *M. Erlewine*. Athens: OH.
7. Knoop, L. (2007), *The State of the Business Incubation Industry*, Athens: OH, National Business Incubation Association.
8. NBIA (2012), "The State of Business Incubation Industry", Athens: OH. National Business Incubation Association.
9. European Commission, (2002), "Benchmarking of Business Incubators", *Enterprise Directorate General*, Brussels, February. Available at: [https://ec.europa.eu/commission/index\\_en](https://ec.europa.eu/commission/index_en)
10. <http://www.dst.gov.in>,