

**Department of Management Studies,  
University of Kashmir**

**Master of Business Administration  
(MBA)**

**Choice Based Credit System**

***(Effective from Session 2024)***

**Master of Business Administration (MBA)**

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*(Effective from Session 2024)***

## ***Programme Outcome***

*The programme offers a diverse curriculum encompassing core business disciplines such as accounting, finance, marketing, operations, and strategy. Courses cover topics ranging from market analysis and business ethics to global business strategy and entrepreneurship, equipping graduates with the knowledge and expertise needed to navigate complex business environments. With a focus on practical application and real-world challenges, the programme fosters critical thinking, effective communication, and ethical leadership, preparing students for success in a dynamic and competitive business landscape. The programme typically aims to equip students with a comprehensive understanding of business principles, strategies, and practices essential for leadership roles in various industries. The programme helps in developing critical thinking skills for effective problem-solving, fostering leadership qualities to inspire and manage teams, honing analytical abilities to make data-driven decisions, mastering financial management to optimize resources, understanding global market dynamics to navigate diverse business environments, and cultivating effective communication and interpersonal skills to thrive in collaborative settings. Upon completion of an MBA programme, graduates demonstrate proficiency in strategic decision-making, financial analysis, and leadership, enabling them to formulate and execute business strategies effectively. They possess strong problem-solving skills, critical thinking abilities, and the capacity to adapt to changing market dynamics. Graduates will exhibit advanced knowledge of business functions such as marketing, operations, finance, and human resource management, allowing them to drive innovation, optimize organizational performance, and create sustainable value. Overall, MBA graduates emerge as dynamic and versatile leaders capable of driving growth, leading change, and making impactful contributions in diverse business environments.*

<b>Data Analytics Using MS Excel</b>	
<b>SEMESTER: I</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24106DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>Discovers the essentials of data analytics using MS Excel. Master the art of data manipulation, analysis, and visualization through hands-on exercises. Learn to harness Excel's functions, pivot tables, and charts to derive meaningful insights. Elevate analytical skills and excel in leveraging data for informed decision-making.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• Explore the fundamental concepts of data analytics.</li> <li>• Understand data analysis techniques for applications handling large data</li> <li>• Grasp the fundamentals of Excel analytics functions and conditional formatting</li> <li>• Learn how to analyze with complex datasets using pivot tables and slicers</li> <li>• Represent your findings using charts and dashboards.</li> </ul>

<b>Learning Outcomes</b>
<ul style="list-style-type: none"> <li>➤ Proficiency in organizing and structuring data within MS Excel to facilitate efficient analysis.</li> <li>➤ Mastery of essential Excel functions, pivot tables, and charting techniques for data manipulation and visualization.</li> <li>➤ Ability to interpret and communicate insights derived from data analysis effectively.</li> <li>➤ Confidence in utilizing Excel as a powerful tool for informed decision-making and problem-solving across various domains.</li> </ul>

<b>Leadership and Negotiation Skills</b>	
<b>SEMESTER: I</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24109DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>The course is designed to provide students with a holistic perspective with the dynamics of leadership, its styles and theories for managing employees at workplace. Further, the course is designed to acquaint students with negotiation skills and have broader understanding about negotiation styles and types and its managerial application for attaining organizational effectiveness.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• Familiarization with conceptual framework of organizational leadership, its styles, theories and its challenges</li> <li>• Understanding about the dynamics of leadership skills and strategies and to know the role of organizational leaders in creating culture and effectiveness at workplace.</li> <li>• Familiarization towards conceptual framework of negotiation and to develop understanding about the managerial implications of negotiation in organizational context.</li> <li>• Understanding with the dynamics of negotiation skills and its strategies, to understand the roles and responsibilities of negotiator and to acquaint with the leadership role in negotiation at workplace.</li> </ul>

<b>Learning Outcomes</b>
<p>Upon successful completion of the leadership and negotiation skills course, students should be able to:</p> <ul style="list-style-type: none"> <li>➤ Develop the understanding with leadership dynamics at workplace and to apply various leadership styles and approaches in managerial context</li> <li>➤ Acquaint with understanding toward leadership skills and strategies and to apply leadership competencies in creating culture and effectiveness.</li> <li>➤ Apply the learning of negotiation skills and strategies in business organizations and further gain holistic view towards managerial implications of negotiation at workplace.</li> <li>➤ Apply the understanding of negotiation skills and styles for better decision making and effectiveness.</li> </ul>

<b>Soft Skill Development</b>	
<b>SEMESTER: I</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24110DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>This course is designed to equip participants with the essential soft skills necessary for success in today's dynamic professional landscape. Soft skills are the interpersonal, communication, and behavioral competencies that complement technical expertise and are important for effective collaboration, leadership, and career advancement.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• Understand the importance of soft skills in the workplace and their impact on individual and organizational success.</li> <li>• Develop effective communication skills, including active listening, verbal and non-verbal communication, and assertiveness.</li> <li>• Enhance emotional intelligence to manage stress, build resilience, and foster positive relationships.</li> <li>• Apply soft skills in networking, building professional relationships, and career development.</li> </ul>

<b>Learning Outcomes</b>
<ul style="list-style-type: none"> <li>➤ Proficiency in organizing and structuring data within MS Excel to facilitate efficient analysis.</li> <li>➤ Mastery of essential Excel functions, pivot tables, and charting techniques for data manipulation and visualization.</li> <li>➤ Ability to interpret and communicate insights derived from data analysis effectively.</li> <li>➤ Confidence in utilizing Excel as a powerful tool for informed decision-making and problem-solving across various domains.</li> </ul>

<b>Emotional Effectiveness and Managerial Effectiveness</b>	
<b>SEMESTER: II</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24209DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>The course is designed to provide students with better understanding towards emotional Intelligence, its framework, principles, models and theories. Further, the course is designed to acquaint students in helping them to develop understanding towards managerial effectiveness its framework, perspectives, approaches, various roles of managers, moreover developing managerial effectiveness and its implications at workplace.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• Familiarization with dynamics of emotional intelligence, its concept, fundamental framework, elements and its significance at workplace.</li> <li>• Understanding about various models and approaches on emotional intelligence</li> <li>• Familiarization with concepts, factors, roles, process, and prerequisites for managerial effectiveness.</li> <li>• Understanding about various approaches, perspectives of managerial effectiveness and its implications at workplace.</li> </ul>

<b>Learning Outcomes</b>
<p>Upon successful completion of the emotional intelligence and managerial effectiveness course students should be able to:</p> <ul style="list-style-type: none"> <li>➤ develop the understanding with dynamics of emotional intelligence at workplace and application of its principles in business context</li> <li>➤ Use emotional intelligence models and theories for better decision making at workplace.</li> <li>➤ apply managerial effectiveness concepts, framework, principles towards developing managerial roles in organizational context.</li> <li>➤ apply the perspectives, approaches of managerial effectiveness towards developing effectiveness of managers for attaining overall organizational objectives.</li> </ul>



<b>Corporate Communication</b>	
<b>SEMESTER: II</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24210DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>This course delves into the multifaceted realm of corporate communication, exploring its strategic importance in shaping organizational identity, reputation, and relationships. Through a blend of theoretical insights, practical case studies, and interactive exercises, students will develop the skills and knowledge necessary to navigate the complexities of corporate communication in diverse organizational contexts.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• To provide the students with basic understanding of the concepts and evolution of corporate communication in the context of organisations.</li> <li>• To introduce the application of corporate communication to achieve organisational goals.</li> <li>• To discuss the role of strategy in corporate communication.</li> <li>• To give hands-on skills in conceiving and implementing corporate communication programmes.</li> </ul>

<b>Learning Outcomes</b>
<p>Upon the completion of course, students should be able to</p> <ul style="list-style-type: none"> <li>➤ Students should gain a solid understanding of the theoretical frameworks that underpin corporate communication.</li> <li>➤ Students should develop the ability to write clearly, concisely, and persuasively for various corporate communication purposes, including emails, reports, memos, and press releases.</li> <li>➤ understanding how to manage communication during crises or emergencies, including developing crisis communication plans, handling media inquiries, and maintaining transparency and trust with stakeholders.</li> <li>➤ To equip students with the skills and knowledge necessary to excel in corporate communication roles, whether in public relations, marketing, internal communication, or crisis management.</li> </ul>



<b>Digital Marketing</b>	
<b>SEMESTER: III</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24309DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

#### **Course Description**

*Companies are increasingly shifting marketing efforts from traditional media to digital media such as search engines, social media, and mobile. These technologies influence customers and also have an impact on firm performance. It is important for marketing managers to understand some of these digital strategies and familiarize themselves with some of the technologies underlying them.*

#### **Course Objectives**

- Helps to identify core concepts of marketing and the role of marketing in society.
- Ability to collect process and analyze consumer and market data to make informed decisions.
- It also helps to understand pricing decisions. It focuses on the importance of digital marketing and its applications.

#### **Learning Outcomes**

- Students will have understood:
- Digital Marketing Concepts
- The applications of digital marketing in the globalized market
- Application and usage of E-mail advertisement and mobile marketing.
- 4. Developing effectiveness of managers for attaining overall organizational objectives.

<b>Artificial Intelligence and Deep Learning</b>	
<b>SEMESTER: III</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24342DCE</b>	<b>CREDITS: 04</b>
<b>CONT. ASSESSMENT MARKS: 20</b>	<b>TERM END EXAM MARKS: 80</b>
<b>MAX. MARKS: 100</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>An in-depth exploration of Artificial Intelligence (AI), this course covers its historical context, core principles, and practical applications. From problem-solving strategies to logical and probabilistic reasoning, students gain a comprehensive understanding of AI's capabilities and challenges. Through a blend of theory and hands-on exercises, learners develop essential skills for navigating the dynamic field of artificial intelligence.</i>

<b>Course Objectives</b>
The main objectives of this course are to: <ul style="list-style-type: none"> <li>• Learn the basic AI approaches</li> <li>• Develop problem solving agents</li> <li>• Perform logical and probabilistic reasoning.</li> </ul>

<b>Learning Outcomes</b>
At the end of this course, the students will be able to: <ul style="list-style-type: none"> <li>➤ Explain intelligent agent frameworks</li> <li>➤ Apply problem solving techniques</li> <li>➤ Apply game playing and CSP techniques</li> <li>➤ Perform logical reasoning</li> <li>➤ Perform probabilistic reasoning under uncertainty</li> </ul>

<b>Financial Derivatives</b>	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24417DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>This course provides a comprehensive understanding of financial derivatives, which are essential instruments in modern financial markets for managing risk and speculation. Students will delve into the theoretical foundations, pricing models, and application of various derivative products, including options, futures, swaps, and forward contracts.</i>

<b>Course Objectives</b>
<p>Upon successful completion of the course, students should be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate knowledge with respect to use of derivatives contracts in risk management.</li> <li>• Analyze the hedging strategies using futures contracts.</li> <li>• Demonstrate proficiency in using options for hedging against adverse price movements.</li> </ul>

<b>Learning Outcomes</b>
<p>Upon successful completion of the course, students should be able to:</p> <ul style="list-style-type: none"> <li>➤ Demonstrate knowledge with respect to use of derivatives contracts in risk management.</li> <li>➤ Analyse the hedging strategies using futures contracts.</li> <li>➤ Demonstrate proficiency in using options for hedging against adverse price movements.</li> </ul>



<b>CROSS CULTURAL AND GLOBAL MANAGEMENT</b>	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: CORE</b>
<b>COURSE CODE: MBA24420CR</b>	<b>CREDITS: 04</b>
<b>CONT. ASSESSMENT MARKS: 20</b>	<b>TERM END EXAM MARKS: 80</b>
<b>MAX. MARKS: 100</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>The multi-cultural environment in today's workplace provides new challenges to business managers. Globalization has led to an increase in cross-border mergers and acquisitions, strategic alliances, and global relocations. Managing cultural differences is now recognized as a key factor in achieving organizational objectives.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• The objective of the course is to help students to construct their own coherent, individual perspective of the substance and increase their cultural awareness.</li> <li>• It focuses on interpersonal approaches between people of different cultures in work settings as opposed to a country specific approach.</li> </ul>

<b>Learning Outcomes</b>
<ul style="list-style-type: none"> <li>➤ The students are able to understand the significance of cross-cultural management, and of the major theoretical and empirical studies which examine the impact of different national cultures on work and employment.</li> <li>➤ To know the international management practices and how organizational and national culture impacts upon them: work, motivation, performance appraisal, leadership, cross-cultural communication and decision-making, negotiation and trust, conflict and dispute resolution and corporate social responsibility.</li> </ul>

<b>COURSE TITLE: Organizational Effectiveness, Change and Development</b>	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24421DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>Organizational Effectiveness, Change and Development course is both a professional field of social action and an area of scientific inquiry covering a wide spectrum of activities, with seemingly endless variations upon them. It applies to the strategy, structure and processes of an entire system of an organization. It is based on behavioral science knowledge and practice, including micro concepts such as team dynamics and macro approaches such as strategy and organization design and is oriented towards improving organizational effectiveness.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• The purpose of this course is to familiarize the participants with the various aspects of change management and developmental interventions in organizations.</li> <li>• It helps them get acquainted with the various models, theories and tools that would help organizations cope in the contemporary world.</li> </ul>

<b>Learning Outcomes</b>
<p>After this course, the students will be able to</p> <ul style="list-style-type: none"> <li>➤ Understand critical issues pertinent to organizational effectiveness.</li> <li>➤ Develop Organizational change strategies that fit appropriately.</li> <li>➤ Design appropriate system and process level OD interventions that suit the organizations.</li> </ul>

<b>LEARNING ORGANISATION AND LEADERSHIP</b>	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24423DCE</b>	<b>CREDITS: 04</b>
<b>CONT. ASSESSMENT MARKS: 20</b>	<b>TERM END EXAM MARKS: 80</b>
<b>MAX. MARKS: 100</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>Explore the fundamentals of leadership and learning organisation within organisations. Delve into the theories of leadership; develop an understanding of the leadership behaviour, traits and skills. Understanding the basic concept of learning organisation, need for learning at organisational level and various strategies to create a learning environment within organisation.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• To understand the basic need for learning within organisations.</li> <li>• To identify strategies for development and implementation of learning in organisations</li> <li>• To understand the concept of leadership in organisations</li> <li>• To delve into the framework of various theories summarizing leadership</li> </ul>

<b>Learning Outcomes</b>
<p>Learning outcom may include</p> <ul style="list-style-type: none"> <li>➤ Develop an understanding of the basic concepts of organisational learning effect</li> <li>➤ Summarise the conclusions of theories of leadership</li> <li>➤ Develop understanding of leadership skills and traits</li> <li>➤ Recognise the role of effective communication in leadership</li> </ul>

<b>STRESS MANAGEMENT</b>	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24424DCE</b>	<b>CREDITS: 04</b>
<b>CONT. ASSESSMENT MARKS: 20</b>	<b>TERM END EXAM MARKS: 80</b>
<b>MAX. MARKS: 100</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>Explore the fundamentals of Stress Management, covering basic understanding, meaning , levels and sources of stress, and different types of stressors. Delve into understanding the elements that moderate stress, exploring various individual and organisational coping strategies for overcoming stress at work.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• To understand the nature and consequences of stress</li> <li>• To understand the impact of stress on work</li> <li>• To recognise the factors causing stress, behaviour patterns involved in stress conditions</li> <li>• To understand the role of cultural differences in causing stress at work</li> </ul>

<b>Learning Outcomes</b>
<p>The resultant will be</p> <ul style="list-style-type: none"> <li>• Learn Managing Work Life Balance</li> <li>• Understanding the role stress busters in reducing stress</li> <li>• Understanding organisational change and stress</li> <li>• Preparing for better future by reducing stress</li> </ul>



<b>COURSE TITLE: Performance Management</b>	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24425DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>Performance management is concerned with identifying, measuring and developing the performance of individuals and teams and aligning their performance with the strategic objectives of the organisations. Implementing performance management systems is related with many advantages in the organizations, such as increased employee motivation, competences and self-esteem, clearly defined job descriptions and goals, identification of under performers, enhanced employee engagement and commitment, among others.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• To help students understand and appreciate the importance of implementing well-designed performance management systems for effective Human Resource Management.</li> <li>• To recognize how performance management feeds into other core HR functions.</li> <li>• The objective of this course is to provide both conceptual insights into performance management systems for organizations in the contemporary world.</li> </ul>

<b>Learning Outcomes</b>
<p>The outcome will include</p> <ul style="list-style-type: none"> <li>➤ Participants will be able to understand various stages of a performance management system-from goal setting to performance counselling.</li> <li>➤ The course is designed in the form of a skill-based approach that will help participants in identifying key competencies (KPA's/KRAs), designing performance appraisal form.</li> <li>➤ Participants will be able to learn the nuances of performance feedback, performance counseling and reward systems.</li> <li>➤ Plan effective performance management policies and practices to improve individual, group and organizational performance.</li> </ul>

<b>LABOUR LEGISLATION AND SOCIAL SECURITY</b>	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24426DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>To have an effective human resource practice, the knowledge of Labour Legislation is an indispensable part. Especially in the Indian scenario, the Labour welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are modules with conceptual, descriptive, analytical, practical and legal aspects. This course also provides a comprehensive overview of social security and of the system under which it is administered.</i>

<b>Course Objectives</b>
The objectives of the course are to help students: <ul style="list-style-type: none"> <li>• To know the development and the judicial setup of Labour Laws.</li> <li>• To learn the salient features of welfare and wage Legislations.</li> <li>• To learn the laws relating to Industrial Relations, Social Security and Working conditions.</li> </ul>

<b>Learning Outcomes</b>
After the completion of this course: <ul style="list-style-type: none"> <li>➤ Students will know the development and the judicial setup of Labour Laws.</li> <li>➤ They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice.</li> <li>➤ Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.</li> </ul>

<b>TALENT MANAGEMENT</b>	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24427DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

#### **Course Description**

*This comprehensive course is designed to provide participants with the knowledge, skills, and strategies necessary to effectively manage talent within organizations. Talent management encompasses a range of practices aimed at attracting, developing, engaging, and retaining high-potential employees who contribute significantly to an organization's success.*

#### **Course Objectives**

- Understand the importance of talent management in achieving organizational goals and sustaining competitive advantage.
- Develop strategies for attracting top talent through employer branding, recruitment marketing, and candidate experience enhancement.
- Cultivate a culture of continuous learning and development to nurture talent and foster career growth.

#### **Learning Outcomes**

Students will gain a comprehensive understanding of talent management concepts, principles, and best practices.

- They will be equipped with the knowledge, skills, and tools necessary to effectively manage talent and drive organizational success.
- They will develop skills in talent sourcing, candidate assessment, and recruitment strategies.
- They will learn to develop strategies for fostering employee engagement and creating a positive work culture.

VALUE ENGINEERING	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24434DCE</b>	<b>CREDITS: 03</b>
<b>CONT. ASSESSMENT MARKS: 15</b>	<b>TERM END EXAM MARKS: 60</b>
<b>MAX. MARKS: 75</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>Value engineering introduced in 1940's at General Electric, is a systematic, organized approach to providing necessary functions in a project at the lowest cost. Value engineering promotes the substitution of materials and methods with less expensive alternatives, without sacrificing functionality. The course will help students understand the process of designing products at a low cost without compromising on the quality of the products.</i>

<b>Course Objectives</b>
<p>The objectives of the course are to help students:</p> <ul style="list-style-type: none"> <li>• To understand concepts of value engineering, and differentiate between value analysis and a value engineering.</li> <li>• To understand various stages of value engineering.</li> <li>• Discuss various techniques of value engineering with advantages and disadvantages.</li> </ul>

<b>Learning Outcomes</b>
<p>After the completion of this course:</p> <ul style="list-style-type: none"> <li>➤ The Students should be able to understand the basic concept of value engineering.</li> <li>➤ Discuss and articulate the various phases of value engineering.</li> <li>➤ Discuss and select appropriate methods, standards and apply them on value engineering project.</li> </ul>

<b>COMPETITION AND COOPERATION IN BUSINESS ECOSYSTEMS</b>	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24436DCE</b>	<b>CREDITS: 04</b>
<b>CONT. ASSESSMENT MARKS: 20</b>	<b>TERM END EXAM MARKS: 80</b>
<b>MAX. MARKS: 100</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>Explore the fundamentals of competition in a business ecosystem. Delve into the components of business ecosystem, and a basic understanding of the scenarios and strategies under the various demand and supply conditions. To understand the concept of cooperation, its foundation principles and the purpose of its existence within the society.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• To understand the basic concept of competition</li> <li>• To understand the market structure and strategies related various demand and supply conditions</li> <li>• To understand the concept of cooperation and its underlying principles</li> <li>• To evaluate purpose of existence of cooperation, its basic features and formation</li> </ul>

<b>Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Explain the basic concepts of competition</li> <li>• Understand the business models and underlying theories</li> <li>• Understanding the concept of cooperation</li> <li>• Underlying Principles, formation, problems and issues</li> </ul>

<b>Prompt Engineering</b>	
<b>SEMESTER: IV</b>	<b>COURSE TYPE: DCE</b>
<b>COURSE CODE: MBA24444DCE</b>	<b>CREDITS: 04</b>
<b>CONT. ASSESSMENT MARKS: 20</b>	<b>TERM END EXAM MARKS: 80</b>
<b>MAX. MARKS: 100</b>	<b>MIN. PASS MARKS: 40%</b>

<b>Course Description</b>
<i>The Prompt Engineering offers a comprehensive exploration of cutting-edge techniques and methodologies essential for harnessing the power of natural language processing. Students will delve into the intricacies of prompt conditioning, context-aware generation, and ethical considerations in prompt engineering. Through a combination of theoretical lectures, hands-on projects, and discussions on emerging trends, learners will gain proficiency in crafting effective prompts, generating diverse and contextually relevant text, and navigating the ethical implications of prompt-driven language models. This course equips students with the knowledge and skills to tackle real-world challenges and innovate in fields ranging from content creation to personalized recommendation systems.</i>

<b>Course Objectives</b>
<ul style="list-style-type: none"> <li>• Equip students with a comprehensive understanding of prompt engineering principles, spanning from basic concepts to advanced methodologies.</li> <li>• Cultivate practical skills in crafting and manipulating prompts to optimize natural language generation processes across diverse contexts and applications.</li> <li>• Foster hands-on experience through projects, enabling students to implement and evaluate prompt engineering techniques effectively in real-world scenarios.</li> <li>• Stimulate critical thinking by exploring ethical considerations and emerging trends in prompt engineering, empowering students to navigate complexities and contribute responsibly to the field.</li> </ul>

<b>Learning Outcomes</b>
<p>At the end of this course, the students will be able to:</p> <ul style="list-style-type: none"> <li>• Gain a comprehensive understanding of prompt engineering principles and methodologies.</li> <li>• Develop proficiency in crafting and manipulating prompts for optimized text generation.</li> <li>• Apply prompt engineering techniques effectively in real-world scenarios.</li> <li>• Demonstrate ethical awareness and responsibility in the exploration and application of prompt-driven language models.</li> </ul>

## Management and Organizational Behavior

**Course Code: MBA18101CR**

**MBA 1<sup>st</sup> Semester**  
**Credits: 4**

**Cont. Assessment: 20**  
**Term End Exam: 80**  
**Min. Pass Marks: 40%**

**Course Objective:** *The objective of this paper is to enable the students to understand the multiplicity of interrelated factors which influence the behavior and performance of people as members of work organizations.*

### **Unit-I:**

Evolution of management Thought-Classical, Behavioral and Management Science Approaches; The Hawthorne Studies; Systems and Contingency Approach for understanding organizations; Application of Management thought to the current scenario; Fundamental Concepts of Organizational Behavior; The role of OB in Management; Managerial Process, Functions; Managerial Skills and Roles in Organizations.

### **Unit-II:**

Foundations of Individual Behavior-Personality-Meaning; Development of Personality; Personality Determinants; the “Big Five” Personality Traits; Emotional Intelligence. Perception;- Nature and importance; Factors influencing perception; Managing the Perception Process.

### **Unit-III:**

Learning - Components of learning process; Theoretical process of learning- Classical Conditioning; Operant Conditioning; Cognitive and Social Learning Theory. Attitude: Nature and dimensions; Components and functions of attitude, Formation and attitude change.

### **Unit-IV:**

Motivation in organizations: Nature and importance; The motivational framework; The content theories of work motivation- Maslow’s Need Hierarchy Theory; The Dual Structure Theory of Motivation; Process theory of work motivation- Vroom’s Expectancy Theory; J. Stacy Adam’s Equity Theory.

**Note:** - *The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.*

### **Suggested Readings:**

1. *Fundamentals of Management* by Griffin, Houghton Mifflin Company, Boston New York, U.S.A
2. *Essentials of Management* by Andrew J/DuBrin THOMSON-South western Management of Organizational Behavior by Hersey/Balanchard/Johnson Pearson Education-New Delhi
3. *Organizational Behavior* by Stephen Robins- Pearson Education-New Delhi Organizational Behavior by FredLuthans- McGraw-Hill
4. *Organizational Behavior* by Debra/James – THOMSON-South-Western

## Accounting for Managers

**Course Code: MBA18102CR**

**MBA 1<sup>st</sup> Semester**

**Credits: 4**

**Cont. Assessment: 20**

**Term End Exam: 80**

**Min. Pass Marks: 40%**

**Course Objective:** *The basic objective of this course is to develop an insight into postulates, principles and techniques of accounting that help in planning, decision-making and control.*

### Unit-I

Financial Accounting - Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Management Accounting – concept, need, importance and scope.

### Unit-II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement.

### Unit-III

Cost Accounting - Records and Processes, Preparation of cost sheet. Marginal costing and absorption costing. Marginal costing equation, Managerial application of marginal costing. Break even analysis – Computation of breakeven point, margin of safety. Profit graphs. Responsibility Accounting – Concept and Objectives, Responsibility Centres.

### Unit-IV

Standard costing – organization and establishing a standard costing system. Variance Analysis- Classification of variances, Material cost, Labor cost, Overhead cost and sales variances. Causes and Disposition of variances. Inflation Accounting – concept, impact of inflation on corporate financial statements. Techniques of inflation accounting – Replacement cost and Current purchasing power. Human Resource Accounting – Concept and Approaches.

### Note:-

1. *This paper shall have 70% numerical and 30% theoretical questions.*
2. *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. *Batacharya S.K. & Dearden J. Accounting for Management- Text and Cases. Vikas New Delhi*
2. *Heitger LE and Matulich Serge Financial Accounting. McGraw Hill, New York.*
3. *Horngren C T, Sundem G L and Stratton W. Introduction to Management Accounting. Prentice Hall of India New Delhi.*
4. *Khan M Y & Jain P K. Management Accounting. Tata McGraw-Hill, New Delhi.*
5. *Sahaf M A. Management Accounting – Principles & Practice, Vikas Publishing House, New Delhi.*



## Quantitative Methods

**Course Code: MBA18103CR**

**MBA 1<sup>st</sup> Semester**  
**Credits: 4**

**Cont. Assessment: 20**

**Term End Exam: 80**

**Min. Pass Marks: 40%**

**Course Objective:** *The objective of the course is to make the students familiar with some basic mathematical, statistical and operations research techniques. The main focus, however, is in their applications in business decision making.*

### Unit-I

Mathematical basis of Managerial decisions - An overview; Nature and Scope of Quantitative methods in management; Scientific approach to Quantitative techniques; Functions and their managerial application (linear & quadratic functions); Concept of Derivative of functions and its managerial applications for finding maxima and minima (functions of single variable only); Game Theory: Zero sum games – Pure and mixed strategies (matrices reducible to  $2 \times 2$ )

### Unit-II

Basic concepts of Probability, Applications of addition rule and multiplication rule of probability-simple situation problems; Numerical problems on Bayes' theorem- the special case of multiplication rule; Elementary characteristics and simple situation applications of discrete and continuous probability distribution:- Binomial, Poisson and Normal probability Distribution only; Queuing theory: Elementary characteristics and simple situation applications

### Unit-III

Linear Programming: Concept and formulation/ structuring of Linear programming problems; Graphical Method to Linear programming problems (Maximization and Minimization cases), Simplex method to linear programming problems, Involving Slack Variables only; Transportation problem: Initial basic feasible solution methods, Modified approximation method for finding optimal solutions to transportation problems; Introductory concepts in Assignment problems – Hungarian assignment method for optimal assignment.

### Unit-IV

Introductory concepts in network analysis: Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications; Computations in PERT networks-finding earliest times, latest times and floats for events and activities; Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost tradeoff in network analysis; Decision theory: criteria for managerial decisions under uncertain and probabilistic kinds of decision making environments; Calculation of EMV and EVPI.

**Note:** - *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### Suggested Readings:-

1 *Quantitative techniques in Management/Vohra, N.D.,*

*Tata  
McGrawHill,  
New Delhi*

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|---|---|---|
| 2 | <i>Mathematics for Management/ Ragavachari, M.</i>                                  | <i>Tata<br/>McGrawHill,<br/>New Delhi</i> |
| 3 | <i>Business Statistics/Gupta, SP and Gupta, MP</i>                                  | <i>Sultan Chand,<br/>New Delhi</i>        |
| 4 | <i>Basic Statistics for Business &amp; Economics/Kazmier<br/>L.J &amp; Pohl, NF</i> | <i>McGrawHill,<br/>New York</i>           |
| 5 | <i>Statistics for Management/Levin Richard I &amp;<br/>RubinDavid</i>               | <i>Prentice Hall Inc</i>                  |

## Managerial Economics

*Course Code: MBA18104CR*

*MBA 1<sup>st</sup> Semester*

*Credits: 4*

*Cont. Assessment: 20*

*Term End Exam: 80*

*Min. Pass Marks: 40%*

**Course Objective:** *The objective of this course is to acquaint the students with economic concepts and techniques and enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature to business firms in the context of globalization.*

### Unit-I

Managerial Economics - Concept and Role in Business Analysis; Concept of Demand and supply, Elasticity of Demand- Types and its measurement. Demand Forecasting: Managerial uses of Demand Forecasting, Utility Analysis, Indifference curve, Consumer Surplus.

### Unit-II

Concepts of Production- production function, Iso-Quant and its properties. Law of Diminishing Returns, Economies of scale, Cost analysis- Classification of costs, average- marginal relationship, long-run and short-run cost functions.

### Unit-III

Introduction to Micro-Economics, Market Structures- perfect competition and its features: imperfect market structure and its forms, Discriminating Monopoly and decrease of discrimination, Consumption, Investment, Multiplier- concept and frame work.

### Unit-IV

National Income analysis- measures, measurement and problems in measurement of NI, Inflation-causes, consequences and methods of control, Business cycle – features and phases, causes and control of business cycle, Circular flow of national income.

**Note:** *The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.*

### Suggested Reading:-

1. *Principles of Microeconomics/ H L Ahuja, S Chand & Sons, New Delhi*
2. *Business Economic /Adhikary Excel Books, New Delhi.*
3. *Economic Theory & Operations Analysis/ Baumol WJ Prentice Hall Inc., New Delhi.*
4. *Managerial Economics/ Chopra, TATA McGraw Hill, New Delhi.*
5. *Managerial Economics/ Keat, Paul G. And Philips K.Y. Young Prentice Hall, New Jersey.*
6. *Modern Micro Economics/ Koutsoyiannis Macmillan, New York.*

## **Business Law**

*Course Code MBA18108DCE*

*MBA 1<sup>st</sup> Semester*

*Credits: 3*

*Cont. Assessment: 15*

*Term End Exam: 60*

*Min. Pass Marks: 40%*

**Course Objective:** *The objective of the course is to acquaint the students with the basic understanding of business law and enable them to provide an insight into the legal aspect of the business.*

### **Unit-I:**

Indian Contract Act 1872– General principles– Essentials and types of contract - Offer, Acceptance and Consideration –Free Consent - Competency of the parties- Legality of object and consideration – Quasi contracts- Performance , termination breach and remedies

### **Unit-II:**

Law of Sale of Goods. Sale vs agreement to sell- Goods, price, time , conditions and warranties – Doctrine of caveat Emptor- Unpaid seller - Partnership act 1932, Essentials of partnership – definition, formation of partnership, dissolution of partnership.

### **Unit-III:**

Company Law : Introduction: Companies Act , 2013 – Characteristics and kinds of companies – Registration – Meetings – Types of meetings – Insolvency and Winding up of Companies - Consumer protection Act 1986: General introduction, definition, constitution of forms – their functions and powers.

**Note:-** *Case studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:-**

1. Shukla, M. C. (2007). *A Manual Of Mercantile Law*. S. Chand.
2. Kapoor, N. D. (2009). *Mercantile Law*. Sultan Chand & Sons.
3. Singh, A. (1980). *Law of Contract*. Eastern Book Co.
4. Singh, A. (1966). *Indian Company Law*. Eastern Book Company.

# Marketing Management

*Course Code: MBA18202CR*

*MBA 2<sup>nd</sup> Semester*

*Credits: 4*

*Cont. Assessment: 20*

*Term End Exam: 80*

*Min. Pass Marks: 40%*

**Course Objective:** *The purpose of this course is to develop understanding of underlying concepts, strategies and issues involved in the marketing of products and services.*

## **Unit-I**

Nature, Significance and scope of Marketing; Company Orientations towards the market place; Marketing concepts, Trends and Tasks; Strategic Marketing planning; Scanning the Marketing Environment; Marketing Research; Creating customer value, Satisfaction, and loyalty.

## **Unit-II**

Consumer Behavior; Factors influencing consumer Behavior and Buying decision process; Segmenting consumer and business Markets; Market Targeting; Building Strong Brands-Dealing with competition, Creating Brand Equity; Crafting Branding positions; Product Management; Product life cycle, New product and Decisions; Product packaging and labeling.

## **Unit-III**

Pricing objectives and approaches; Factors affecting pricing decisions; Pricing Strategies; Price Changes; Marketing channels and value Networks; Role of Marketing channels; Channel design and channel Management Decisions; Factors affecting distributors decisions; Channel conflict and its Management. Growth in Retailing Industry and Strategic decisions in Retail business.

## **Unit-IV**

Marketing communications, Developing effective communications, Advertising, Sales promotion, public Relations; Personal Selling and Direct Marketing; Internal Marketing; Socially Responsible Marketing.

**Note:-***Cases Studies and other assignments will be provided by the concerned faculty in the class.*

## **Suggested Readings:**

1. Gary Armstrong and Philip Kotler, "Marketing: An Introduction" Prentice Hall;
2. Philip Kotler, and Keller, "Marketing Management" Prentice Hall;
3. Ramaswamy, V.S. and Namakumari, S, "Marketing Management, Planning, Control" Macmilliam, NewDelhi;
4. Stanton, William,J.Fundamentals of Marketing, New York, McGraw Hill ;
5. Rajan Saxena, "Marketing Management" McGraw Hill Companies.

## **Productions and Operations Management**

**Course Code: MBA18204CR**

**MBA 2<sup>nd</sup> Semester**

**Credits: 4**

**Cont. Assessment: 20**

**Term End Exam: 80**

**Min. Pass Marks: 40%**

**Course Objective:** *The course is designed to acquaint the students with decision making in Planning, scheduling and control of Production and Operations function, productivity improvement in operations through layout engineering and quality management etc.; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.*

### **Unit-I**

Production and Operations Management- an overview; Nature and scope of Production/ Operations Management; Historical perspective of Operations Management; Operations as a System:- Continuous and Intermittent production system, flow, batch and job type of production; Operations strategy and elements of operations strategy; Facility location: Factors affecting plant location, Brown and Gibson Model of plant location

### **Unit-II**

Manufacturing systems and layouts: Product, Process and cellular layouts, layout planning and Analysis; Production Process Planning and Design: factors affecting process design; Concept of Line Balancing; Production Planning and Control – An overview; types of Production Planning and Control; Aggregate planning:- Concept, strategies and costs

### **Unit-III**

Master Production Scheduling (MPS): objectives and procedure for developing master production schedule; Materials Management: An overview; Basic concepts of Material Handling; Material Planning and Inventory Control; Inventory Control: Costs and objectives; Inventory control techniques; ABC Analysis: Just in Time (JIT); Materials Requirement Planning (MRP); Economic Order Quantity Model (E.O.Q with deterministic Demand) and practical problems on EOQ.

### **Unit-IV**

Quality Management and Quality Assurance: Statistical process control–Control Charts for Attributes and Variables; Acceptance sampling: - Concept and significance; Six Sigma: concept & significance; Total Quality Management (TQM) ; ISO-9000- Concept and Significance; Value Engineering:- Basic Concepts; Maintenance Management – Preventive and Breakdown Maintenance; Purchase Management and Purchasing Procedure;

**Note:-***The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.*

### **Suggested Readings:**

1. Adam, E.E. & Ebert, R.J. *Production and Operations Management*. 6th ed., New Delhi, Prentice Hall of India

2. *Amrine Harold T. etc. Manufacturing Organizations and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.*
3. *Buffa, E.S. Modern Production Management, New York, John Wiley*
4. *Chary, S.N. Production and Operations Management, New Delhi, Tata McGraw Hill*
5. *Dobler, Donald W and Lee, Lamar. Purchasing and Materials Management. New York, McGraw Hill*

## Strategic Marketing

*Course Code: MBA18403CR*  
*MBA 4<sup>th</sup> Semester*  
*Credits: 4*

*Cont. Assessment: 20*  
*Term End Exam: 80*  
*Min. Pass Marks: 40%*

**Course Objective:** *The basic aim of the course is to expose the students to the strategic framework that keeps organizations relevant and effective in the competitive markets.*

### Unit-I

New Paradigms in Marketing; Corporate strategy vs. Strategic Marketing; Nature, scope and tasks of Strategic Marketing; Strategic Marketing vs. Strategic Marketing; Overview of Strategic Process; Strategic Intent-Vision, Mission

### Unit-II

Nature and components of marketing environmental, Assessing internal environment; SWOT analysis; PEST analysis, Porter's Five Force Model; Customer analysis; Competitor analysis- levels of competition, competitive advantage; competitive intelligence; competitive strategies; Resources-based view of competitive advantage, Creating and sustaining competitive advantage; Value Chain Analysis; Resources audit and utilization.

### Unit-III

Nature and Scope of Marketing Strategy; Strategic market planning; Strategic position and action; New Generic Strategies; Marketing Strategies for leaders, challengers, and followers; Competitive strategies for domestic players; Strategies for global players.

### Unit-IV

Models of Strategic Choice; Factors governing selection of strategy; Controlling Marketing Strategies; Methods of Performance Evaluation; Basic Control Tools, Balanced Score Card, Internal Marketing- nature and scope, Internal Marketing Mix, Difference between Internal Marketing and External Marketing, Key success factor of Internal Marketing

**Note:-***Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. David A. Aaker, *Strategic Market Management*, John Wiley
2. Sahaf, M.A., *Strategic Marketing*, Prentice-Hall of India, New Delhi
3. Cravens, D W., *Strategic Marketing* Homewood Illinois, Richard D. Irwin.
4. Xavier, M.J., *Strategic Marketing*, Response Books- A division of Sage Publications, New Delhi
5. Orville C. Walker, Jr., *Marketing Strategy*, Tata McGraw Hill, New Delhi
6. Linda E. Swayne, *Cases in Strategic Marketing*, Prentice Hall, New Delhi



## Sales and Distribution Management

*Course Code: MBA18404DCE*

*MBA 4<sup>th</sup> Semester*

*Credits: 3*

*Cont. Assessment: 15*

*Term End Exam: 60*

*Min. Pass Marks: 40%*

**Course Objective:** -The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and efficient marketing channels.

### Unit-I

Nature and Scope of Sales Management; Objectives and functions of Sales management; Nature of Selling; Overview of Selling Process and Selling Theories; Prospecting for customers; Designing and delivering of sales presentation; Modes of sales presentation, Recruiting and selecting Sales Personnel  
– Methods and administering selection procedures; Developing Sales Training Programs, Executing and Evaluating sales training programs.

### Unit-II

Motivating Sales Personnel, Overview of basic motivational theories; Compensating sales personnel, Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes, Comparing standards with actual performances of sales personnel; Objective and Types of Quotas, Quota setting procedure, Administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories.

### Unit-III

An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Planning and organizational Patterns in Marketing Channels - Traditional vs. Vertical Marketing system; Marketing Channel Design Process; Channel Management Decisions Wholesaling; Types of Wholesales; Wholesales Marketing Decisions; Retailing: Types of Retailers, Retailer Marketing Decision. Market Logistics: Logistics objectives, Market logistics decisions for distribution channel.

**Note:** -Cases Studies and other assignments will be provided by the concerned faculty in the class.

### **Suggested Readings :**

1. Still, R R. & Cundiff; *Sales Management*, Englewood C
2. Tanner, J; *Honeycutt ED; Erffmeyer Robert C.; Sales management: Pearson Education*
3. Anderson, R. *Professional Sales Management. Englewood Cliff, New Jersey, Prentice Hall Inc.,.*
4. Anderson, R. *Professional Personal Selling. Englewood Cliff, New Jersey, Prentice Hall Inc..*

5. *Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illonois, Richard D Irwin.*
6. *Kotler P. ,Marketing Management, TMH*