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Notification

In anticipation of approval from Academic Council of the university, the Syllabi of 'Marketing & Sales Management and Retail Management' of "**Master of Business Administration (MBA)**" course for academic session 2019-21, is hereby notified.

By order of the Vice-Chancellor

Sd./-

Registrar (I/c)

Aryabhatta Knowledge University, Patna

Memo no. : 012/Acad/09-05/AKU/2016- 3876

Date: 28.11.2020

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Copy to:

1. PA to the Vice-Chancellor, Pro Vice-Chancellor's Office, Registrar's Office, Controller of Examinations, AKU, Patna with copy of Syllabus for information and Shri Vishal Ratan Kumar with copy of Syllabus for uploading the information on University website.

2. Directors/Principals, All Management Instituitions/ Colleges affiliated to Aryabhatta knowledge University, Patna for information and needful.

Registrar (I/c)

Aryabhatta Knowledge University, Patna

ARYABHATTA KNOWLEDGE UNIVERSITY

Mithapur, Patna - 800 001

E-mail:- akuniv10@gmail.com

Description of Papers for MBA in the Faculty of Commerce under CBCS for Session: 2019-2021
Marketing & Sales Management

Semester- III

Semester	Course/ Paper Code	Nature of Course/ Paper	Core/Elective	Marks	Credit	Marks of CIA	Marks of ESE	Passing Criterion	Qualifying Criterion
		SEMESTER III							
SEMESTER III		Sales Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Consumer Behaviour	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Product and Brand Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Advertising Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Computer Application and Management Information System	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Summer Training Programme	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		SEMESTER IV							
SEMESTER IV		Entrepreneurship Development	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Strategic Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Logistic and Supply Chain Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		E-Commerce	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Project Study	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Viva-Voce	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA

Note: The other rules mentioned in the "Ordinance of Master of Business Administration" Programme of AKU shall be applicable Mutatis Mutandis.

SEMESTER- III

1. SALES MANAGEMENT

Objective: The objectives of this course is to provide an extensive picture with regards to theory and practice of managing sales and to inculcate personal selling skills.

UNIT- I

SALES MANAGEMENT AND ORGANISATION :
Objectives and sales management , sales executive as a coordinator , sales management and control, sales organisation - it's purpose , setting up a sales organisation , types of sales organisation .

UNIT -II

PERSONAL SELLING :
Objectives and theories of personal selling , analysing market potential, sales potential and sales forecasting method & evaluation , determining sales related marketing policies - product policies, distribution policies & pricing policies .

Unit- III

SALES OPERATIONS:
Sales budget , sales territories , sales Quata's , control of sales , sales meeting and sales contest, organising display , showroom and exhibitions.

UNIT- IV

SALESMANSHIP:
Sales manager- Qualities and functions, types of salesman , prospecting , pre-approach & approach , selling sequence , psychology of customers .

UNIT-V

SALES FORCE MANAGEMENT:
Recruitment & selection , training , formulation & conduction of sales training programme, motivation of sales personnel , compensation of sales personnel , evaluation and supervision of sales personnel .

Reference:

Author	Book
1. Still , Cundiff & Govani	Sales management & Cases
2. McMurry & Arnold	How to build a dynamic Sales Organisation
3. Pradhan , Jakate & Mali	Elements of Salesmanship and Publicity
4. Anderson R	Professional Sales Management
5. F.L. Lobo	Successful Selling

2. CONSUMER BEHAVIOUR

Objective:The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

UNIT-I

INTRODUCTION TO CONSUMER BEHAVIOUR (CB)
Nature and Importance of CB, application of CB in Marketing, Consumer Research process.

UNIT-II

INDIVIDUAL DETERMINANTS OF CB
- Perception: process, Consumer Imagery, perceived risk
- Learning: principles, theories
- Personality: nature, theories, self-concept, psychographic and life style
- Attitude: Structural model of attitude, attitude formation & change
- Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories

UNIT-III

GROUP DETERMINANTS OF CB
- Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept.
- Family: functions of family, family decision making, family life cycle(FLC)
- Opinion Leadership and Personal influence
- Diffusion of Innovation: Adoption process., Diffusion process

UNIT- IV

ENVIRONMENTAL INFLUENCES ON CB:
- Social class, Life style Profile of Social class, application to CB
- Culture: characteristics, cross cultural understanding

UNIT-V

CONSUMER DECISION MAKING PROCESS
- Problem recognition
- Information Search Process and Evaluation
- Purchasing process
- Post purchase behaviour
- Models of CB- Nicosia, Howard & Sheth, Engel-Kollat Blackwell

Reference:

Author	Book
1. Loudan, David L and Bitta, A.J. Della	Consumer Behaviour
2. Schiffman LG and Kanuk LL	Consumer Behaviour
3. Nair, Suja R,	Consumer Behaviour in Indian Perspective
4. Bennet and Kasarjian	Consumer Behaviour
5. Mowen, John	Consumer Behaviour

3. PRODUCT & BRAND MANAGEMENT

UNIT I

Introduction to Product & Brand Management, Emergence as a separate area of study, Product, Product Levels, Product Hierarchy, Classification of Product.

UNIT II

Product Mix - A strategic choice. Product Mix decisions, Product Line decision - strategic decision involving adding or pruning product lines.

UNIT III

Concept of STP & strategies, Product Positioning, Developing Positioning Strategy, Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy.

UNIT IV

Product Research - Importance, tools and analysis, Product Development & Testing, Product Launch Decisions.

UNIT V

Branding, Need for Branding, Brand & related concepts: Brand Equity, Brand Life Cycle, Brand Positioning & Repositioning, Branding decisions, Family vs. individual Branding, Multiple branding, brand extension, Branding in specific sectors like Industrial, retail, service,e-branding.

Reference:

Book	Author
1. Product Management:	Ramanujam
2. Product Management:	Chunawalla
3. Product Management:	Lehmann DR; Russel S Winner
4. Brand Management:	Y L R Moorthi
5. Brand Positioning:	Subratu Sen Gupta

4. ADVERTISING MANAGEMENT

Objective: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

UNIT-I

Advertising, Its role in the marketing process; Legal, Ethical and Social aspects of advertising.

Communication - processes of communication; integrated marketing communications, Its evolution, reasons for its growth and its role in branding.

UNIT-II

The promotional mix; segmentation, Targetting and positioning and their role in promotion. Promotional objectives, determination, types and approaches, DAGMAR approach, problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches.

UNIT-III

Advertisement copy, Its components and types; The importance of creativity in advertising, creative strategy and process, implementation and evaluation.

UNIT-IV

Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning.

UNIT-V

Measuring the effectiveness of the promotional program, Advertising Research, Market testing, Testing via internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

Reference:

Author	Book
1. Aaker, David A. etc.,	Advertising Management, 4th edition , PHI, 1985
2. Belch, George E. and Belch, Michael A.;	Advertising and promotion, Tata McGraw Hill, New Delhi
3. Ogilvy David,	Ogilvy on Advertising, London, Longman.
4. Jones, John Philip,	What's in a brand, Tata McGraw Hill, New Delhi
5. Chunawalla, S.A.,	Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
6. Mohan, Manendra;	Advertising Management, Tata McGraw Hill, New Delhi
7. Sandage and Fry burger,	Advertising Management

5. COMPUTER APPLICATION AND MANAGEMENT INFORMATION SYSTEM

UNIT -I

COMPUTER APPLICATION
INTRODUCTION TO COMPUTER HARDWARE
Computer System as Information Processing System. Types of Computer Systems, Components of Computer, Factors Influencing PC Programme.

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UNIT -II

INTRODUCTION TO MODERN INFORMATION TECHNOLOGY

Basic Idea of topologies; ring, bus, star and mesh, LAN, WAN and MAN, E-mail, Internet Technologies: Client / Server Model, Distributed Computing, Webrelated concepts: E-commerce, E-business, Conferencing, etc.

INTRODUCTION TO OPERATING SYSTEMS

Software Needs, Operating systems basic : multitasking, multiprocessing, multiprogramming, application software, DOS, Windows, Explores, Print Manager, Control Panel; My Computer, Paint Brush, accessories.

UNIT -III

WORD PROCESSING

Meaning and Role of Word processing in Creating of Documents, Editing, Formatting, Printing Documents, Using Tools such as Spelling Check, Thesaurus etc. in Word Processor (MS-Word).

ELECTRONIC SPREADSHEET

Structure of Spreadsheet and its Application to Accounting, Finance and Marketing functions of Business. Creating a Dynamic/Sensitive Worksheet. Concept of Absolute and Relative Cell Reference. Using Built-in Functions. Goal seeking and Solver Tools. Using Graphics and Formatting of Worksheet. Sharing Data with other Desktop Applications. Strategies of Creating Error Free Worksheet (MS-Excel). Practical knowledge in Wings Accounting (Software).

UNIT -IV

COMMUNICATION AND NETWORKING Introduction to DBMS

DBMS Architecture Data Organisation (Searching, Sorting Files, Records Indexes). Professional Databases and their Features. Concept of Data Organisation in MS Access.

RDBMS

Oracie - Introduction to Oracle Database Query language - SQl

INTERNET

Concepts and Technologies. ClienVServer Model of Computing. Distributed Computing. Web Related Concepts: Mark-up languages, Client-Side, Script, Server-Side Script etc. E-mail. FTP, Chatting, Conferencing etc.

UNIT -V

MANAGEMENT INFORMATION SYSTEM

Concept of Management Information System. Role of Management Information System in Managerial Decision Making. System Approach and Management Information System. Sources of Information. Computerized Management Information System and its Advantages. Selecting a Computer Selection and Training of Computer Personnel.

Organisational Aspects of Computerized Data Processing. Evaluation and Control of Data Processing. Office Automation System, Decision Support Systems, Executive Support Systems, Expert Systems. System Analysis and Design.

System Life Cycle, Data Flow Diagram. Data Dictionary. Simon's and Anthony's Models in Information System.

Reference Text Books

1. Agrawal, Kamlesh,   Business on the Net-Introduction

(749)

2. Agarwal, Deeksha — E-Commerce
3. Bajaj Kamlesh K & Nag Debjani — E-Commerce-The cutting Edge of Business.
4. Burch John and Grudnilski Gary — Information System Theory and Practice.
5. Goyal — Management Information System.
6. Kanter — Managing with information.
7. Yeats — System Analysis and Design
8. Summer, M. — Computers Concept and luses.

6. SUMMER TRAINING PROGRAMME

In the second year, all students will have to undergo summer training of and not less than 04 weeks with an Industrial, business or service organization by taking up a study on various aspects of the organisation. The conditions of successfully completing the course shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the Department in organizations as approved by the Director from time to time. Each student will be required to submit a training report to the Course Director of the work undertaken during this period within one month from the date of the completion of the training for the purpose of evaluation.

OBJECTIVE

The objective of the summer training programme is to impart training to the management students in business units. During the period of training a student undergoes rigorous training in acquiring skills for managing business in the light of the theoretical concepts, tools and techniques, which they acquire in the classroom teaching.

TYPE OF TRAINING

The training may be imparted under the supervision of the Department in organizations as approved by the course director or as suggested by the organization and approved by the director.

SYNOPSIS

A Synopsis should include the following :
   (a) Title of the summer training Report
   (b) Rationale behind the study .
   (c) Objectives behind the study
   (d) Hypothesis
   (e) Methodology of the study
   (f) Proposed Chapters

The synopsis shall be normally Prepared in two to three foolscap Phages in Consultation with the Supervisor and thereafter submitted to the Director, MBA Course for its approval Subject to the recommendation of the supervisor.

The topic of the summer training Report shall be decided by the Candidate in Consultation with the supervisor/guide of the organisation under whom the Candidate shall receive the training.

TRAINING REPORT

Students are required to keep in mind the following points while preparing the training report after undergoing the full/8-1 0 weeks training:

a) Submission of the manuscript of the training report prepared by the candidate to the supervisor for his comments and approval.

b) Before binding the training report the students should ensure that it contains the following:
   • Photocopy of the letter of introduction issued by the Director.
   • Work certificate of the organization in which they have worked for full/ 04 weeks
   • Supervisor's certificate as following:

(250)

Certified that Mr./Ms .... Class .... Roll No.:................ Session.................. prepared the
training report Entitled Under my general supervision in fulfillment of the requirements of the MBA
Course of the Aryabhatta Knowledge University. Signature of the Supervisor If any training report is
received without he above documents, the Examiners will not examine it.

LENGTH OF THE TRAINING REPORT
The length of the training report may be about fifty-five double spaced typed pages (A4 Size) excluding
appendices and exhibits. However, ten percent variation on either side is permissible.

SUBMISSION
Two typed copies of the training report are to be submitted to the Director. MBA Course within one
month from the date of the Completion of the training. The candidate will retain the third copy for the
purpose of the training Viva - voce.

SEMESTER- IV

1. ENTREPRENEURSHIP DEVELOPMENT

UNIT I

Conceptual Framework of Entrepreneurship: Entrepreneur and Entrepreneurship - Concept, Definition,
Role and Importance in Indian Economy, Theories of Entrepreneurship, Entrepreneurial Traits and
Motivation , Entrepreneurs Vs Professional Managers, Future challenges.

UNIT II

Entrepreneurial Development: Entrepreneurial Environment – Meaning, Private Enterprise and
Development, Significance of Entrepreneurial Development Programmes, Meaning Evolution and
Objectives of EDP, Institutional efforts to develop Entrepreneurship, Operational Problem of EDPs

UNIT III

Project Management:Search for Business idea, Concepts of Projects and Classification, Project
Identification, Project formulation, Project Design and Network Analysis, Project Report, Project
Appraisal, Factory design and Plant Layout, Financial Analysis- Risk and Return

UNIT IV

Finance and Marketing:Finance : Sources of Development Finance, Project Financing Institutions-
Financial Institutions, Consultancy, Organisations.
Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.

UNIT V

Small Industry Setup: Considerations in Selection of Particular Form of Organisations- Sole
proprietorship, Partnership, Joint Stock Company, Cooperative Organisations- Their Merits, Limitations,
Suitability, Brief Procedure of Incorporation. :Location for a Small Industry, Steps of Starting a small
Industry, Incentives and Subsidies, Exploring Export Possibilities, Problems of Entrepreneurship.

Reference:

1. Dynamics of Entrepreneurial Development Management Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development, S.S. Khanna
3. Entrepreneurship & Small Business Management CL Bansal, Haranand Publication
4. Entrepreneurial Development in India, Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship- Human Diagnosis of Development Banking Nagendra P. Singh, Asian society for Enterpreneurship Education and development

2. Strategic Management

Objectives: This is the second course on this subject. Here the focus is to critically examine the management of the entire enterprise from the Top Management viewpoints.

UNIT-I

Strategic Management –Its Nature and Importance, Skills , Knowledge and Attitudes, Group aspects of Strategic Management , Characteristics of Business Policy and Corporate Strategy, Norms of Strategy Making , Organizational Mission, Corporate Objectives and goods, Analysis of Internal Resources , Strength and weaknesses, Strategic advantage analysis- Factors of common concern, Marketing and distribution , financing and Accounting , Production and operations management , R&D, Human Resources and other organizational factor, sources of data for internal analysis and diagnosis.

UNIT-II

Growth or expansion strategy – Diversification strategy, Types-Horizontal , Concertric, Conglonerrate, Vertical , various types of integrations, Retreachment strategy and its variants: External Growth Strategy – Merger, Acquisition and Joint Ventures.

UNIT-III

Functional Policies –Production Policies, Involvement , Interration and choice with respect to production process action activities , Govt. Policies , backward areas and plant locations consideration in India. Maintenance and replacement facilities : Purchasing Policies-Make or buy decisions , criteria for vender selection . Co-ordination of Purchase and production with sales.

UNIT-IV

Marketing Strategies and Policies marketing Decision, Variable and Policy issues, product line and product mix policy , PLC, Product Positioning Strategy and Market recommendation , customer and channel Policies, Pricing Policies , Propotional Policies, Optional Marketing Mix.

UNIT-V

Financial Strategies- Financial Policy Issues , Sources of finance control of capital issues , Types of securities . Financial leverage, Investment and capital allocation policy , capital budgeting , dividend policy, Personnel policies and their significance recruitment , Industrial relations policy, Settlement of Disputs.

Reference:

Author	Book
1. P.K. Ghosh	Business Policy , Strategy , Planning and Management
2. Christensen , Andrews Dower	Business Policy- Text and Cases
3. William F. G	Business Policy – Strategy Formation and Management Action
4. Bongee and Colonan	Concept of Corporate Strategy

5. Peter F. Drucker   Management Tasks, Responsibilities , Practices

3. LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objectives: This course aims familiarising students with the concept of supply chain and logistics management.

UNIT 1

Introduction: Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information), key issues in SCM, benefits and case examples

UNIT II

Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock , lead time reduction, re- order point/ re-order level fixation, exercise-numerical problem solving, ABC analysis, SDE/VED Analysis.

UNIT III

Purchasing and vendor management: Centralized and decentralized purchasing, function of purchase department and purchase policies, use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, account for materials, just in time & Kanvan systems of inventory management

UNIT IV

Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, outbound logistics – distribution and warehousing management.

UNIT V

Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management

Reference:

1. G. Raghuram (I.I.M.A.)- Logics and supply chain management, Macmillan, 2000
2. Emiko Bonafield – Harnessing value in supply chain, Johnwiley: Singapore, 1999.
3. Dr. Gopal Krishnan – Material Management rearview, 2002, pearson New Delhi.
4. R.G. Koragaonkar – JIT Manufacturing.
5. B.S. Sahay, Macmillan – Supply Chain Mangement, 2000, (Pearson Education, 2004)

4. E-COMMERCE

Objectives: The basic purpose of this paper is to familiarize the students with the preliminary aspects of e- commerce. So that they may have an overall views while applying the concept of this subject.

UNIT-I

E-Commerce: Introduction, meaning and concept; Needs and advantages of e-commerce; Electronic commerce vs Traditional commerce; Challenges of e-commerce.

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UNIT-II

Internet: Concept & evaluation, Features of Internet: email, WWW, ftp, telnet, newsgroup & video conferencing; Intranet & Extranet, ISDN, TCP/IP, Limitation of internet, Hardware & software requirement of Internet.

UNIT-III

Electronic Payment Systems: E-Cash, e-cheque, credit cards, debit cards, smart cards; E-Banking, Manufacturing information systems; Financial information systems; Human resource information system.

UNIT-IV

E-Marketing: Business to Business (B2B), Business to customer (B2C) e-commerce; Online Sales force, On line Service and Support; EDI: Functions & components.

UNIT-V

Legal Aspects of e-commerce, Security issues of e-commerce: Firewall, E-locking, Encryption; Cyber laws – aims and salient provisions; Cyber laws in India and their limitations.

Reference:

Author	Book
1. Agarwala , K.N. and D. Agarwala	Business on the Net : What's and How's of E-Commerce , McMillan
2. Frontiers of E-Commerce	Ravi Kalkota , TMH
3. O,Brien J.	Management Information System, TMH
4. Oberoi , Sundeep	E-Security and You , TMH
5. Young , Margret Levine	The complete reference to Internet, TMH

5. PROJECT STUDY

GUIDELINES FOR PROJECT REPORT

Students of the MBA Course are required to offer project report as one of the papers. It is offered at MBA Part II stage. They are required to prepare a report on the topic of the Project incorporating the details of their working and main findings and suggestions.

Since right from the selection of the topic for project work through preparation of synopsis and finally Writing project report involve compliance with certain procedures, it is advisable for a MBA student offering project report to keep the following guidelines in their mind:

1. OBJECTIVE

The objective of the project study is to help the student develop ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems.

2. TYPE OF PROJECT

The project may be offered in Finance, Marketing, Human Resource and general areas of Management.

3. SUPERVISOR

The project work shall be done under the supervision of the teacher of the Deptt.

4. DESIGN

The Project report as a Paper shall involve two aspects viz:
(a) Selection of title and preparation of synopsis in Consultation with the supervisor, and

(b) Writing of the Project Report.

5. SYNOPSIS
A synopsis should include the following:
(a) Title of the Project study
(b) Rationale behind the study
(c) Objectives behind the study
(d) Methodology of the study
(e) Proposed Chapters

The synopsis shall be normally proposed in two to three foolscap Pages in consultation with the supervisor. It should be recommended by the supervisor and thereafter submitted to the director, MBA course for its approval for the Convenience of the students, a list of topics for the project study may be procured from the office of the MBA course of the Deptt.

6. PROJECT REPORT
Students are required to keep in mind the following points while preparing the Project report:

(a) Submission of the manuscript of the project report prepared by the candidate to the supervisor for his Comments and approval.
(b) Before binding the project report the students should ensure that it contains the following:
(a) Supervisor's Certificate as follows:

Certified that Mr./Ms.............. Class............. Roll No............. Session............................ prepared the project report under my general supervision in fulfillment of the requirements of the MBA course of Aryabhatta Knowledge University.

Signature of the supervisor

If any project report is received without the above documents, the Examiners with not examine it.

7. LENGTH OF THE PROJECT REPORT
The length of the Project report may be about seventy five double spaced type pages (A4 Size) excluding appendices and exhibits. However, ten percent variation on either side in Permissible.

8. SUBMISSION
Two typed copies of the Project report are to be submitted to the Director MBA course. The candidate will retain the third copy for the purpose of the Project with Examination.

6. VIVA-VOCE

General Viva-voce carrying 100 marks shall be conducted by a duly constituted examination board. The general viva-voce shall encompass the entire Course of study.

ARYABHATTA KNOWLEDGE UNIVERSITY

Mithapur, Patna - 800 001

E-mail:- akuniv10@gmail.com

Description of Papers for MBA in the Faculty of Commerce under CBCS for Session: 2019-2021

Retail Management

Semester- III

Semester	Course/ Paper Code	Nature of Course/ Paper	Core/Elective	Marks	Credit	Marks of CIA	Marks of ESE	Passing Criterion	Qualifying Criterion
SEMESTER III									
SEMESTER III		Retail Operation Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Retail Planning	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Store Operations Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Retail Sales Technique & Promotions	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Computer Application and Management Information System	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Summer Training Programme	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
SEMESTER IV									
SEMESTER IV		Entrepreneurship Development	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Strategic Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Logistic and Supply Chain Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		E- Commerce	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Project Study	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
		Viva- Voce	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA

Note: The other rules mentioned in the "Ordinance of Master of Business Administration" Programme of AKU shall be applicable Mutatis Mutandis.

SEMESTER- III

1. RETAIL OPERATIONS MANAGEMENT

Objective : To explain channels of retail management

UNIT I

Retailing Introduction to Retail: What is Retail?- Functions of a retailer-The Marketing-Retail equation-The Rise of the Retailer – Proximity to customer – Rise of consumerism-Global retail market- Challenges and opportunities-Empowered consumer-Technology enabled effectiveness-Evolution of Retail in India-Drivers of Retail change in India-Emergence of young earning india-Size of Retail in India: Clothing ,Textiles and Fashion accessories-Food And Food services-Books & Music, Communication accessories –Emerging Sectors-FDI in retail-Retail Realities : Beyond Urban Boundaries –Challenges to Retail Development in India – Threat of new entrants –Substitutes, Bargaining Power of suppliers and buyers, Intensity of rivalry

UNIT II

Retail Models And Theories Of Retail Development The Evolution of Retail formats – Theories of retail development-Environmental, Cyclical and Conflict Theory-The Concept of life cycle in Retail-Innovation, accelerative growth- Maturity-Decline-Phares of growth in retail markets-Business models in retail-Classification based on ownership /Merchandise offered/Franchising /Non Store Retailing/Direct selling/Direct response marketing/Telemarketing/Fairs and Road Shows/Event Management/Automated Vending/kiosks/ The Cash & Carry/credit Marketing/Brand Management.
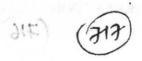
UNIT III

Customer Relationship Management (Crm) CRM : What is CRM-Common Misconceptions-Definition-Components off CRM-Defining CRM Concepts – Customer Life Cycle- B to B CRM-Understanding Goal of CRM-Using Customer touch points – Deciding who should lead the CRM Functions : Marketing/Sales/Customer Services/ Product Support-Channel and other partners-CRM Planning – Developing Strategy- Building CRM Component-Analyzing and Segmenting Customers-Taking it to Customers – Get Ready : Avoiding Common Barriers, GETSET: Organising for success and go: Developing your CRM strategy-CRM Building : Infrastructure, Information, Process, Technology, People – Managing quality information,Quality systems, Customer privacy.

UNIT IV

Services Management: Distinctive characteristics service operations-Service Bench marking-Service strategy -Designing the service enterprise – Service quality-Service facility location-Managing service operations-Service-Supply relationships vehicle routing.

UNIT V

Marketing Channels ,Brand Management , Franchising: Marketing channel systems – Concepts, participants, environment, behavioral process –Developing the marketing channel-Strategy, design, channel platform-Product/Pricing issues/ Parameters/ -Brand management-positioning and Repositioning – Franchising.

Reference Books:

1. .Swapna pradhan, Retailing Management : Text and Cases. Tata McGraw hill, New Delhi- 2nd edition, 2006

2. M.Chael hevy and barton.A Weitz,Retail Management, Irwin Mcgraw hill,international editition,U.S,1798.

3. Judith . W.Kincaid,Customer Relationship Management: Getting it right,Pearson Education, New Delhi, 2003.

4. James.A. Fitzsimmms and Mina.J Fitzsimmms,Service Management : Operations, Strategy, Information Technology, Tata Mc Grawhill,2006 New Delhi.

5. Christoper Louchock and Jochen Wirtz, Service Marketing : People Technology,Strategy, Pearson Education, New Delhi, 2004.

6. K.Ramamohan Roa, Services Marketing, Pearson Education, New Delhi, 2005.

7. Bert Rosenbloom, Marketing Channels : A Management View , Thomson, New Delhi 2007.

8. Bert Rosenbloom,Retail Marketing,Random House

9. Bert Rosenbloom,Marketing Functions and the whole sale distribution, distribution rosenbloom and Education Foundation, U.S.

10. Harish V.Verman, Brand Management: Text and Cases,Excell Books, 2002.

11. K.Suresh (Sl) , Positioning and Repositioning : Percepectives and Applications,ICFAI University Press, Hydrabad, 2005

12. Stephen Spinnclli Jr, Robert .M.Rosenberg, and five birling, franchising; patteneiring to wealth creation, pearson education, UBS Publication,New Delhi,2004.

2. RETAIL PLANNING

Objective : To evaluate, plan and choose channels of Retail distribution.

UNIT I

Marketing & Strategic management Marketing: Retailing, Role, Relevance & Trends.-Retail Customer-Retail market segmentation & franchising-Relationship marketing in Retailing.-Retailing in banking and other financial services, mutual funds and Insurance-Quantitative methods in marketing.-Social Marketing in Retail management

Strategic management:Retail in India.-Services marketing and management.-Brand Management-International / Strategies- Pricing -Advertising & sales promotion

UNIT II

OPERATIONS & FINANCE IN RETAILING

Operations: Retail location strategy-Product and Merchandise management-TQM-Mathematics / Statistics-EDP / MIS -Logistics & SCM-Security measures-Footfalls / computerized methods & non computerized methods-Visual / display methods -Merchandising & Management-Fashion designing Finance: Accounting Methods-Capex planning-Risks-Capex planning-Accounting Processes-Accounting software's-WIP - Accounting methods-Strategic cost management-Management of Obsolete goods

UNIT III

HUMAN RESOURCES MANAGEMENT IN RETAILING

Human Resources: Retail organization- Laws involved in HR.- Motivation-Customer psychology-Training needs for employee-Top grading-Obstacles to Top grading- Astronomical Costs of Mis- Hires- Company killers and Company Derailers- recruitment Best Practices- How to Avoid Mis Hires- CIDS (Chronological in Depth Structure) based Model – Coaching to fix weakness-Interviews guide- Avoiding Legal Problems: Bulletproof Approach.

UNIT IV

LEGAL & COMPLIANCES FOR A RETAIL STORE

Legal & compliances: License-Contracts & Recovery-Legal Process-PF/ESIC & Exemptions-Food & Restaurants-PPF-IR – Law-Shops & establishments-IPR Patents, Copyright & Trademarks- Inclusion of Service Mark- Procedure and Duration of Registration-Collective Mark- Certification Mark- Procedureal Compliance for Establishing an Retail Store- Customer Rights- Consumer Protection Acts- -Unfair Trade Practices- -Holding of Contests and Schemes- Disparaging Products of Competitors- Correctness of Representation- The Standards of Weights and Measures Act – Procedures applicable for a Retail Store

UNIT V

MALL MANAGEMENT

Mall Management:-Types of Various retail formats-Concepts in mall design-Factors influencing Malls establishments-Aspects in Finance-Aspects in security / accounting -Aspects in HR-Aspects in Quality management-Statistical methods used in measuring mall performance.

Reference books

1.Retailing Management Text & Cases- Swapna Pradhan- The McGraw Hill Companies
2. Retailing Management -Levy & Weitz- The McGraw Hill Companies
3.Marketing Channel- Bert Rosenbloom- South Western -Thomson
4. Marketing Creating and Keeping Customers in an e-commerce world- Wiiliam G Zikumund & Michael d Amico- South Western –Thomson
5. Retail Management A Strategic Approach – Barry Berman & Joel R.Evans- The Prentice Hall of India, New Delhi
6. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies
7. Top Grading – How Leading Companies Win by Hiring, Coaching and Keeping the Best People- Bradford D Smart- Viva Books Pvt Ltd.

3. STORE OPERATIONS MANAGEMENT

UNIT I:

Store Management – Roles of the Store Manager – Variation by Store Type - In Store Merchandising – Item Space Allocation – Item Arrangement – Planograms - In Store Merchandise Reordering – When to Reorder ? – The Order Point model – How much to Reorder? – Reordering and Planograms – Promotional ordering.

UNIT II:

Store level Receiving and Marking : Case Receiving – Item Check in - Self Service and check out operations: Merchandising Factors in self-service – Applying simplification in the selling process – Check out operations – Checkout systems and Productivity- Customer complaints and adjustments : Causes of complaints – Fundamentals of Effective Adjustment Practice.

UNIT III:

Distribution Management : Store Direct systems – Vendor Pre-Pack through Distribution Center – Stocking Distribution Center Systems – Multiple Distribution Center Systems – Master / Satellite Distribution Center – Pre-distribution versus Post Distribution - Utilization of Personnel – Store Maintenance – Energy Management – Store Security – Insurance – Credit Management – Crisis Management.

4. RETAIL SALES TECHNIQUE & PROMOTIONS

OBJECTIVE : To learn promotion and sale of goods.

UNIT I

Advertising Communications and Promotions- Effective Advertising: Understanding When, How, and Why Advertising Works- Marketing Objectives and Positioning- Target Audience Selection and Action Objectives- Communication Objectives- The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- Campaign Tracking and Evaluation- Setting the Campaign Budget- Sales Promotions

UNIT II

Promotion Impact- On the Marketing Mix-On the Customer-Promotions and Integrated Marketing- Creating a Customer Relations- Characteristics of an Integrated Programme- Strategic Considerations- Promotions role- Overcoming barriers in Integrated Marketing-.

UNIT III

Tactical Analysis –Strategic analysis to Promotion tactics- Objective Setting- Perspective on Strategy – Promotional tactical tool set –When and how to apply the right tactics-Built-traffic- Reach new customers- Trade users up- Introduce new products- Gain Product Display, Placement & Distribution- Stimulate repeat sales- Generate Brand loyalty-

UNIT IV

Sales promotion technique- Off the Self Offers- Joint Promotions- Price Promotions- Premium Promotions- Prize Promotions- How Promotion Affects Sales-Switching, Acceleration, and Deceleration- How Promotion Affects Sales- Acceleration, Repeat Purchasing, Consumption- Trade Dealing

UNIT V

Retailer Promotions-Consumer Promotions (Coupons, Rebates, and Loyalty Programs)-Consumer Promotions (Loyalty Programs, Online, and Special Event Promotions)-Calculating Promotion Profitability-Trade Deals, Retailer Promotions, Coupons, Rebates-Measuring Promotion Effectiveness- Sales Promotion Strategy-Procter and Gamble's Value Pricing Strategy-Sales Promotion Strategy

Referance Books
1.Robert C. Blattberg & Scott A. Neslin -Sales Promotion: Concepts, Methods, and Strategies -Prentice-Hall

2. Paul J Hydzic -Sales Promotion : Strategies That build brands-Illinouus Institute of Technology

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3. Schulz, William A Robinson & Lisa A Peterson -Sales Promotion Essentials : The 10 Basic Sales Promotion Techniques

4. Julian Cummins & Ruddy Mullin- Sales Promotions How to create , Implement and Integrate Campaigns that really work- Kogan Page

5. Kazmi& Sathish K Batra Advertising & Sales Promotions- Excel Books

6. George e Belch & Michael A Belch- Advertising & Sales Promotions An Integrated Marketing Communications Perspective- Tata Mc Graw Hill

7. Steve Smith- How to Sell More Stuff- Promotional marketing that·Really works- Dearborn Trade Publishing

5. COMPUTER APPLICATION AND MANAGEMENT INFORMATION SYSTEM

UNIT -I

COMPUTER APPLICATION
INTRODUCTION TO COMPUTER HARDWARE

Computer System as Information Processing System. Types of Computer Systems, Components of Computer, Factors Influencing PC Programme.

UNIT -II

INTRODUCTION TO MODERN INFORMATION TECHNOLOGY

Basic Idea of topologies; ring, bus, star and mesh, LAN, WAN and MAN, E-mail, Internet Technologies: Client / Server Model, Distributed Computing, Webrelated concepts: E-commerce, E-business, Conferencing, etc.

INTRODUCTION TO OPERATING SYSTEMS

Software Needs, Operating systems basic : multitasking, multiprocessing, multiprogramming, application software, DOS, Windows, Explores, Print Manager, Control Panel; My Computer, Paint Brush, accessories.

UNIT -III

WORD PROCESSING

Meaning and Role of Word processing in Creating of Documents, Editing, Formatting, Printing Documents, Using Tools such as Spelling Check,.Thesaurus etc. in Word Processor (MS-Word).

ELECTRONIC SPREADSHEET

Structure of Spreadsheet and its Application to Accounting, Finance and Marketing functions of Business. Creating a Dynamic/Sensitive Worksheet. Concept of Absolute and Relative Cell Reference. Using Built-in Functions. Goal seeking and Solver Tools. Using Graphics and Formatting of Worksheet. Sharing Data with other Desktop Applications. Strategies of Creating Error Free Worksheet (MS-Excel). Practical knowledge in Wings Accounting (Software).

UNIT -IV

COMMUNICATION AND NETWORKING Introduction to DBMS

DBMS Architecture Data Organisation (Searching, Sorting Files, Records Indexes). Professional Databases and their Features. Concept of Data Organisation in MS Access.

RDBMS

(721)

Oracie - Introduction to Oracle Database Query language - SQl

INTERNET
Concepts and Technologies. ClienVServer Model of Computing. Distributed Computing. Web Related Concepts: Mark-up languages, Client-Side, Script, Server-Side Script etc. E-mail. FTP, Chatting, Conferencing etc.

UNIT -V

MANAGEMENT INFORMATION SYSTEM
Concept of Management Information System. Role of Management Information System in Managerial Decision Making. System Approach and Management Information System. Sources of Information. Computerized Management Information System and its Advantages. Selecting a Computer Selection and Training of Computer Personnel.
Organisational Aspects of Computerized Data Processing. Evaluation and Control of Data Processing. Office Automation System, Decision Support Systems, Executive Support Systems, Expert Systems. System Analysis and Design.
System Life Cycle, Data Flow Diagram. Data Dictionary. Simon's and Anthony's Models in Information System.

Reference Text Books
1. Agrawal, Kamlesh,	Business on the Net-Introduction
2. Agarwal, Deeksha	E-Commerce
3. Bajaj Kamlesh K & Nag Debjani	E-Commerce-The cutting Edge of Business.
4. Burch John and Grudnilski Gary	Information System Theory and Practice.
5. Goyal	Management Information System.
6. Kanter	Managing with information.
7. Yeats	System Analysis and Design
8. Summer, M.	Computers Concept and luses.

6. SUMMER TRAINING PROGRAMME

In the second year, all students will have to undergo summer training of and not less than 04 weeks with an Industrial, business or service organization by taking up a study on various aspects of the organisation. The conditions of successfully completing the course shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the Department in organizations as approved by the Director from time to time. Each student will be required to submit a training report to the Course Director of the work undertaken during this period within one month from the date of the completion of the training for the purpose of evaluation.

OBJECTIVE
The objective of the summer training programme is to impart training to the management students in business units. During the period of training a student undergoes rigorous training in acquiring skills for managing business in the light of the theoretical concepts, tools and techniques, which they acquire in the classroom teaching.

TYPE OF TRAINING
The training may be imparted under the supervision of the Department in organizations as approved by the course director or as suggested by the organization and approved by the director.

SYNOPSIS
A Synopsis should include the following :
    (a) Title of the summer training Report

(b) Rationale behind the study
(c) Objectives behind the study
(d) Hypothesis
(e) Methodology of the study
(f) Proposed Chapters

The synopsis shall be normally Prepared in two to three foolscap Phages in Consultation with the Supervisor and thereafter submitted to the Director, MBA Course for its approval Subject to the recommendation of the supervisor.

The topic of the summer training Report shall be decided by the Candidate in Consultation with the supervisor/guide of the organisation under whom the Candidate shall receive the training.

TRAINING REPORT

Students are required to keep in mind the following points while preparing the training report after undergoing the full/8-1 0 weeks training:

a) Submission of the manuscript of the training report prepared by the candidate to the supervisor for his comments and approval.

b) Before binding the training report the students should ensure that it contains the following:

- Photocopy of the letter of introduction issued by the Director.
- Work certificate of the organization in which they have worked for full/ 04 weeks
- Supervisor's certificate as following:

Certified that Mr./Ms .... Class .... Roll No................... Session.................. prepared the training report Entitled Under my general supervision in fulfillment of the requirements of the MBA Course of the Aryabhatta Knowledge University. Signature of the Supervisor If any training report is received without he above documents, the Examiners will not examine it.

LENGTH OF THE TRAINING REPORT

The length of the training report may be about fifty-five double spaced typed pages (A4 Size) excluding appendices and exhibits. However, ten percent variation on either side is permissible.

SUBMISSION

Two typed copies of the training report are to be submitted to the Director. MBA Course within one month from the date of the Completion of the training. The candidate will retain the third copy for the purpose of the training Viva - voce.

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SEMESTER- IV

1. ENTREPRENEURSHIP DEVELOPMENT

UNIT I

Conceptual Framework of Entrepreneurship: Entrepreneur and Entrepreneurship - Concept, Definition, Role and Importance in Indian Economy, Theories of Entrepreneurship, Entrepreneurial Traits and Motivation , Entrepreneurs Vs Professional Managers, Future challenges.

UNIT II

Entrepreneurial Development: Entrepreneurial Environment -- Meaning, Private Enterprise and Development, Significance of Entrepreneurial Development Programmes, Meaning Evolution and Objectives of EDP, Institutional efforts to develop Entrepreneurship, Operational Problem of EDPs

UNIT III

Project Management:Search for Business idea, Concepts of Projects and Classification, Project Identification, Project formulation, Project Design and Network Analysis, Project Report, Project Appraisal, Factory design and Plant Layout, Financial Analysis- Risk and Return

UNIT IV

Finance and Marketing:Finance : Sources of Development Finance, Project Financing Institutions-Financial Institutions, Consultancy, Organisations.
Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.

UNIT V

Small Industry Setup: Considerations in Selection of Particular Form of Organisations- Sole proprietorship, Partnership, Joint Stock Company, Cooperative Organisations- Their Merits, Limitations, Suitability, Brief Procedure of Incorporation. :Location for a Small Industry, Steps of Starting a small Industry, Incentives and Subsidies, Exploring Export Possibilities, Problems of Entrepreneurship.

Reference:

1. Dynamics of Entrepreneurial Development Management Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development, S.S. Khanna
3. Entrepreneurship & Small Business Management CL Bansal, Haranand Publication
4. Entrepreneurial Development in India, Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship- Human Diagnosis of Development Banking Nagendra P. Singh, Asian society for Enterpreneurship Education and development

2. Strategic Management

Objectives: This is the second course on this subject. Here the focus is to critically examine the management of the entire enterprise from the Top Management viewpoints.

UNIT-I

Strategic Management –Its Nature and Importance, Skills , Knowledge and Attitudes, Group aspects of Strategic Management , Characteristics of Business Policy and Corporate Strategy, Norms of Strategy Making , Organizational Mission, Corporate Objectives and goods, Analysis of Internal Resources , Strength and weaknesses, Strategic advantage analysis- Factors of common concern, Marketing and distribution , financing and Accounting , Production and operations management , R&D, Human Resources and other organizational factor, sources of data for internal analysis and diagnosis.

UNIT-II

Growth or expansion strategy – Diversification strategy, Types-Horizontal , Concertric, Conglonerrate, Vertical , various types of integrations, Retreachment strategy and its variants: External Growth Strategy – Merger, Acquisition and Joint Ventures.

UNIT-III

Functional Policies –Production Policies, Involvement , Interration and choice with respect to production process action activities , Govt. Policies , backward areas and plant locations consideration in India. Maintenance and replacement facilities : Purchasing Policies-Make or buy decisions , criteria for vender selection . Co-ordination of Purchase and production with sales.

UNIT-IV

Marketing Strategies and Policies marketing Decision, Variable and Policy issues, product line and product mix policy , PLC, Product Positioning Strategy and Market recommendation , customer and channel Policies, Pricing Policies , Propotional Policies, Optional Marketing Mix.

UNIT-V

Financial Strategies- Financial Policy Issues , Sources of finance control of capital issues , Types of securities . Financial leverage, Investment and capital allocation policy , capital budgeting , dividend policy, Personnel policies and their significance recruitment , Industrial relations policy, Settlement of Disputs.

Reference:

Author	Book
1. P.K. Ghosh	Business Policy , Strategy , Planning and Management
2. Christensen , Andrews Dower	Business Policy- Text and Cases
3. William F. G	Business Policy – Strategy Formation and Management Action
4. Bongee and Colonan	Concept of Corporate Strategy
5. Peter F. Drucker	Management Tasks, Responsibilities , Practices

3. LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objectives: This course aims familiarising students with the concept of supply chain and logistics management.

UNIT 1

Introduction: Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information), key issues in SCM, benefits and case examples

UNIT II

Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, re- order point/ re-order level fixation, exercise-numerical problem solving, ABC analysis, SDE/VED Analysis.

UNIT III

Purchasing and vendor management: Centralized and decentralized purchasing, function of purchase department and purchase policies, use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, account for materials, just in time & Kanvan systems of inventory management

UNIT IV

Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, outbound logistics – distribution and warehousing management.

UNIT V

Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management

Reference:

1. G. Raghuram (I.I.M.A.)- Logics and supply chain management, Macmillan, 2000
2. Emiko Bonafield – Harnessing value in supply chain, Johnwiley: Singapore, 1999.
3. Dr. Gopal Krishnan – Material Management rearview, 2002, pearson New Delhi.
4. R.G. Koragaonkar – JIT Manufacturing.
5. B.S. Sahay, Macmillan – Supply Chain Mangement, 2000, (Pearson Education, 2004)
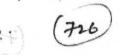
4. E-COMMERCE

Objectives: The basic purpose of this paper is to familiarize the students with the preliminary aspects of e- commerce. So that they may have an overall views while applying the concept of this subject.

UNIT-I

E-Commerce: Introduction, meaning and concept; Needs and advantages of e-commerce; Electronic commerce vs Traditional commerce; Challenges of e-commerce.

UNIT-II

Internet: Concept & evaluation, Features of Internet: email, WWW, ftp, telnet, newsgroup & video conferencing; Intranet & Extranet, ISDN, TCP/IP, Limitation of internet, Hardware & software

requirement of Internet.

UNIT-III
Electronic Payment Systems: E-Cash, e-cheque, credit cards, debit cards, smart cards; E-Banking, Manufacturing information systems; Financial information systems; Human resource information system.

UNIT-IV
E-Marketing: Business to Business (B2B), Business to customer (B2C) e-commerce; Online Sales force, On line Service and Support; EDI: Functions & components.

UNIT-V
Legal Aspects of e-commerce, Security issues of e-commerce: Firewall, E-locking, Encryption; Cyber laws – aims and salient provisions; Cyber laws in India and their limitations.

Reference:

Author	Book
1. Agarwala , K.N. and D. Agarwala	Business on the Net : What's and How's of E-Commerce , McMillan
2. Frontiers of E-Commerce	Ravi Kalkota , TMH
3. O,Brien J.	Management Information System, TMH
4. Oberoi , Sundeep	E-Security and You , TMH
5. Young , Margret Levine	The complete reference to Internet, TMH

5. PROJECT STUDY

GUIDELINES FOR PROJECT REPORT
Students of the MBA Course are required to offer project report as one of the papers. It is offered at MBA Part II stage. They are required to prepare a report on the topic of the Project incorporating the details of their working and main findings and suggestions.

Since right from the selection of the topic for project work through preparation of synopsis and finally Writing project report involve compliance with certain procedures, it is advisable for a MBA student offering project report to keep the following guidelines in their mind:

1. OBJECTIVE
The objective of the project study is to help the student develop ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems.

2. TYPE OF PROJECT
The project may be offered in Finance, Marketing, Human Resource and general areas of Management.

3. SUPERVISOR
The project work shall be done under the supervision of the teacher of the Deptt.

4. DESIGN
The Project report as a Paper shall involve two aspects viz:
(a) Selection of title and preparation of synopsis in Consultation with the supervisor, and
(b) Writing of the Project Report.

5. SYNOPSIS
A synopsis should include the following:

(a) Title of the Project study
(b) Rationale behind the study
(c) Objectives behind the study
(d) Methodology of the study
(e) Proposed Chapters

The synopsis shall be normally proposed in two to three foolscap Pages in consultation with the supervisor. It should be recommended by the supervisor and thereafter submitted to the director, MBA course for its approval for the Convenience of the students, a list of topics for the project study may be procured from the office of the MBA course of the Deptt.

6. PROJECT REPORT
Students are required to keep in mind the following points while preparing the Project report:

(a) Submission of the manuscript of the project report prepared by the candidate to the supervisor for his Comments and approval.
(b) Before binding the project report the students should ensure that it contains the following:
(a) Supervisor's Certificate as follows:

Certified that Mr./Ms.............. Class.............. Roll No.............. Session........................... prepared the project report under my general supervision in fulfillment of the requirements of the MBA course of Aryabhatta Knowledge University.

<div align="right">Signature of the supervisor</div>

If any project report is received without the above documents, the Examiners with not examine it.

7. LENGTH OF THE PROJECT REPORT
The length of the Project report may be about seventy five double spaced type pages (A4 Size) excluding appendices and exhibits. However, ten percent variation on either side in Permissible.

8. SUBMISSION
Two typed copies of the Project report are to be submitted to the Director MBA course. The candidate will retain the third copy for the purpose of the Project with Examination.

6. VIVA-VOCE

General Viva-voce carrying 100 marks shall be conducted by a duly constituted examination board. The general viva-voce shall encompass the entire Course of study.