

# Syllabus of MBA-IB 2025-26 onwards (As per NEP)

## DEPARTMENT OF BUSINESS MANAGEMENT

SCHOOL OF MANAGEMENT, HNBGU (A CENTRAL UNIVERSITY),

SRINAGAR GARHWAL, UTTRAKHAND

### Curriculum Framework and Credit Allocation for Subjects with Minimal or No Practical Component

P.G. First Year (for 2-year P.G. program)

The following course structure under NEP 2020 is designed for subjects which do not have practical based courses or have minimal offerings of practical course-based learning.

#### First Semester for 2-year P.G. program

(For non-practical/practical based subjects)

Entry requirement	3-year Bachelor's degree (minimum 120 credits) or 4-Year Bachelor's Degree (In case of B.Tech and B.E programme-Minimum-160 credits) and candidates who have met the entrance requirements, including specified levels of attainment, in the programme admission regulations.		
Semester	Course category	Course title and course codes	Total Credit
I	Discipline Specific Core	Principles and Practices of Management BM/SOM/DSC-IB-101	5
		Managerial Economics BM/SOM/DSC-IB-102	5
		Managerial Accounting and Control BM/SOM/DSC-IB-103	5
		Marketing Management BM/SOM/DSC-IB-104	5
	Discipline Specific Elective (Any 1 out of Minimum 3 electives)	International Business Environment BM/SOM/DSE-IB-105	4
		International Trade and Policy Framework BM/SOM/DSE-IB-106	
		International Marketing Management/SWAYAM-International Marketing BM/SOM/DSE-IB-107	
Total			24

*If any course (Core or Elective) includes a practical component, the department must ensure appropriate distribution of credits between the theory and practical components, while maintaining the total credit value of the course unchanged.*

#### Second Semester for 2-year P.G. program

(For non-practical/practical based subjects)

Semester	Course category	Course title and course codes	Total Credit
II	Discipline Specific Core	Financial Management BM/SOM/DSC-IB-201	5
		Human Resource Management BM/SOM/DSC-IB-202	5

		<b>Strategic Financial Management BM/SOM/DSC-IB-203</b>	<b>5</b>
	<b>Discipline Specific Elective</b> (Any 1 out of Minimum 2 electives)	<b>International Trade Procedure and documentation BM/SOM/DSE-IB-204</b>	<b>4</b>
		<b>International Management BM/SOM/DSE-IB-205</b>	
		<b>Services Marketing and CRM BM/SOM/DSE-IB-206</b>	
	<b>Summer Internship</b>	<b>45 days internship in any organization. All students will prepare summer internship report (Evaluated by external examiner) BM/SOM/SI-IB-207</b>	<b>5</b>
<b>Total</b>			<b>24</b>
<b>NHEQF Level 6</b>	<i>Student on exit after successfully completing first year of two-year PG programme (i.e., securing minimum required 48 credits will be awarded “Postgraduate Diploma” of one year, in related field/discipline/subject.</i>		

*If any course (Core or Elective) includes a practical component, the department must ensure appropriate distribution of credits between the theory and practical components, while maintaining the total credit value of the course unchanged.*

## Syllabus of MBA-IB (As per NEP)

### DEPARTMENT OF BUSINESS MANAGEMENT

**SCHOOL OF MANAGEMENT, HNBGU (A CENTRAL UNIVERSITY),**

**SRINAGAR GARHWAL, UTTARAKHAND**

**First Year (First Semester)**

**Subject: Principles and Practices of Management**  
**Subject Code: BM/SOM/DSC-IB-101**

- (i) Nature, Scope and Significance of Management, Evolution and Development of Management Thought Process and Functions of Management. Functional Areas of Management.
- (ii) Nature, significance and scope of Planning, Types of Plans, Process and Techniques of Decision Making, MBO, MBE, Planning Strategies and Policies.
- (iii) Nature and Significance of Organizing- Organizations Theories, Organization Structure, Departmentation, Line and Staff Relationship, Span of Management, Authority, Delegation and Decentralization and Group Functions, Staffing, Appraisal and Development of Managers, Formal, Informal and matrix Organizations.
- (iv) Directing & Controlling - Techniques of directing, Motivation-Concept, Theories of Motivation, Leadership Patterns and Styles. Nature and Scope of Co-ordination, Principles, Techniques and Barriers to Co-ordination, Controlling-Elements, Process and Styles of Control, Techniques of Control, Challenges before Future Managers in 21st Century.
- (v) Concept and Significance of Communication, Process, Types and Techniques of Communication, Barriers of Communication, Overcoming barriers to Communication, Essentials of effective communication.

### **Suggested Readings:**

1. Drucker, F. Peter -Management-Tasks, Responsibilities & Practices
2. Koontz 'O' Donnell Weihrich -Elements of Management
3. Koontz 'O' Donnell C -Management-A Book of Reading
4. Drucker, F. Peter -The Practice of Management
5. Terry and Franklin -Principles of Management
6. Stoner and Freeman -Principles of Management

**Subject:Managerial Economics**

**Course Code: BM/SOM/DSC-IB-102**

- (i) Meaning, Definition, nature and scope of managerial economics; Goods, Utility, Value, Price, Wealth, Income, Equilibrium. Managerial Economist - Role and responsibilities.
- (ii) **Demand**- Meaning, Types; Demand function, Law of Demand, Reasons for downward slope of demand curve, Demand function, concept of elasticity and elasticity of demand- Price elasticity of demand, Income elasticity of demand, cross elasticity of demand; Demand forecasting - Meaning, Types, Techniques.
- (iii) **Concepts of Cost, Production and Cost Function** -Cost Classification, Fixed and Variable, Total, Marginal and Average Cost, Opportunity Cost, Real Cost, Cost Out-put Relationship in Short Run and Long Run, Cost Analysis in the Process of Decision Making, Cost and Optimum Size of Plant. Law of variable proportions and returns to scale, Economies of scale, concept of cost, cost function: Short run and long run- Total fixed and total variable cost- short run average and marginal cost curves. Theory of long run cost- Minimum efficient scale, long run average cost curve, Break Even Analysis.
- (iv) **Price determination under various market Structures** - Meaning of market, classification of market structures, Perfect and Imperfect competition, Monopolistic competition, pure oligopoly; Pricing and its determinants, Price determination under perfect competition, monopoly, imperfect competition and oligopoly.
- (v) **Basic Macro Economics**-Concept of National Income and methods of measurement: Economic growth- Meaning and determinants, phases of business cycle, Inflation-Meaning, Types and causes.

### **Suggested Readings:**

- (1) H.L.Ahuja- Managerial Economics
- (2) Nemmers, Erwin Esser -Managerial Economics Text & Analysis
- (3) Alexander, K J W and Kemp, A J -The Economist in Business
- (4) Norman, N Parish -Economic Analysis
- (6) Adhikari M -Business Economics
- (7) Baye -Managerial Economics & Business Strategies
- (8) Varshney, R L and Maheshwary -Managerial Economics
- (9) M.L.Jhingan and J.K.Stephen- -Managerial Economics
- (10) Maheshwari - Managerial Economics
- (11) R.L.Varshney and K.L.Maheshwari- Managerial Economics

**Subject:MANAGERIAL ACCOUNTING AND CONTROL**

**Course Code: BM/SOM/DSC-IB-103**

- (i) Financial Accounting-Meaning, Objectives, Concepts and Conventions. Branches of

Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards. The Double Entry System- Its Meaning and Scope, The Journal, Cash Book, Ledger, Trial Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different Books and Accounts. Introduction of Company Accounts.

(ii) Analysis of Financial Statements- Ratios, Comparative and Common Size Statements, Cash Flow and Funds Flow Analysis, Management Audit and Financial Reporting.

(iii) Cost Accounting – Nature, Objectives, Significance of Cost Accounting, Classification of Cost, Costing for Material, Labour, and Overheads. Marginal Costing and cost volume profit Analysis- Its Significance, Uses and Limitations.

(iv) Standard Costing- Its Meaning, Uses and Limitations, Determination of Standard Cost, Variance Analysis-Material, Labour and Overhead.

(v) Responsibility Accounting- Its Meaning and Significance, Cost Profit and Investment Centres, Accounting for Price Level Changes- Concepts CPP and CCA Methods.

### **Suggested Readings:**

- (1) Anthony, R N and Welsh, G A -Fundamentals of Management Accounting
- (2) Khan and Jain -Management Accounting
- (3) Horngren, C T -Cost Accounting
- (4) Gupta, R L -Advanced Accountancy
- (5) Shukla and Grewal -Advanced Accounts
- (6) S P Jain and K L Narang ,2014. *Financial Accounting*. 12th Edition. Kalyani publisher
- (7) Sharma and Gupta, 2018. *Management Accounting* 13th Edition, Kalyani Publisher
- (8) Maheshwari SN & Maheshwari SK. 2018. *Financial Accounting*. 6th Ed. Vikas Publ. House.

### **Subject:Marketing Management**

#### **Course Code:BM/SOM/DSC-IB-104**

1. Concept, Nature, Significance of Marketing Management. Concepts of Marketing, Functions of Marketing, Strategic Marketing Planning, Marketing Mix. Marketing Organization, Designing Appropriate Structure and Influencing Factors, Marketing Environment, Micro and Macro Environment.
2. Market Segmentation, Basis for Market Segmentation and Purpose, Selection of Target Market and Positioning Strategies. Niche Market.
3. Consumer Behavior, Nature and factors influencing Consumer Behavior, Decision Making Process, Organizational Buying Behavior.
4. Product Management, Concept of Product, Classification of Products, Product Life Cycle, Marketing strategies at various stages of PLC, New Product Development, Product Positioning, Product Line and Product Line decisions, Product Mix, Branding Decisions, Packaging, Labeling.
5. Pricing-Factors Affecting Price Determination, Price Policies and Strategies, Pricing Methods. Promotional Mix-Elements of Promotional Mix, advertising, Personal Selling, Publicity and Public Relations, Sales Promotion. Direct marketing. Distribution Channels, Role and Type of Channels, Factors Influencing Channel Decisions. Forward and Backward integration, VMS, Rural Marketing.

### **Suggested Readings:**

1. Kotler, Philip - Marketing Management: Analysis Planning & Control

2. Stanton, WJ - Fundamentals of Marketing
3. Cunduff and Still - Fundamentals of Marketing &
4. Rusenberg, LJ - Marketing
5. Pillai, RSN., Bhagwati - Modern Marketing Principles & Practices

**Subject: International Business Environment**

**Course Code: BM/SOM/DSE-IB-105**

1. International Business and Its Environment, Theories of Export Behavior, Theories of International Trade and Foreign Direct Investment.
2. Terms of Trade, Balance of Payments, Commercial Policy-Objectives, Instruments and Impact.
3. International Trading Framework GATT, WTO, UNCTAD, MFA, GSP, International Commodity Agreements, Bilateralism versus Multilateralism, Regional Economic Groupings including EC, EEA, NAFTA, ASEAN and CIS.
4. International Monetary System
5. Foreign Investment in India and Abroad, Technology Transfer, MNCs and International Business.

**Suggested Readings:**

- (1) Peter H. Lindert - International Economics
- (2) Stanley Paldiwoda - International Marketing
- (3) Parvez A and Bahman E - International Business

**Subject: International Trade and Policy Framework**

**Course Code: BM/SOM/DSE-IB-106**

1. Meaning, Definition, Nature, Scope, Importance of International Trade. The wave of Globalization and its impact on International Trade.
2. International Trade Theories: The Gains from Trade. The pattern of Trade, Balance of Payments, Exchange rate determination, International Policy Coordination, The International Capital Markets; International trade theories basics: Mercantilism, Adam Smith's Absolute advantage theory, Comparative cost advantage theory of David Ricardo
3. International Trade Policy: The Instruments of Trade Policy-Basic analysis of tariff-Supply, Demand and Trade in a single industry, Effects of Tariff, Costs and benefits of Tariff. Free Trade- Arguments for and against free trade. Case for and against protection- Basic theory of customs union. Trade policies in developing countries. Macro-economic policy and coordination under floating exchange rate – Optimum currency areas and European experience.
4. International Negotiations and Trade Policy: The advantages of negotiation, International Trade agreements- A brief History, The Uruguay round, Trade liberalization, From GATT to WTO, WTO and its role in international trade.
5. Economics of Crises: International Monetary System 1870-1973, Asian Financial Crisis of 1997, Global Financial Crisis of 2007, European sovereign debt crisis of 2010.

**Suggested Readings:**

1. Paul R. Krugman & Maurice Obstfeld - International Economics - Theory and Policy
2. Jagdish Bhagwati - In Defence of Globalization

3. Joseph E. Stiglitz- Globalization and its discontents
4. D. Sambandhan- The U.S. Dollar, Euro and World Money- Under Massive Heart Attack
5. D. Sambandhan & M. B. Mohandas- Global Recession in Historical & Recent Perspective.
6. Economic Reforms in India Since 1991- Monika Kashyap & Mahendra Babu Kuruva, SAGE Publications, New Delhi

**Subject: International Marketing Management/SWAYAM-International Marketing**  
**(Opt any one course out of these two courses SWAYAM Course details are available on under mentioned link)**

**Subject: International Marketing Management**

**Course Code: BM/SOM/DSE-IB-107**

1. Introduction, Nature and Scope of International Marketing, International Market orientation and Involvement. International Marketing management process an Overview
2. International Marketing Environment: Influence of Physical, Economic, Socio Culture, Political and Legal Environments on International Marketing Operations, Scanning and Monitoring Global Marketing Environment, International marketing Information System
3. International Market Segmentation and Positioning, Screening and Selection of Markets, International Market Entry Strategies- Exporting, Licensing, Contract, Manufacturing, Joint Venture, Setting up of Wholly Owned Subsidiaries abroad.
4. International Product Planning: Major Product Decisions- Product features and Quality, Production Design, Labelling, Packing, Branding and Product support services. Product Standardization Vs. Adoption, Managing Product line international trade Cycle, New Product Development (Case Studies). Pricing for International Markets: Factor affecting international price Determination, International Pricing Process and Policies, Delivery terms and Currency for Export price Quotations.
5. International Promotion Strategies: Communications across countries- Complexities and Issues, International Promotion tools and Planning- Advertising personal selling publicity and sales Promotion, Developing International Promotion Campaign, Standardization Vs. Adaption Issue, Planning for Direct Mail, Sales literature, Trade fairs and Exhibitions, (Case Studies). International Marketing Planning, Organizing and Control, Emerging Trends in International Marketing, International Marketing through Internet, Ecological concerns and International Marketing Ethics.

**Suggested Readings:**

1. Bhattacharya, B. - Export Marketing Strategies for Success
2. Cateora, Philip R. & John L. Graham - International Marketing
3. Jain. Subhash C. - International Marketing Management
4. Fayerweather, John - International Marketing
5. Kotabe Masaaki & Kristian Helsen - Global Marketing Management
6. Pandey, Akhilesh Chandra - Management–Case Studies (IK International)
7. Keegan, W. - Marketing Management

**OR**

**Subject: SWAYAM-International Marketing**

**Subject Code: BM/SOM/DSE-IB-107**

(Course details are available on under mentioned link)

[International Marketing - Course](#)

## **First Year (Second Semester)**

**Subject: Financial Management**

**Course Code: BM/SOM/DSC-IB-201**

### **BLOCK 1: FINANCIAL MANAGEMENT IN INDIA**

**UNIT I:** Meaning, importance, nature and scope of financing in India, agribusiness financing in India; classification and credit need in changing agriculture scenario; finance functions, investment financing, Risk and return concept & analysis

**UNIT –II:** Business Financing System in India, Money and Capital Markets, Regional and All -India Financial Institutions; venture capital financing and its stages, International financial management.

### **BLOCK 2: CAPITAL BUDGETING**

**UNIT III:** Features, types and Techniques of capital budgeting decision. Cost of Capital, Leverage analysis, Capital structure. Theory and Policy, Sources of Long and Short-term finance, Dividend Theory, Dividend Policy, Walter Model, Gordon Model, Miller and Modi Gilani Position.

### **BLOCK 3: CURRENT ASSETS MANAGEMENT**

**UNIT IV:** Management of Working Capital, Management of Receivables, Management of cash; Cash budget, Management of collections and disbursement, Investment of Surplus cash.

**UNIT V:** Perspectives and operational aspects of Micro finance: Definition, Scope and importance of Micro Finance, Evolution of Micro Finance in India, Micro Finance credit lending models:- Association model, Community Banking model, Credit union model, Co-operative model, SHG model, Village Banking model. Lease Financing, Mergers and Acquisitions. Take over, Strategic Financial Alliances.

### **Suggested Readings:**

- (1) Khan, M Y -Financial management
- (2) Prasanna Chandra -Financial Management
- (3) Pandey, I M -Financial management
- (4) Kuchal, S C -Financial Management and Corporate Finance
- (5) Van Home -Financial management
- (6) Srivastav & Misra, 2010. Financial Management, Oxford University Press; Second edition
- (7) G Sudarsana Reddy, 2010. Financial Management, Himalaya Publishing House

**Subject: Human Resource Management**

**Course Code: BM/SOM/DSC-IB-202**

1. Personnel Management-Concept, Nature, Scope and Importance of Human Factor in Managing Modern Organizations; Evolution and Growth of Personnel Function in

Management; Philosophy of Management of HRM, Present Status and Future of HRM in India.

2. Personnel Department-Organization and Functions; Personnel Manager Qualities and Qualification; Professionalization of Personnel Management in India.
3. Procurement- Job Analysis, Planning for Human Resources, Recruitment, Selection, Placement and Induction, Methods of Manpower Search.  
Development-Need, Objectives and Methods of Training; Procedure of Training and its Efficacy, Development of Managers-Principles, Methods, Transfer and Promotion; Performance Appraisal. (Case Studies)
4. Wage and Salary Administration; Wage Policy-Concept, Role and Importance; Job Evaluation; Fringe Benefits, Incentive Compensation-Prerequisites and Problems in Indian Context, Personnel Audit and Research. (Case Studies)
5. Group-Group Dynamics, Morale in work Groups, Discipline and Employee Turnover. Industrial Relations-Concept and Significance of Industrial Relations, Human Resource System-Concept, Scope and mechanism.

**Suggested Readings:**

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|------------------------------|---|
| 1. Flippo, E B               | - Principles of Personnel Management            |
| 2. Yoder Dale                | - Personnel Management and Industrial Relations |
| 3. Strauss, G and Sayles L R | - personnel- The Human problem in Management    |
| 4. Singh, Chhabra and Taneja | - Personnel Management and Industrial Relations |
| 5. Aswathappa, A             | - Human Resources and Personnel Management      |
| 6. Rao T.V.                  | - Human Resource Management                     |

**Subject:Strategic Financial Management**

**Course Code: BM/SOM/DSC-IB-203**

**Unit I**

Corporate Evaluation: Adjusted Book Value Approach, Stock and Debt Approach, Discounted Cash Flow (DCF) Approach, Cost of Capital Estimation, DCF ApproachGrowth Models, Free Cash Flow to Equity Valuation (FCFE), Guidelines for Corporate Evaluation

**Unit II**

Value Based Management: Methods and Key Premises of VBM, The Alcar Approach, Stern Stewart Approach, BCG Approach-Total Shareholder Return, Total Business Return, Cash Flow ROI, Cash Value Added.

**Unit III**

Mergers and Acquisition: Reasons for mergers, Mechanics of a merger, Costs and Benefits of a Merger, Exchange ratio, Purchase of division/unit, Takeovers, Leveraged Buyouts,Acquisition Financing, Business Alliances, and Divestitures.

**Unit IV**

Corporate Governance: Divergence of Interest, Devices for containing Agency Costs, Corporate Governance in India, Legal Provisions and SEBI code, Reforming Corporate Governance, Executive Compensation, Employee Stock Option Plan (ESOP).

**Unit V**

Performance Measurement: Business Performance Measurement, Comprehensive Value Metrics Framework, Non-Financial Measures, Balanced Scorecard, Debt Analysis and Management: Rating of Debt Securities, Design of Debt Issues, Innovation in Debt Securities, Securitization, Bond Covenants, Bond Refunding, Duration, Term Structure of



Interest Rates. Leasing and Hire Purchase: Types, Rationale, Mechanics, Operating Leases, Leasing as a Financing Decision, Hire Purchase Arrangement, Choice between Leasing and Hire Purchase, Project Finance.

**Suggested Readings:**

1. Prasanna Chandra, Financial Management, Tata McGraw Hill, 2011
2. I M Pandey, Financial Management, Vikas Publications -2013
3. Khan M. Y. & Jain P. K Financial Management, 6/e, TMH, 2011.
4. Rajiv Srivastava and Anil Misra, Financial Management, Second edition, Oxford University Press, 2011

**Subject: International Trade Procedure and documentation**

**Course Code: BM/SOM/DSE-IB-204**

1. Export Procedure: Starting an export firm – Selection of an export product, Market and Buyer – Registration procedure with Sales Tax, Central Excise and various Boards and councils.
2. EXIM code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit. Export Documentation: Types of documents – Transport, Negotiation and Insurance documents.
3. Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.
4. Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities
5. Types of import licenses- Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme – Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management.

**Suggested Readings:**

1. P K Khurana “Export Management”, Galgotia publishing company
2. Aseem Kumar “Export and Import Management”, Excel Books,
3. David Stewart, “International Supply chain Management”, Cengage publications

**Subject: International Management**

**Course Code: BM/SOM/DSE-IB-205**

1. International Management: Concept, Dimensions and Approaches, Business culture and corporate culture, Problems of Intercultural communication, Cross-cultural values and business management. Business values, ethics and social responsibilities.
2. Challenges of Global Planning: Economic, Political and Strategic predisposition, imperatives and resource allocation and portfolio compositions of a global firm, planning for linkages and synergies among business across borders. Locus of decisions making. Headquarter subsidiary relationship in international business enterprises.

3. Organization and Control for International Competitiveness, Organization design and structure of international companies, Global product divisions, Matrix and Network Structures, Managing Communication across cultures, Managing for Continuous innovations in trans-cultural context, developing coordination, Developing coordination, systems of control in International Operations.
4. Management of Personnel with Different social and Cultural backgrounds, Selection, training and Development of People for Global assignments. Compensations and reward practices among international firms, managing cultural and social diversities, Motivation and Leadership in International Firms.
5. Managing Political Risks: Host Country home country and multinational relationship, Political risk assessment and protection techniques for multinational corporations, Organizing for Political risk Management. International Business Negotiations: Importance, Business Negotiations within groups, negotiations across cultures. Managing International Collaborative Arrangements: Joint Venture and Other forms for Strategic alliances, Traditional and Emerging reasons for forming strategic alliances, Pitfalls in strategic alliances.

#### **Suggested Readings:**

1. Alder Nancy J. - International Dimensions of Organizational Behavior
2. Bartlett, C.A.& Ghoshal, S.- Managing Across Borders: The Transnational Solution
3. Helen, D.- Management: Managing Across Borders and Cultures

**Subject: Services Marketing and CRM**  
**Course Code: BM/SOM/DSE-IB-206**

#### **Section A: Services Marketing**

1. Services Markets: Recent trends and Developments: Meaning and Nature of services, classification of Services and marketing implications; Services Marketing management- a strategic perspective.
2. Analysing services Marketing Environment: Understanding Service Customers- Buying Influences and customer service Behaviour, Service Quality- Gap Model and role of consumer expectations and perception.
3. Services Market Segmentation and Positioning: Developing Service Marketing Mix Strategies- Product, Price, Place, promotion, People, Process, Physical Evidence decisions. International marketing of Services- Entry modes and other strategic decisions (Case Studies)

#### **Section: B Customer Relationship Management**

1. Customer Relationship Management- Growing Importance of relationship marketing, relationship exchanges – nature and Scope, Firm and Customer motivations for relationships, Relationships development process, attributes and determinants of relational exchanges, networking and its significance in marketing (Case Studies)
2. Developing and managing relationships: Selecting, Winning, and Retaining customers. Regaining dissatisfied customers, Information Management for Building relationship-e-CRM. Managing relationships in service and industrial markets, relationship marketing and distribution channels, Relational exchanges in international markets.

**Suggested Readings:**

1. Christopher H. Lovelock and Paul Patterson- Services Marketing
2. Payne, Adrian - The Essence of Services Marketing
3. Shanker, Ravi - Services Marketing
4. Valarie A. Zeithaml, Mary Jo Bitner- Service Marketing
5. Barnes, James - Secrets of Customer Relationship Management
6. Seth, Jagdish N. -Customer Relationship Management: Emerging Concepts, Tools, and Application
7. Merlin Stone, Neil Woodcock, Liz Machtynger–Customer Relationship Marketing

**Subject: Summer Internship****Course Code: BM/SOM/SI-IB-207**

- ◆ **45 days internship in any organization.**
- ◆ **All students will prepare summer internship report (Evaluated by internal examiner)**

Each student shall present a seminar which shall be based on the training and the training report. The objective is to understand the benefits and gains to the student due to compulsory training and enable the student to express his understanding about the functioning of outside world especially as to what extent the concept of management taught to him were relevant and are helpful in the real world in thereal situations.