

**DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY
LUCKNOW**



Evaluation Scheme & Syllabus

For

MBA Second Year

AS PER AICTE MODEL CURRICULUM

(Effective from the Session: 2019-20)

MBA Scheme of Teaching & Evaluation for Session 2019-20

SEMESTER III											
S. No.	Code	Course Title	Periods			Evaluation Scheme					Credit
			L	T	P	Sessional Exams			Total		
						CT	TA	Total		ESE	
1	KMB301	Strategic Management	4	0	0	30	20	50	100	150	3
2	KMB302	International Business Management	4	0	0	30	20	50	100	150	3
3		Specialization Group -1	4	0	0	30	20	50	100	150	3
		Elective 1*									
4		Specialization Group -1	4	0	0	30	20	50	100	150	3
		Elective 2*									
5		Specialization Group -1	4	0	0	30	20	50	100	150	3
		Elective 3*									
6		Specialization Group -2	4	0	0	30	20	50	100	150	3
		Elective 1*									
7		Specialization Group -2	4	0	0	30	20	50	100	150	3
		Elective 2*									
8	KMB303	Summer Training Project Report	2	0	0	0	0	50	100	150	3
		& Viva Voce									
		TOTAL							800	1200	24

SEMESTER IV

S. No.	Code	Course Title	Evaluation Scheme								Credit
			Sessional Exams								
			L	T	P	CT	TA	Total	ESE	Total	
1	KMB401	Project Management	4	0	0	30	20	50	100	150	3
2	KMB402	Entrepreneurship Development	4	0	0	30	20	50	100	150	3
3	RVE401	Universal Human Values and Professional Ethics	4	0	0	30	20	50	100	150	3
4		Specialization Group -1	4	0	0	30	20	50	100	150	3
		Elective 4*									
5		Specialization Group -1	4	0	0	30	20	50	100	150	3
		Elective 5*									
6		Specialization Group -2	4	0	0	30	20	50	100	150	3
		Elective 3*									
7	KMB405	Research Project Report and Viva Voce	4	0	0	0	0	100	200	300	6
		TOTAL							800	1200	24

Specialization Group: Human Resource

Elective Papers in III Semester

S. No	Code	Course Title
1	KMBHR01	Talent Management
2	KMBHR02	Performance and Reward Management
3	KMBHR03	Employee Relations and Labour Laws

Elective Papers in IV Semester

S. No	Code	Course Title
1	KMBHR04	Strategic Human Resource Management
2	KMBHR05	International Human Resource Management

Specialization Group: Marketing

Elective Papers in III Semester

S. No	Code	Course Title
1	KMBMK01	Sales & Retail Management
2	KMBMK02	Consumer Behaviour & Marketing Communications
3	KMBMK03	Digital & Social Media Marketing

Elective Papers in IV Semester

S. No	Code	Course Title
1	KMBMK04	Marketing of Services
2	KMBMK05	Marketing Analytics

Specialization Group: Finance

Elective Papers in III Semester

S. No	Code	Course Title
1	KMBFM01	Investment Analysis & Portfolio Management
2	KMBFM02	Tax Planning and Management
3	KMBFM03	Financial Market & Services

Elective Papers in IV Semester

S. No	Code	Course Title
1	KMBFM04	Working Capital Management
2	KMBFM05	Financial Derivatives

**Specialization Group: International
Business**

Elective Papers in III Semester

S. No	Code	Course Title
1	KMBIB01	International Marketing
2	KMBIB02	International Logistics
3	KMBIB03	Export Import Documentation

Elective Papers in IV Semester

S. No	Code	Course Title
1	KMBIB04	International Trade Laws
2	KMBIB05	Cross Cultural Management

**Specialization Group: Information
Technology**

Elective Papers in III Semester

S. No	Code	Course Title
1	KMBIT01	Enterprise Resource Planning
2	KMBIT02	Web Technology & E- Commerce

3	KMBIT03	Cloud Computing for Business
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Elective Papers in IV Semester

S. No	Code	Course Title
1	KMBIT04	Database Management System
2	KMBIT05	System Analysis & Design

Specialization Group: Operations Management

Elective Papers in III Semester

S. No	Code	Course Title
1	KMBOM01	Supply Chain & Logistics Management
2	KMBOM02	Operations Planning and Control
3	KMBOM03	Quality Toolkit For Managers

Elective Papers in IV Semester

S. No	Code	Course Title
1	KMBOM04	Sourcing Management
2	KMBOM05	Management of Manufacturing System

Strategic Management

Code: KMB301

Credits: 3

Teaching Hours: 36

Course Objectives

1. A clear understanding of the key concepts and principles of strategic management
2. A set of useful analytical skills, tools and techniques for analyzing a company strategically
3. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.
4. To encourage students to think critically and strategically.
5. The ability to identify strategic issues and design appropriate courses of action.

UNIT 1**(6 Hours)**

Introduction: meaning nature, scope, and importance of strategy; and strategic management, Introduction to Business policy, Strategic decision-making, Process of strategic management and levels at which strategy operates, strategic intent: Vision, Mission, Business definition, Goals and Objectives

UNIT 2**(8 hours)**

Environmental Scanning : Factors considered, approaches, External environmental analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five Forces Model methods and techniques used, Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

UNIT 3**(8 hours)**

Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization, Porter's Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance, Digitalization Strategies.

Unit 4**(8 hours)**

Strategy Analysis : Process, Analysing Strategic alternative, Evaluating and choosing among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework

Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

Unit 5**(6 hours)**

Strategy Evaluation & Control : Nature, Importance, Organizational systems and Techniques of strategic evaluation & control.

Course Outcome

After successful completion of this course students will be able to

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Formulate organizational vision, mission, goals, and values.	Apply (K3)
2	CO2. Develop strategies and action plans to achieve an organization's vision, mission, and goals.	Create (K6)

3	CO3. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.	Create (K6)
4	CO4. Evaluate and revise programs and procedures in order to achieve organizational goals;	Evaluate (K5)
5	CO5. Consider the ethical dimensions of the strategic management process;	Analyse (K4)

Suggested Readings

1. Henry, A :Understanding Strategic Management, OUP
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice (Sage Publication, South Asia Edition)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.

Skills	Measuring tool
Ability to scan business environment	Assignments + Case study + Workshop
Ability to draft strategic intent.	Case study + Workshop
Ability to formulate strategy and its Implementation	Assignments + Case study + Workshop

INTERNATIONAL BUSINESS MANAGEMENT

Code: KMB302

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives

1. To give the student an exposure to the dynamic environment of International Business
2. To understand the impact of environment on the International Business Operations of the firm
3. To explain the functions and form of the global monetary system
4. To explain the role of International organizations and Regional Trade

Unit I

(8 hours)

Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Unit 2

(8 hours)

International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

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Unit 3

(8 hours)

International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

Unit 4

(6 hours)

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee

Unit 5**(6 hours)**

International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

SUGGESTED READINGS

1. Joshi, R M : International Business, OUP
2. Hill - International Business, McGraw-Hill
2. Cherunilam F- International Business: Text and Cases, PHI

- Reference Books
1. Aswathappa- International Business, McGraw-Hill
 3. Cherunilam, F - International Trade and Export Management, Himalaya
 4. Daniels - International Business (Pearson)
 4. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)

Websites: www.ibef.org www.cia.gov.in [Course](#)

Course Outcomes(CO)	Bloom's Taxonomy
CO 1: To get an overview of the key issues and concepts of International Business.	Knowledge (K2) Comprehending (K3)
CO 2: Understand how and why the world's countries differ.	Comprehending (K 3)
CO 3: Understand the monetary framework in which international business transactions are conducted .	Comprehending (K 3) Knowledge (K 2)
CO 4: Understand the role of International Organizations and Regional Trade blocks	Knowledge (K 2) Evaluating (K7)
CO 5: Implement the decisions for international operations in a superior manner	Evaluating (K7) Applying (K 4)

Skills	Measuring tool
Understanding of principles of International Business Group assignment.	Case study analysis
Develop reasoning abilities for applying the theoretical Knowledge	Group assignment Case study analysis
Understanding of fundamentals of International Marketing, Finance & HRM	Group project Presentations
Critical thinking skills for understanding the role of International organizations and Regional Trade Blocks	Quiz, Debate, Case study analysis

Semester IV

PROJECT MANAGEMENT

Code: KMB401

Credits: 3

Teaching Hours: 36

Course Objective: The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on the managerial aspects of project management along with understanding of various tools and techniques for project appraisal and control. It will help the MBA students to draft the project proposal in any area of management and evaluate the worth of projects.

Unit 1(6 Sessions)

Introduction of Project: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle. Concepts of Deliverables, Scope of Work and Milestones. **Project Management Process:** Introduction, Tools & Techniques of Project Management. **Project Team and Scope of Project Management:** Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management. Case Studies

Unit II(08 Sessions)

Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. **Market & Demand Analysis Techniques:** Survey & Trend Projection Methods. **Project Risk Management:** Concepts and Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. **Case Studies**

Unit III (08 Sessions)

Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. **Project Financing and Budgeting:** Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing. **Social Cost Benefit Analysis (SCBA) of Project:** Concept & significance of SCBA, Approaches to SCBA. **Case Studies**

Unit IV (08 Sessions)

Project Scheduling and

Network Analysis: Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) & Responsibility Assignment Matrix. **Project Network Design:** Identifying the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Introduction to PERT and CPM, Crashing in Projects. **Case Studies**

Unit V (10 Sessions)

Project Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart.

Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). **Project Termination:** Types of Terminations, Project Termination Process. **Case Studies**

Course Outcomes(CO)	Bloom's Taxonomy
CO 1: Students will be able to understand the characteristics of Project and Project Management	Knowledge (K 2) Remembering (k1) Comprehending (K 3)
CO 2: The students will understand the managerial process along with tools & techniques used in Project management	Knowledge (K 2) Applying (K 4) Synthesizing (K6) Evaluating (K7)
CO 3: Students will understand the scheduling and monitoring process in Project. They will be able to apply PERT and CPM method for project scheduling	Comprehending (K 3) Applying (K 4) Analyzing (K 5) Evaluating (K7)
CO 4: Students will understand the perspectives in which optimum decisions are to be taken in case of risks with planned activities in project.	Applying (K 4) Analyzing (K 5) Evaluating (K7)

SUGGESTED READINGS

Project Management – Achieving Competitive Advantage: Jeffrey K. Pinto (Pearson)

1. Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons)
2. Project Management : MrSanjivMarwah- (Wiley Dreamtech)
3. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)
4. Project Management Core Text Book : M R Gopalan (Wiley)
5. Quantitative Techniques in Management : N D Vohra (TMH)

Skills	Measuring tool
Application of various Project Techniques	Exercise and workshop
Ability to visualize the best projects among alternatives	Assignments + Case study + Workshop
Monitoring and controlling of Project cost.	Live Training

ENTREPRENEURSHIP DEVELOPMENT

Code: KMB402

Credits: 3

Teaching Hours: 36

COURSE OBJECTIVES

- The purpose of this course is to expose the student to the basic concepts of entrepreneurship and Common myths to becoming an entrepreneur. Students will be exposed to the functions of entrepreneurs, and problems faced by them in the real world.
- To impart understanding of Entrepreneurial Finance, Assistance and role of entrepreneurial development agencies
- To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a startup.
- Familiarizing the students on Developing a Business Plan and to provide basic understanding of Launching a New Venture

Unit 1

Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set. Common myths to becoming an entrepreneur and how to overcome them. Corporate entrepreneurship. Concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur. Family Business, Women entrepreneurship, social and rural entrepreneurship.

Unit 2

Entrepreneurial Finance, Assistance and Entrepreneurial

Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries.

Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India.

Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit 3

From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowdfunding

Unit 4

Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility.

Unit 5

Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

Course Outcome

After successful completion of this course students will be able to-

S. No.	Course Outcome	Bloom's Taxonomy
1	CO 1: Developing understanding of basic concepts of entrepreneurship.	<ul style="list-style-type: none"> • Knowledge (K 2) • Remembering (K1)
2	CO2: Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies	<ul style="list-style-type: none"> • Applying (K 4) • Analyzing (K 5) • Evaluating (K7)
3	CO 3: Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources	<ul style="list-style-type: none"> • Analyzing (K 5) • Evaluating (K7)
4	CO 4: Comprehend and develop skills to Develop a Business Plan.	<ul style="list-style-type: none"> • Comprehending (K3) • Synthesizing (K6)
5	CO 5: Students to have a basic understanding of Launching a New Venture	<ul style="list-style-type: none"> • Applying (K4) • Synthesizing (K6) • Evaluating (K7)

Suggested Readings

1. Roy :Entrepreneurship, OUP
2. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill
3. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
4. Kumar, Arya; Entrepreneurship; Pearson Education.
5. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
6. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
7. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.

Skills	Measuring tool
Ability to understand of basic concepts entrepreneurship, Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies	Assignments + Workshop
Ability to convert an Idea to an opportunity and understanding of Launching a New Venture.	Assignments + Case study +Workshop
Ability to Develop a Business Plan.	Assignments + Case study + Workshop

Elective: Human Resource Management
TALENT MANAGEMENT

Code: KMBHR01

Course objective

1. This course focuses on the attraction, acquisition, and retention of talent in organizations
2. A clear understanding of talent management and its linkage with organizational strategy and other HR practices.
3. To provide the understanding of acquiring and retaining the talent in the organization.
4. To provide them the process of identifying and developing the potential talent to fulfil the present and future need of the organization.
5. In addition, the course will cover the negotiation problems that managers may face in decision-making processes; for example, the hiring negotiation, the promotion negotiation, the firing decision, and HR-relevant cross-cultural negotiation issues.

Credits:

Teaching Hours: 36

Unit 1 (6hrs)

Introduction to Talent Management: Concept , Meaning & Objectives, Role of Talent Management in building Sustainable Competitive Advantage to a firm; **Key Processes of Talent Management:** Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge, Consequences of Failure in Managing Talent, **Identifying and Assessing High-Potential Talent:** Current Organizational Practices .
Case Studies

Unit 2 (8hrs)

Talent Acquisition: Job Analysis, Questionnaires, Interviews, Developing job Description & Job Specification, Attracting and Recruiting the best Talents, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. **HR Planning for Talent Management:** Process (using MS-Excel and quantitative tools), Evaluation of factors affecting HR Planning, Strategic view of Recruitment & Selection. **Case Studies**

Unit 3 (7 hrs)

Recruitment and Selection Process: Introduction, Sources of Recruitment, Use of Assessment Centers, Selection Errors & Minimising Selection Errors, Reliability & Validity of Selection Tests, Choosing suitable types of Interviews, Formulating a recruitment strategy for senior level executives. **Employee Engagement:** Process and outcomes of Employee Engagement, Ways of Achieving Employee Engagement; **Talent Development:** Need Analysis, Knowledge Management, Competency Development and Developing Leadership Talent. **Case Studies**

Unit 4 (8hrs)

Employee Retention: Comprehensive approach to Employees Retention, Managing Voluntary Turnover, Dealing with Job Withdrawal; **Strategic Compensation plan for Talent Engagement:** Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model. , Career and Succession Planning. **Case Studies**

Unit 5.(7hrs)

Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Business Process Re-engineering, Contemporary Talent Management Issues and Challenges. **Case Studies**

Course Outcome

After successful completion of this course students will be able to-

CO 1: Knowledge of Talent Management Processes	K1(Remember) K2(Understand)
CO 2: Understanding for analysis of the impacts of Talent management in the organization	K1(Remember) K2(Understand) K3(Apply) K4(Analyse)
CO 3: Competency to implement Talent Management practices	K4(Analyse) K5(Evaluate) K6(Create)
CO 4: Competency to develop leadership qualities among subordinate	K4(Analyse) K5 (Evaluate)
CO 5: Knowledge about the reward system to support Talent management	K2(Understand) K3(Apply)

Suggested Readings:

1. Gowri Joshi & Veena Vohra, Talent Management, cengage Learning
2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition References:
3. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
4. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication
5. Rob Silzer (Editor), Ben E. Dowell (Editor), Strategy-Driven Talent Management: A Leadership Imperative, Wiley
6. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill
7. Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th edition.
8. Sonal Minocha: Talent Management (Sage Publication)

Employability Skills:

Functional Skills	Measurement
1. Laying foundation of critical thinking Skills	Cases+ Exercise
2. Developing students to strategically formulate talent management tools.	Exercise+ Case
3. Developing analysis of multiple perspectives of Talent Management	Case/Workshop
4. Developing an understanding of how to manage other people (i.e. their subordinates or peers) and themselves with regard to career-related issues.	Case

Performance and Reward Management

Code: KMBHR02

Course Credits: 3

Teaching Hours: 36 Hr

Course Objective:

1. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
2. To articulate the benefits of using a performance development plan and the consequences of not having one in place.
3. To distinguish the elements of an effective, integrated performance development system.
4. To devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).
5. To familiarize the students with the concept of competency mapping and understanding its role in career development.
6. To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

Unit1: (7 hours)

Introduction to Performance Management System :Meaning, Uses and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario, Performance management as a System and Process, Establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSA VS KPI). **Case Studies**

Unit2: (7 hours)

Managing Performance: Methods of managing performance of all the levels of Management, 360 degree Performance Appraisal, MBO and Performance analysis for Individual and organizational development. **Case Studies**

Unit3: (7 hours)

Contemporary Issues: Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, **Balance score card:** Introduction and Applications, Advantages and limitations. **Case Studies**

Unit 4: (7 hours)

Reward System: Compensation- Definition, Function, and significance. **Job evaluation:** Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non-technical and executive/managerial positions and significance of wage differentials. **Case Studies**

Unit 5: (8 Hours)

Compensation: Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Incentive schemes; **Methods of payment:** Time and piece rate. **Fringe benefits & other allowances:** Overtime, City compensatory, Travelling etc. **Regulatory compliance:** Introductions, Wage and Pay commissions,

Overview of minimum wages Act- 1948 and Equal Remuneration Act-1976. Profit Sharing options; **Case Studies.**

Course Outcomes & Bloom's Taxonomy

CO 1: Knowledge of Performance Management and Performance Appraisal	K1(Remember) K2(Understand)
CO 2: Competency to understand the importance of importance of Performance Management	K1(Remember) K2(Understand)
CO 3: Knowledge about the Compensation and Reward Systems	K1(Remember) K2(Understand)
CO 4: Competency to implement the effective reward systems in the organization	K3(Apply) K4(Analyse) K5 (Evaluate)
CO 5: Ability to explain the relevance of competency mapping and understanding its linkage with career development	K1(Remember) K2(Understand) K3(Apply)

Suggested Reading:

1. T V Rao (2007). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness (Response Books)
2. Michael, Armstrong (1999). Performance Management. Kogan Page.
3. Shrinivas R Kandula (2006). Performance Management : Strategies , Intervention & Drivers. Pearson
4. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh (2012). Compensation and Reward Management, Excel Book
6. Robert Bacal (2007). Performance Management ,McGraw-Hill Education.
7. T V Rao : Performance Management :Towards organisational Excellence (Sage Publications)

Employability Skills:

Skills	Measuring Tools
Ability to integrate employee performance to business performance.	Exercises
Preparing Pay Roll	Workshop, Exercise
Developing performance appraisal form and performance standards	Exercises

Employee Relations and Labour Laws

Code:KMBHR03

Course Objective:

1. To Provide conceptual framework of Industrial Relation
2. To make students aware with the Indian Labour legislation
3. To make students aware with the basic requirements and mandate of labour legislations
4. To help the students to understand the existing framework of Industrial Relation and Labour legislation.

Course Credits: 3

Teaching Hours: 36 Hr

Unit 1: (8 Lectures)

Employee Relations Management (ERM) & Industrial Relation: Introduction and Importance of Employee Relations Management, Employee Relations Management Tool, Aspects of Industrial Relations, Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, **Trade Unionism:** Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926: Objective, Recognition and registration, Industrial Democracy & Participative Management. **Case Studies**

Unit2: (8 Lectures)

Collective Bargaining: Significance, types & procedure of Collective bargaining
Discipline: The Industrial Employment (Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry,
Grievance Handling in IR: Grievance Settlement Procedure, Industrial Disputes, Preventive & Settlement Machinery in India. **Employee Participation and Empowerment:** Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment. **Case Studies**

Unit 3 (6 lectures)

The Factories Act, 1948 & The shop & Establishment Act 1948, The Payment of Wages Act, 1923, The Workmen's compensation Act, 1972 The Industrial Disputes Act, 1947

Unit 4 (7 lectures)

The Payment of Minimum wages act 1936, The Contract Labor (Abolition & regulative) act The ESI Act, 1948 The Trade unions act, 1926, Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment,

Unit 5 (7 Lectures)

The payment of Bonus Act, 1965 The payment of Gratuity Act, 1972 The Maternity Benefit Act, 1961 Employee's Provident fund & Miscellaneous Provisions Act, 1952 .

Course Outcome

After successful completion of this course students will be able to-

CO 1: Knowledge of Industrial Relation framework	K1(Remember) K2(Understand)
CO 2: Competency to understand the importance of Employee Relation within the perspective of Industrial Relation	K1(Remember) K2(Understand) K3(Apply) K4(Analyse)
CO 3: Knowledge about relevant Laws of HR management	K1(Remember) K2(Understand) K3(Apply)
CO 4: Competency to interpreted and implement the Labour Laws within organization	K4(Analyse) K5 (Evaluate)
CO 5: Competency to use Collective Bargaining and Grievance redressal Mechanism	K1(Remember) K2(Understand) K3(Apply)

Suggested Readings:

1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
2. Monappa Arun, "Industrial Relations and Labor laws", Tata McGraw Hill Edition, New Delhi, 2007.
3. Taxmann (2009) Labour Laws", Taxmann Allied Services Pvt. Ltd.
4. Sinha, P.R.N., Sinha, InduBala and Shekhar, Seema Priyadarshini (2004) Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.
5. Mamoria, Mamoria and Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2007.
6. D. P Sahoo: Employee Relations Management - Texts and Cases (Sage Publication)

Employability Skills	Measuring Tool
Ability to identify the mandate (about dates) of the laws	Exercise + workshop
Ability to identify the mandate (Forms) of the laws	Class room discussions
Ability to have a safeguard from the penalty imposed on employer due to Legislation	Exercise + workshop

STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: KMBHR04

Total Credits: 3

Teaching Hours: 36

Objective:

- To ensure that students are able to identify and critically evaluate the various approaches to human resource management and acquire the skills and techniques to access future issues of relevance to various functions of HRM in an organization.
- To equip the students with comprehensive knowledge of HR role in merger and acquisition.
- To acquaint the students with the basic theories, concepts and interventions of Organization Development.
- To help the students to think strategically and integrate the activities of HR with the organizations goals.

Unit 1 (8 Hours)

Conceptual Framework & Context of strategic SHRM, Impacts of Globalization on HRM, Changing Nature of Workforce, Development of SHRM, Models of Strategic HRM, Development & delivery of HR strategies, Challenges in Strategic Human Resource Management, Impacts of Strategic HRM, SHRM for Competitive Advantage. Case Studies

Unit 2 (6 Hours)

Implementation of Strategic HRM: Staffing, Training & Development, Strategic Options of Human Resource Development, Impacts of SHRM on Performance, Practicalities in Measuring SHRM Outcomes, Compensation, and Employee Separation. Case Studies

Unit 3 (8 Hours)

HR Strategy, Components of Strategic HRM, Organizational HR strategies, Functional HR strategies, Strategic HRM in Action, Improving Business Performance through Strategic HRM. Employee Engagement and Drivers of Engagement. Case Studies

Unit 4 (8 Hours)

Strategic Knowledge Management, Building Knowledge Management into Strategy Framework, Knowledge Sharing as a Core Competency, HR Dimension to Knowledge Management, Strategic Approach to Industrial Relations, Outsourcing & its HR implications, Human Side of Mergers and Acquisitions three- stage model of M&A. Case Studies

Unit 5 (6 Hours) Global human resource management, Difference between global HRM & domestic HRM; Strategic HR issues in Global Assignments, Expatriates selection & Repatriation, Building a Multicultural Organization, Multinational Organization, Strategic Choice, Leadership & Strategic issues in International Assignment. Case Studies

Suggested Readings

1. Charles R Geer : Strategic Human Resource Management – A General Managerial Perspective (Pearson Education India)
 2. Armstrong, Michael & Baron Angela. (2005). *Handbook of Strategic HRM* , (Jaico Publishing House)
 3. Mello, Jeffrey A. (2007). *Strategic Human Resource Management*.(Thomson South Western)
 4. Regis, Richard. (2008). *Strategic Human Resource Management & Development* (Excel Books.)
 5. Catherine Truss, David Mankin, Clare Kelliher.:*Strategic Human Resource Management*. (Oxford University Press).
 6. Dhar, RajibLochan. (2008). *Strategic Human Resource Management* (Excel Books.)
 7. Gary Rees & Paul E Smith : Strategic Human Resource Management (Sage Publication
- course Outcomes & Bloom’s Taxonomy**

CO 1: Understanding the dimensions of Strategic HRM	K1(Remember) K2(Understand)
CO 2: Apply the learning of SHRM in organizational context	K1(Understand) K3(Apply) K6(Create)
CO 3: Able to evaluate the impacts of SHRM on competitive advantages	K4(Analyse) K5(Evaluate)
CO 4: Desired level of expertise on organizational knowledge management through SHRM	K4(Analyse) K5 (Evaluate) K6 (Create)
CO 5: Understanding the International culture in SHRM	K2(Understand) K3(Apply)

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Code: KMBHR05

Total Credits: 3

Teaching Hours: 36

Objective:

- To familiarize the students with HR management in Global perspective.
- To make the students understand the complexity of workforce diversity in international context.
- To make the students aware of the international labor relations.
- To help develop an understanding of expatriate's recruitment & training programs.

Unit 1: (8 Lectures)

International Human Resource Management-Overview, Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, Organisational Structure and HRM, International Human Resource Planning. Case Studies

Unit 2 (8 lecture)

Staffing Practices in International Human Resource Management, Recruitment and Selection for Overseas Assignments, Global Staffing Practices, International Transfers and Repatriation Strategies, Training and Development in International Context, International Performance Management, Global Compensation Practices. Case Studies

Unit 3(6 Lectures)

Industrial Relations and International Practices in Industrial Relations, Shifts in IHRM and IR, International Strategic Human Resource Management, International Labour Standards, Global Unions, Regional Integration and Framework Agreements. Case Studies

Unit 4 (8 Lectures)

Equal Opportunity and Diversity Management in Global Context. Sensitivity to Cultural Diversity, Global Organisation Structures, Emerging Trends in Employee Relations and Employee Involvement, Convergence or divergence in personnel management in developed and developing economies, Case Studies

Unit 5 (6 Hours)

Emerging Trends in International HRM, HR/IR issues in MNCs and Corporate Social Responsibility, Case Studies

Suggested Readings:

1. Peter J Dowling, Marion Fosting, Allen D Engle Sr- International Human Resource Management (Cengage learning)
2. Anne – WilHarzing, Ashly H Pinnington- International Human Resource Management (Sage Publication)

3. P L Rao – International Human Resource Management (Excel Books)
4. P SubbaRao – International Human Resource Management (Himalaya Publishing)
5. K Ashwathappa&Sadhna Dash – International Human Resource Management (McGraw Hill Education)

Course Outcomes & Bloom’s Taxonomy

CO 1: Understanding the Contexts of International HRM	K1(Remember) K2(Understand)
CO 2: Knowledge about the HR Processes in International Context	K1(Understand) K3(Apply)
CO 3: Able to evaluate the impacts of Globalisation on HRM	K4(Analyse) K5(Evaluate)
CO 4: Desired level of expertise on organizational	K4(Analyse) K5 (Evaluate) K6 (Create)
CO 5: Understanding the International culture in SHRM	K2(Understand) K3(Apply)

Specialization Group: Marketing

SALES AND RETAIL MANAGEMENT

Code: KMBMK01

Credits: 3

Teaching Hours: 36

Objectives:

1. To build knowledge, understanding, and skills in Sales and Retail Management.
2. Enable development and implementation of Sales and Retail Management strategies.
3. Help to analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Retail Management.

Unit1: (5 Hours)

Introduction to Sales: Role of selling in marketing, Personal selling, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesman, Theories of selling, Sales management, Process of effective selling.

UNIT 2: (5 Hours)

Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person, filling sales positions, Recruitment, Selection, Training and Development, Development and Conducting Sales training programme.

UNIT 3: (9 Hours)

Leading Sales Organization: Sales force motivation, Designing & Administering Sales force compensation plans, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

UNIT 4: (8 Hours)

Introduction to retailing: Growing Importance of Retailing, Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Modern retail formats in India, Retailing in rural India

UNIT 5: (9 Hours)

Retail stores and operation management: Setting up Retail organization, Retail location Research and Techniques, Trading Area Analysis, Store Layout, Objectives of Good store Design, Controlling Costs and Reducing Inventories Loss, Responsibilities of Store Manager, Store Record and Accounting System, Coding System, Logistic and Information system, Strategies, Retail Sales Techniques & Promotion, CRM & Brand Management in retailing.

Course Outcomes:

Sl. No.	Course Outcome	Blooms Taxonomy
1.	CO1: Students will develop knowledge, understanding and skills in Sales force management.	K1 (Remember) K2 (Understand)
2.	CO2: Acquainted with better understanding of implementation of sales management strategies.	K1 (Understand) K3 (Apply) K4 (Analyse)
3.	CO3: Develop analytical skills for effective decision alternatives in sales management problems	K4 (Analyse) K5 (Evaluate) K6 (Create)
4.	CO4: Develop the knowledge, understanding and skills in retail management.	K2 (Understand) K3 (Apply)
5.	CO5: Acquainted with better understanding of implementation of retail management strategies and develop analytical skills for effective decision alternatives in retail operations.	K4 (Analyse) K5 (Evaluate)

Text Books

1. Tapan Panda: Sales and Distribution Management, 3 Ed, OUP.
2. Havaladar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw-Hill Education
3. Pradhan Swapna; Retailing Management; 5e, McGraw-Hill Education
4. Spiro, R.L., Stanton, W.J. and Rich, G.A.; Management of Sales Force; McGraw-Hill Education
5. Berman, Evans, Chatterjee; Retail Management Strategic approach; 13e, Pearson

Reference Books :

1. Panda, T.K., and Sahdev, S.; Sales and Distribution Management; Oxford Univ Press
2. P. K. Sinha & D. P. Uniyal, : Managing Retailing, Oxford University Press.
3. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
4. Coughlan, A. T., Anderson, E., Stern, L. W. and El-Ansary, A. I.; Marketing Channels; Pearson Education
5. Futrell, C.M.; Sales Management; Cengage Learning
6. Rosenbloom, B.; Marketing Channels; Cengage Learning

Skills	Measuring tools
Conceptual skills & Analytical Skills, understanding and application of tools and techniques for Sales & Retail Management	Case Study

Consumer Behaviour & Marketing Communication

Code : KMBMK02

Course Credits: 3

Contact Hours: 36

Course Objectives

1. To understand consumer behavior and explain the consumer decision making process
2. To define external and internal influences on buying behavior
3. To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
4. Help to understand what advertising is and its role in advertising and brand promotion.
5. Understand the importance of message design and the creativity involved in message designing.

UNIT-1 (4 Hours)

Introduction: Introduction to Consumer Behavior; Applications of consumer behavior knowledge in marketing. Consumers and Customer, Consumer Behavior in the Contemporary Environment. Introduction, Problem Recognition, Information Search, Evaluation of Alternatives, Post-Purchase Behavior, Attribution theory and Diffusion of Innovation.

UNIT-2 (8 Hours)

Consumers as individuals and in the social context: Consumer Perception, Consumer Attitude Formation & Change, Behavioral learning theories and cognitive learning theories to consumer behavior. Reference Groups, Family, Gender & Age Influences, Social Class & Consumer Behavior, Cultural Influences on Consumer Behavior

UNIT-3 (9 Hours)

Marketing Communication: Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process, Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Fundamentals of Advertising Campaigns, The Creative Brief, and Advertising Appeal. Advertising Agencies – their role, functions.

UNIT-4(10 Hours)

Ad Budget, Methods of Budgeting .Measuring Effectiveness of Advertisement , Legal and Ethical concepts and issues in Advertising, global vs local advertising, decision areas in international advertising, Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, ; Media Strategy, Emerging Concepts and Issues in Marketing Communications.

UNIT 5 (5 Hours)

Trade Promotion, its nature, types and objectives, Consumer Promotion: coupons, premiums, Contests and sweepstakes, Refunds and rebates, Sampling, bonus packs and price offs.

Course Outcome

S.No.	Course Outcome	Bloom's Taxonomy
1	CO1. Understand the three major influences on customer choice: the process of human decision making in a marketing context; the individual customers make up; the environment in which the customer is embedded.	Understand (K2)
2	CO2. Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities	Create (K6)
3	CO3. Be able to demonstrate how concepts may be applied to marketing strategy.	Apply (K3)
4	CO4. Apply an IMC approach in the development of an overall advertising and promotional plan.	Apply (K3)
5	CO5. Enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign	Analyze (K4)

Suggested Readings

1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.
2. Kruti Shah & Alan D' Souza: Advertising & promotions an IMC perspective- McGraw Hill education
3. Sahney S: Consumer Behaviour, OUP
4. George E Belch & Michael A Belch: Advertising and promotion- An integrated Marketing Communication Perspective-McGraw Hill Education
5. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
6. Copley Paul: Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heinemann Publication.

Skills	Measuring Tool
Understanding of consumer as an Individual	Quiz, role play followed by class discussion
Understanding of consumer in group/society	Role play, presentations
Understanding of consumer decision making and post-purchase behavior	Case study analysis, group project

DIGITAL AND SOCIAL MEDIA MARKETING

Code:KMBMK03

Course Objectives:

- To help students understand digital and social media marketing practices.
- To provide understanding of the concept of social media platforms
- To impart learning on various digital channels and how to acquire and engage consumers online.
- To provide insights on building organizational competency by way of digital marketing practices and cost considerations.
- To develop understanding of the latest digital practices for marketing and promotion.

Credits: 3

Teaching Hours: 36

Unit 1 (6 hrs.)

Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.

Unit 2 (9 hrs.)

Social Media Marketing -Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing. Introduction to Face book, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns

Unit 3 (9 hrs.)

Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search engine marketing, mobile marketing, video marketing, and social-media marketing. Marketing gamification, Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

Unit 4 (6 hrs.)

Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies

Unit 5 (6 hrs.)

Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation,

Course Outcome

After successful completion of this course students will be able to-

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Students will develop an understanding of digital and social media marketing practices.	Apply (K3),
2	CO2. Students will develop understanding of the social media platforms	Evaluate (K5)

3	CO3. Students will acquire the skill to acquire and engage consumers online.	Apply (K3), Create (K6)
4	CO4. Students will develop understanding of building organizational competency by way of digital marketing practices and cost considerations.	Create (K6)
5	CO5. Students will develop understanding of the latest digital practices for marketing and promotion.	Analyze (K4)

Suggested Readings

1. Mouty Maiti: Internet Marketing, Oxford University Press India
2. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
3. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
4. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).
5. Tracy L. Tuten & Michael R. Solomon : Social Media Marketing (Sage Publication)

Skills	Measuring tool
Ability to understand and analyze digital and social media marketing practices.	Assignments + Case study + Workshop
Ability to acquire and engage consumers online.	Assignments + Case study + Workshop
Ability to use Digital and social media marketing for building organizational competency by way of digital marketing practices and cost considerations	Case study + Workshop

Marketing of Services

Code: KMBMK04

Course Objectives

1. To develop an understanding of the basic concepts and issues in service marketing.
2. To build a working service marketing vocabulary so as to understand and discuss marketing concepts in business settings.
3. To learn about key characteristics of service and service processes, customer service experiences, the role of internal stakeholders in service delivery, and organizational challenges of managing service.
4. To strengthen the ability to justify and support decisions through information acquisition and management.
5. To provide an understanding of how service customers determine value in a service exchange and how this translates into a satisfied customer base.

Course Credits: 3

Contact Hours: 36 Hrs

UNIT- 1(8 Hours)

Introduction To Services Marketing. Introduction: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment, Services Marketing Mix: Understanding the 7 P's, Strategies for Services Marketing: Segmentation, Targeting & Positioning, Differentiation.

UNIT- 2 (7 Hours)

Understanding Consumer Behavior and Service Design Understanding Consumer Behavior: Services vis-à-vis goods, Consumer Behavior in Services, Customer Expectations and Perceptions of Services – Evaluation of services. Service Development Design & Standards: New Service Development Process – Basic service to potential service, Customer Defined Service Standards, Demand and Capacity Management.

UNIT- 3 (7 Hours)

Delivering, Pricing and Managing Service Promise .Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries, Service process – Blue printing – Physical evidence. Pricing of Services: Pricing Considerations and Strategies, Revenue Management. Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

UNIT- 4 (7 Hours)

Service Performance. Evaluating Success of Service Offering: Service quality and measurement, Complaint handling, Recovery management, Service Guarantees. Role of CRM, the Gaps Model of Service Quality.

UNIT – 5 (7 Hours)

Overview Of Current Trends In Service Industries .Understanding of Current Trends in Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics,

Education, NGO, Public Utilities, ITES (IT enabled Services), Travel & Tourism, e-Services and Professional Services.

Course Outcome

S.No.	Course Outcome	Bloom's Taxonomy
1	CO1. Understand and explain the nature and scope of services marketing	Understand (K2)
2	CO2. Use critical analysis to perceive service shortcomings in reference to ingredients to create service excellence;	Apply (K3)
3	CO3. Be able to identify critical issues related to service design, such as identifying and managing customer service experience, expectations, perceptions and outcomes	Analyze (K4)
4	CO4. Provide a theoretical and practical basis for assessing service performance using company examples;	Apply (K3)
5	CO5. Identify and discuss characteristics and challenges of managing service firms in the modern world	Understand (K2)

Suggested Readings

1. Services Marketing Text and Cases, Vinnie Jauhari & Kirti Dutta, Oxford University Press.
2. Services Marketing, Zeithaml Valerie and Mary Jo Bitner, Gremler & Pandit, Tata McGraw Hill.
3. Services Marketing, Lovelock, Christopher. Prentice Hall.
4. Services Marketing, Nargundkar, Rajendra. Tata McGraw Hill
5. The Essence of Services Marketing, Adrian Payne. PHI.
6. Services Marketing, Ravi Shankar. Excel Publishing

Skills	Measuring Tool
Understanding of fundamentals of services	Presentations, Quiz
Understanding of consumer behavior in services	Role play followed by discussion
Designing and delivering Services	Group assignment, Case study analysis.
Service quality measurement	Group project, presentations
Service performance analysis	Quiz, Debate, Case study analysis

MARKETING ANALYTICS

Code: KMBMK05

COURSE OBJECTIVES

- To understand the basic concepts of Marketing Analytics
- To study various tools to have marketing insights in various marketing areas through empirical data
- To interpret the marketing data for effective marketing decision making
- To draw inferences from data in order to answer descriptive, predictive, and prescriptive questions relevant to marketing managers

CREDIT: 3

Teaching Hours: 36

Unit -1: Introduction to marketing Analytics (4 hrs.)

Meaning, characteristics, advantages and disadvantages of marketing analytics, Market data sources (Primary and Secondary). The new realities of marketing decision making Market Sizing: Data sources, Stakeholders, Applications & Approaches (Top-down and Bottom-up)

Unit-2: Pricing Analytics (9 hrs.)

Estimating Demand Curve: Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Using Pricing subjectively to estimate Demand Curves, Pricing Multiple Products, Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales

Unit-3: Customer Analytics (9 hrs.)

Segmentation and Targeting: The segmentation-targeting-positioning (STP) framework, Segmentation, The concept of market segmentation, Managing the segmentation process, Deriving market segments and describing the segments -Cluster analysis, Discriminant analysis, Targeting, The concept of product positioning, Conducting a positioning study, Perceptual mapping using principal components analysis, Incorporating preferences into perceptual maps. Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business

Unit-4: Retailing & Advertising Analysis (8 hrs.)

Market Basket analysis: Computing two way and three way lift Allocating Retail Space and Sales Resources: Identifying the sales to marketing effort relationship & its modeling, optimizing sales effort Advertising Analysis: Measuring the Effectiveness of Advertising, Optimizing advertising, Pay per Click (PPC) Online Advertising

Unit-5: Sales Forecasting & Conjoint Analysis (6 hrs.)

Regression model to forecast sales, Modeling trend and seasonality; Ratio to moving average forecasting method, Using S curves to Forecast Sales of a New Product Conjoint analysis: Conjoint analysis as a decompositional preference model, Steps in conjoint analysis, Uses of conjoint analysis.

Course Outcome

After successful completion of this course students will be able to-

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Students will develop the skill in marketing analytics	Apply (K3), Create (K6)

2	CO2. Students will be acquainted with better understanding of real life marketing data and its analysis	Evaluate (K5)
3	CO3. Students will develop analytical skill for effective market decision making in real life environment.	Analyze (K4), Create (K6)

Suggested Readings

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston © 2014 Wiley India Pvt. Ltd. ISBN 9788126548620
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger© 2013 Create Space Publishing ISBN 1481900307
3. Marketing Engineering and Analytics by Gary Lilen, ArvindRangaswamy, and Arnaud De Bruyn© 2017 Decision Pro, Inc.

Skills	Measuring tool
Ability to understand and analyze markets with numbers and analytic tools.	Assignments + Case study + Workshop
Ability to understand real life marketing data and its analysis	Assignments + Case study + Workshop
Ability to use analytical skill for effective market decision making in real life environment	Case study + Workshop

Specialization: Finance

Investment Analysis & Portfolio Management

Code: KMBFM01

Course Credits: 3

Teaching Hours: 36 Hrs

COURSE OBJECTIVE:

This course will emphasize an understanding of the economic forces that influence the pricing of financial assets.

1. Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection.
2. The course material will cover formulae that can be applied in different business situations regarding active portfolio management.
3. To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.
4. To provide a theoretical and practical background in the field of investments.

Course Credits 3

Contact Hours 36 Hrs

□

Unit I Investment (08 Hrs)

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.

Unit II Portfolio Theory (10 Hrs)

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation risk. Fundamental coefficient, Measurement of systematic Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

Unit III Capital Market & Asset Pricing (06 Hrs)

Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

Unit IV (08 Hrs) Bond, Equity and Derivative Analysis: Valuation of Equity Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates.

Unit V Active Portfolio Management (08Hrs)

Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

Course Outcomes & Bloom's Taxonomy

After successful completion of this course students will be able to

CO 1: Understand about various investment avenues.	K1 (Remember) K2(Understand)
CO 2: Understand the value of assets and manage investment portfolio.	K1(Remember) K2(Understand)
CO 3 : Understand various Models of Investment and its application	K2(Understand) K3(Apply)
CO 4: Understand and create various investment strategies on the basis of various market conditions.	K1 (Remember) K2(Understand) K3(Apply)
CO 5: Measure riskiness of a stock or a portfolio position.	K1 (Remember) K2(Understand)

SUGGESTED READINGS :

Text Books :

- 1) Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2nd Ed.)
- 2) Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 3rd Ed)
- 3) Bhatt- Security Analysis and Portfolio Management (Wiley ,1st Ed)
- 4) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
- 5) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 10th Ed)

Reference Books

1. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall, 6th Ed).
2. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education, 6th Ed)
- 13 Charles P. Jones, Investments Analysis and Management, (John Wiley & Sons, 13 Ed)..
4. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 9/e, John Wiley & Sons, 2001.
5. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, 5/e, Tata McGraw-Hill, New Delhi, 2002.

Mandate to have basic knowledge about NSE and BSE	Glossary at BSE & NSE Site
Mandate to have some analytical ability to analyze	Exercise +Cases

Mandate to have various mock exercises www.moneycontrol.com
www.Valueresearch.com
www.Yahoofinance.com

Employable Skills:

Skill	Measurement tool
Numerical Analytical skills	Cases and discussions
Investment skills	Cases ,Online trading, Simulation Games
Investment Models application	Exercise and workshop

Tax Planning & Management

Code: KMBFM02 Course Credits: 3 Teaching Hours: 36 Hrs

COURSE OBJECTIVES:

- The present course aims at familiarizing the participants with the principles, problems and structure of different types of taxes in Indian economy.
- A student of taxation will have to make a detailed study of tax policy and tax provisions in India.
- A broad understanding or role of taxation in economic and industrial development of an economy.
- Acquaint about the relevance of direct and indirect taxes in taking corporate decisions.
- Familiarize students about the relevance of GST in taxation policy of the economy.

Course Credits 3

Contact Hours 36 Hrs

Unit I (6 Hours)

Introduction: Definition, Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax.

Unit 2 (10 Hours)

Heads Of Income Heads of Income – Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income ,Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses – Principles, Meaning, Inter – sources & Inter – head Set Off.

Unit III (8 Hours)

Tax Planning & Management Tax Avoidance, Planning, & Evasion, Income Tax Authorities- Their appointment- Jurisdiction-Powers and functions- Provisions relating to collection and recovery of tax- Refund of tax, Offences, penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

Unit IV (6 Hours)

Corporate Tax Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds.

Unit V (6 Hours)

Introduction to GST GST Concepts –Advantages and Limitations of VAT – GST as the preferred Tax Structure. Model of GST. Need for Tax Reforms, GST Principles – Single GST, Dual GST; Transactions covered under GST; Impact of GST. Registration and Filing: – Rates of Tax – Rates in Foreign Countries – In India; Assessment and Administration of GST.

Course Outcomes & Bloom’s Taxonomy

After successful completion of this course students will be able to

CO 1: Understand about various Tax provisions and Tax planning	K1 (Remember) K2(Understand)
CO 2: Understand the scope of tax planning concerning various business and managerial and strategic activities can be explored	K1(Remember) K2(Understand)
CO 3: Have knowledge about various Tax Dates, Rates and Forms	K2(Understand) K3(Apply)
CO 4: Measure Corporate Tax and Taxation in case of business restructuring	K1 (Remember) K2(Understand) K3(Apply)
CO 5: Understand how GST can be calculated & managed.	K1 (Remember) K2(Understand)

SUGGESTED READINGS**Text Books :**

1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication, Latest Edition according to assessment year)

2. Dr.B.K. Agarwal& Dr. Rajeev Agarwal Tax Planning and Management(NirupamPublication,Latest Edition according to assessment year)
3. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
4. GirishAhuja& Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
- 5.Datey V.S. - Indirect Taxes – Law & Practice (Taxman ,Latest Edition) 6.E. A. Srinivas Corporate Tax Planning(Tata McGraw Hill, Latest Edition)

Reference Books & Journals :

1. Dr.Vinod K. Singhanian& Dr. KapilSinghanian Students Guide to Income Tax (TaxmannPublication ,Latest Edition)
2. Parthasarathy Corporate Governance: Principles, Mechanisms & Practice (Wiley, Latest Edition)
3. H. P. Ranina Corporate Taxation (Orient Law House, Latest Edition)
- 4.Balachandran- Indirect Taxes (PHI, Latest Edition)
- 5.Income Tax Reports, Company Law institute of India PvtLtd(Chennai Latest Edition)
- 6.Taxman, Taxman Allied SerivesPvtLtd.(New DelhiLatest Edition)

Employable Skills:

Skill	Measurement tool
Analytical skills	Cases and discussions
Tax calculation and filing skills	Cases ,Exercises
GST Calculation	Exercise and workshop

Financial Market and Services

Code: KMBFM03

Course Credits: 3 Teaching Hours: 36 Hrs

Course Objective:

- To impart knowledge of the financial system of India, the role of important financial institutions, financial markets and financial instruments.
- Familiarizing the students with the mechanism of commercial banking, its operations, instruments regulations etc.
- Helping students in acquiring analytical skills in the money and capital market in the context of raising medium and long term funds
- Familiarizing the students with the microfinance as a growing source of financial mechanism
- Developing an appreciation among the students for the Banking services and products.

SYLLABUS

UNIT I : Introduction

(3 Hours)

Structure of Indian financial system: An overview. Theories of the Impact of financial development and savings; Prior saving theory, Credit creation Theory, Theory of forced savings, Financial regulation theory, Financial liberation Theory.

UNIT II: Financial Institutions

(11 Hours)

Reserve Bank of India: organization, management and functions, Recent monetary policy of RBI, Commercial banks: meaning, functions, present structure, types, e-banking and recent developments in commercial banking, NBFC, Sectorial financial institution NABARD, Exim Bank and PFC

UNIT III: Financial Markets

(8 Hours)

Money and capital market, Money market: meaning, constituents, functions of money market, Money market instruments: call loans, treasury bills, certificates of deposits, commercial bills, trade bills, Recent trends in Indian money market, Capital market: primary and secondary markets, their role recent developments, Government securities market, SEBI: objectives and functions.

UNIT IV Microfinance, Development

(7 Hours)

Overview of micro finance; Types of micro finance; Income generating activities and Micro Enterprise Market (demand) analysis, Technological analysis, Socio-economic analysis, Environmental analysis. Logical framework, Implementation & Monitoring Credit Delivery Methodology; Strategic Issues in Microfinance: Sustainability.

UNIT V: BANKING**(7 Hours)**

Banking role and structure of banking in India, Products and services of Banking: Types, features and its working, Third party products: Life Insurance, Mutual fund, Equity, General Insurance

Course Outcomes

After successful completion of this course students will be able to:

S.No	Course outcomes	Bloom's taxonomy
Co1.	Recognize the functioning and working of various financial institutions in India thus in turn connecting it to the working of Indian economy.	Knowledge (K1)
Co2	Interpret the knowledge about the working of various financial instruments in the primary and secondary market in India as well as foreign market.	Understand (K2)
Co3	Classify about the working of micro finance instruments in India as well as foreign market	Understand (K2)
Co4	Interpret the knowledge about the banking industry and demonstrate the various market demand analysis	Analyze (K4)

Text Books

1. Bhole, L M ; Financial Institutions and Markets; McGraw-Hill Education
2. Kohn M, Financial Institutions and Markets, OUP
3. Pathak, Bharti V.; Indian Financial System; Pearson Education
4. Khan, M.Y.; Indian Financial System; McGraw-Hill Education
5. Varshney, P.N ; Banking law and practice ; Sultan Chand and Sons

Reference Books

1. Singh, S.P.; Indian Financial System; Wisdom Publication
2. Machiraju, H.R.; Indian Financial System; Vikas Publishing House
3. Desai, Vasant; Fundamental of Indian Financial System; Himalaya Publishing House
4. Varshney, P.N. and Mittal, D.K.; Indian Financial System; S. Chand and Co.

Skills	Measuring Tool
Ability to know Indian financial system	Lecture + Assignments
Ability to know Money & Capital Market	Case study + workshops
Ability to know various market demand analysis	Case study + workshops

Working Capital Management

Code:KMBFM04

Course Credits: 3 Teaching Hours: 36 Hrs

Course Objectives:

- To have a basic understanding of the concept and importance of sound working capital strategies of a firm.
- To have an understanding of the impact of working capital policies relating to Cash management, inventory and receivables management on firm's profitability.
- To gain an insight into the sources of working capital financing.

Unit- I : Introduction to Working Capital (10 Hrs)Nature, Scope and Definition of Working Capital, Types of working Capital, Determinants of working capital , Working Capital Cycle, Assessment an Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

Unit - II : Management of Cash and Marketable Securities (8 Hrs)

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, Lock Box system and concentration banking, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

Unit - - III: Management of Receivables (7 Hrs)

Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.

Unit - IV: Inventory Management (7 Hrs)Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point , ABC Analysis etc

Unit - V: Working Capital Financing (8 Hrs)

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting,

commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India with reference to Government policies, working capital control and banking policy- Deheja study group, chore committee , Tandon Committee.

Course Outcomes

- After successful completion of this course students will be able to:

S.No	Course outcomes	Bloom’s taxonomy
CO1.	Understand the objectives and functioning of WTO	Understand (k2)
CO2	Investigate funds flow cycles and their impact on working capital management objectives.	Understand (k2)
CO3	Compare and contrast the relative merits of alternative working capital policies and the likely short-term and long-term impact on the firm.	Apply (k3) Analyse (k4)
CO4	Formulate appropriate working capital management policies to achieve corporate objectives.	Understand (k2)
CO5	Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value.	Understand (k2)
CO6		Apply(K3),Analyze (k4), Evaluate(k5)

SUGGESTED READINGS :

Text Book:

- Rustagi - Working capital Management, Taxmann

Reference Book;

- **Bhalla V.K - Working Capital management, Text and cases, Anmol Publication, Delhi , 11th edition**
- **Rangrajan - Working Capital management, Excel Books**
- Bhattacharya – Working Capital management , 2e, PHI
- Periasamy - Working Capital Management –Theory & Practice, Himalaya
- Sharma - Working Capital Management ,Himalaya publication

Skills	Measuring Tool
Ability to know various working capital techniques	Lecture +workshop +case study
Ability to know various cash management models	Lecture +workshop+case study
Ability to know various inventory techniques	Case study+ workshops
Ability to know various receivable management practices & policies	Case study + assignments.

Financial Derivatives

Code: KMBFM05

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objective:

1. To make students aware of different types of Derivatives
2. To develop an understanding amongst students of financial derivatives and associated regulatory framework
3. To have an understanding of the derivative tools such as options, futures and their application to hedging.

Course Credits 3

Contact Hours 36Hrs

Unit – 1

(08 Hrs)

Introduction: Derivatives market; Definition, Evolution and features of Derivatives, Types of Derivatives, Forward , futures and options market, Forward market transactions , Forward contracts , Forward market in India , Hedging with forwards.

Unit – 2

(10Hrs)

Forwards and Futures:Introduction toForward Contract, features of forward contracts Futures contract , types , functions , distinction between futures and forward , pricing of futures contract, Currency Futures , Hedging in Currency Futures , Speculation and Arbitrage in Currency Futures , Pricing of Futures, Cost of Carry Model , Application of Market Index , Index Futures in the Stock Market , Indian Derivatives Market.

Unit – 3

(8hrs)

Options: Introduction to options, Hedging with Currency Options , Speculation and Arbitrage with Options , Pricing Options , General Principles of Pricing , Black Scholes option pricing Model. IndexOptions , Hedging with Index Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market , Use of different option strategies to mitigate the risk

Unit – 4

(10hrs)

Swap :Financial Swaps, Managing Interest Rate Exposure, Interest Rate Swaps,Currency Swaps , Forward Rate Agreement.

Course Outcome and Bloomberg's Taxonomy:

After successful completion of this course students will be able to

CO 1: Understand about various Derivative instruments	K1 (Remember) K2(Understand)
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CO 2: Understand various future and option strategies of hedging risk	K1(Remember) K2(Understand)
CO 3: Have knowledge about various Models and techniques and its application	K2(Understand) K3(Apply)
CO 4: Apply various swap strategies to reduce risk	K1 (Remember) K2(Understand) K3(Apply)

Suggested readings:

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill,2005
2. Financial Derivatives : Theory, Concepts and practices by S.L. Gupta, PHI, 2013.
3. Financial Derivatives by S.S.S Kumar, PHI ,6th ed.
4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi, 10th ed.

Websites:

1. www.bseindia.com
2. www.nseindia.com
3. www.sebi.com
4. www.careratings.com
5. www.crisil.com
6. www.icraindia.com
7. www.capitalmarket.com

Employable Skills:

Skill	Measurement tool
Numerical and Analytical skills	Cases and discussions
Hedging risk strategies	Cases ,Online trading, Simulation Games
Derivative Models application	Exercise and workshop

Specialization Group: International Business

International Marketing

Code: KMBIB01

Course Objectives

1. To provide understanding of the decision variables a marketing manager may use in an international marketing environment.
2. To gain experience in developing international marketing strategies.
3. Provide understanding of product and pricing decisions appropriate for international market. Develop the basic skills needed to develop an international marketing communications plan and strategy,
4. Provide opportunities for practical implementation of the relevant concepts through analysing a variety of international business scenarios.

Course Credits: 3

Contact Hours: 36 Hrs

UNIT 1 (6 Hours)

Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process , EPRG framework an overview: influence of physical, economic, socio-cultural, political and legal environments on International marketing information, scanning and monitoring global marketing environment.

UNIT 2 (8 Hours)

International Marketing Research Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system International market segmentation, International positioning strategies, International marketing strategies International Market Entry Strategies Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising.

UNIT 3 (8 Hours)

International Product Policy and Planning Introduction, Product Planning in International Markets, Packaging and Labeling, International Product Life Cycle, Branding decisions in international markets: standardization vs Adaptation , Protecting brand names

Unit 4 (8 Hours)

International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade Legal and Ethical Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business

Unit 5 (6 Hours)

International Promotional Strategies Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing International e-tailing, concept and types, benefits, segmentation, pricing and promotional strategies in e-tailing.

Course Outcome

S.No.	Course Outcome	Bloom's Taxonomy
1	CO1. Identify and analyse opportunities within international marketing environments.	Analyze (K4)
2	CO2. Undertake strategic business analysis in order to develop appropriate international marketing objectives and strategies.	Analyze (K4)
3	CO3. Identify, analyse, and evaluate information, and evidence related to international business opportunities and threats relevant in the current world.	Analyze (K4)
4	CO4. Develop proper product and pricing decisions in a particular target market.	Apply (K3)
5	CO5. Understand process of international marketing communication strategies and adapting to specific market needs.	Understand (K2)

Suggested Readings

7. Nargundkar- InternationalMarketing (Excel Books)
8. Czinkota - International Marketing (Thompson, 8th Ed.)
9. Kotabehelson- International Marketing(Wiley, 6th Ed.)
10. Cateora Graham - International Marketing (TMH, 10th Ed.)
11. Siddiqui- InternationalMarketing (Wiley Dreamtech)
12. Cherunilam F - International Trade and Export Management (Himalaya, 2007) REFERENCE BOOK
13. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
14. Jain S. – International Marketing (Thomson)

Skills	Measuring Tool
Prepare an international marketing plan	Workshop, case study
Analyzing the social, political, legal, and economic forces that affect the business performance of international marketing .	Workshop, case study
Develop a global marketing communication plan to promote the Brand	Workshop, case study

INTERNATIONAL LOGISTICS

Code: KMBIB02

Course Credits: 3

Teaching Hours: 36 Hrs

COURSE OBJECTIVES : The objectives of this course are :

1. To gain a working understanding of logistics principles
2. To introduce key activities performed by the logistics functions.
3. To understand the aspects of shipping industry and freight system
4. To understand the ports facilities and global air transportation.
5. To understand the role and importance of information and communication technology in logistics management.

UNIT 1 (6 sessions)

Introduction to Logistic System: Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, International Logistics development, International trade logistics Chain, Shippers logistics requirement in trade

UNIT 2 (8 sessions)

Structure of Shipping Industry, Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company, Shipping Formalities, Conference System, Chartering-Types, principles and practices; Charter party agreement

Transportation, Transport Fundamentals: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing.

UNIT 3 (8 sessions)

Warehouse management , Inventory management, Ocean freight rates: freight or tariff rates, freight surcharge, freight rebates. Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping intermediaries: customs broker, freight forwarders, shipping agents, stevedores.

UNIT 4 (8 sessions)

Ports in India, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, benefits of Containerization, I.C.D/CFS

International Air transport: Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

Unit 5 (6 sessions)

Information and communication technology in logistics management, Reverse Logistics: Application area and activities involved. Internationalization of SCM. Integrated SCM: Concept, span and process of integrated SCM, Supply Chain performance measurement

Course Outcomes:

SI No	Course Outcome	Blooms Taxenomy
1.	CO1 : To view logistics as more than an operational function that passively executes a plan, but as a strategic function that creates value and competitive advantage.	K1(Remember) K2(Understand)
2.	CO2: Develop in the right way the process of organizing and conducting the proceedings relating to the transport and shipping .	K1(Understand) K3(Apply) K4(Analyse)
3	CO3: Develop in the right way the process of setting up and managing warehousing operations.	K4(Analyse) K5(Evaluate) K6(Create)
4.	CO4: Able to carry basic assessment of sea and air freight shipments, ports/ infrastructure and work environment.	K4(Analyse) K5 (Evaluate)
5.	CO5: Understand the use and impact of e-commerce in logistics management.	K2(Understand) K3(Apply)

TEXT BOOK

1. Ganapathi S.L, Nandi S.K Logistics Management OUP
2. Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, Prentice Hall India, New Delhi.
3. Bowersox, Donal J. and David Closs, Logistical Management, 5th ed., McGraw-Hill
4. Johnson J, Wood D- Contemporary Logistics.
5. Singh, R: International Trade Logistics , OUP.

REFERENCE BOOK

1. Reji Ismail- Logistic Management (ExcelBooks)
2. Dornier- Global Operation & Logistic Management (John Wiley)
3. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)

Skills	Measuring tool
Understands international logistics Systems	Case study + Workshop
Basic assesssment of freight	Exercise + Workshop

Export Import Documentation

Code: KMBIB03

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives:

- The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management
- To promote basic understanding on the concepts of export and import documentations to enable them to realize the impact of documentations.

Unit 1 Introduction- (8Hrs)

Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing , Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise.(*BCMC changed to RCMC*) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant & Manufacturer Exports

Unit 2 (8Hrs)

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin

Unit 3 (8Hrs)

Meaning and importance of letter of credit, Documentation papers of L/CEXPORT incentives, risk and insurance, Benefits of Exports, xcise clearance Benefit / Rebate, Income Tax Benefit , (*IPRS is discountiued*), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

Unit 4 – (12Hrs)

The organization of exports –imports firms and business planning, Planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback- Advance License, (*Replenishment Licenses, SpecialInterest License is discontinued*), Remission Scheme, DEPB Scheme

Unit 5 (4Hrs)

Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU's, Types of Export Houses.

(Free trade zones have been changed to SEZ)

Employable Skills:

Skill	Measurement tool
Entrepreneurial skill	Workshop on business planning
Managerial competitive Skill	Assignment on swot analysis
Business acumen	Case studies

Course Outcomes

After successful completion of this course students will be able to:

S.No	Course outcomes	Bloom's taxonomy
CO1.	Identify the process of Registration process, Payment terms, Export costing and pricing.	Knowledge (k1)
CO2	Interpret the process of Shipment procedures, & summarize the various documents used in Shipping,	Understand (k2)
CO3	Classify the concept of various incentives, benefits & risk involved in shipping process	Understand (k2)
CO4	Discuss the various business planning Import procedures & various export promotion schemes	Understand (k2)
CO5	Demonstrate the various export promotion schemes & Types of Export Houses.	Apply (k3)

Books Recommended:**Text Books**

c ramagopa, l Export import Policy Procedure & Documentation, Newage publisher

Reference book :

1. kiran rai Usha, Export import & logistics management--, Eastern economy edition
2. singh, ram, International trade Logistics, Oxford publishing house.
3. New Import Export Policy - Nabhi Publications
4. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
5. A Guide on Export Policy Procedure & Documentation– Mahajan
6. How to Export – Nabhi Publications
7. Export Management – D.C. Kapoor

International Trade Law

Code: KMBIB04

Credits: 3

Teaching Hours: 36

Course Objectives

International Trade Law has two objectives: public and private.

1. The public aspect deals with the harmonization and coordination of national commercial policies
2. Private aspect seeks to provide a legal framework for International commercial transactions between individuals belonging to different nationalities. This course covers both public and private aspects.

Course Credits 3

Contact Hours 36 Hrs

Unit 1

(6 Hours)

The World Trade Organization:

Introduction to International trade and the law of the WTO, Sources of WTO Law, Basic rules and principles of WTO Law, Economic Theories of free trade- Absolute Advantage theory; Comparative Advantage theory; Heckscher-Ohlin theory; Leontief Paradox and New trade theory, Historical background- of WTO- Evolution of GATT as a trading institution and transition of GATT to WTO; Marrakesh Agreement, WTO as an International institution- Origin of WTO; Mandate of WTO; Membership of WTO; Institutional structure of the WTO; Decision-making in the WTO; Other Issues- status of WTO; budget of WTO,

WTO Dispute Settlement - Dispute Settlement Understanding; Principles of Dispute settlement; Institutions of WTO settlement; WTO dispute settlement proceedings; Main challenges to the WTO dispute settlement system, Principles of Non-discrimination- Most favored nation treatment and National treatment obligation, Dumping- Anti-dumping Measures

Unit 2

(8 Hours)

The World Trade Organization-2:

WTO jurisprudence on TBT and SPS Agreements- Agreement on Sanitary and Phytosanitary Measures; Agreement on Technical barriers to Trade, WTO and environment protection, General Agreement on Trade in Services (GATS) - Meaning of trade in services, General obligations. Specific obligations. Financial services. Telecommunication services, India and the GATS.

Trade-Related Aspects of Intellectual Property Rights (TRIPs) - IPRs covered by TRIPs. Rights of patentees under the TRIPs. Compulsory licensing. Public health and the TRIPs. Indian response to the TRIPs, Agreement on Agriculture, Trade Related Investment Measures (TRIMS)

UNIT 3

(8 Hours)

Transnational Transactions And Resolution: Transnational Commercial Laws: Meaning and scope of Transnational Commercial Law. Evolution of Law Merchant. Sources of Transnational Commercial Law. Movement towards unification of national commercial laws. UNIDROIT and UNCITRAL, International Carriages- Carriage of goods by sea; Carriage by air; Multimodal transportation, International Sales of goods- Vienna Convention on Contract for International Sale of Goods; Drafting of International Commercial contracts- an Introduction. International Payments- The role of International Chamber of Commerce in the

development of Transnational Commercial Laws; Uniform Customs and Practices on Documentary Credits. International Commercial Arbitration. UNCITRAL Model Law on International commercial arbitration. Indian Arbitration and Conciliation Act, 1996; Enforcement of foreign arbitral awards.

Unit 4

(8 Hours)

Introduction to Law and Policy of Export-Import Trade in India:

Foreign Trade Development and Regulation) Act, 1992. Foreign Exchange Management Act, 1999. Special Economic Zones and International trade. Law relating to Customs- Customs Act, 1962. Foreign Investment in India-Liberalization in the nineties. Foreign Investment Promotion Board.Current issues relating to foreign direct investment. The Industries(Development and Regulation) Act and its application.

Unit 5

(6 Hours)

The recent challenges and proposed amendments by third world . Role of SARC and B|RICS

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Understand the objectives and functioning of WTO	Remember (K1) Understand (K2)
2	CO2. Review and apply the various WTO agreements for effective international trade	Understand (K2) Apply (K3)
3	CO3. Analyze the forces that shape the international commercial laws.	Analyse (K4)
4	CO4. Understand and evaluate the export import policy in India.	Understand (K2) Evaluate (K5)
5	CO5. Analyze the recent challenges in international trade and role of international institutions	Understand (K2) Analyse (K4)

Suggested Readings

Law of International Trade , Author : Dr. Jason Chuah , Edition : 5th South Asian Edition 2017

Foreign Trade - Theory, Procedures, Practices and Documentation by Dr. Khushpat S. Jain and Apexa V. Jain

1. International trade law by Dr. S.R MYNENI
2. International Trade Law by Hemant Goel
3. International Trade Law by Niharika Vij

Employability Skills	Measuring Tool
Ability to identify the mandate of the laws	Exercise + workshop
Business acumen	Case studies

Cross Cultural Management

Code: KMBIB05

Credits: 3

Teaching Hours: 36

Course Objectives

1. To consider the nature of intercultural communication
2. To learn to think across cultural differences
3. To experiment with different ways of acting in cross-cultural situations
4. To reflect on the cultural foundations of economic systems and of organizational practices

Course Credits 3

Contact Hours 36 Hrs

Unit 1

(6 Hours)

Introduction: Understanding culture: Values, world views and socio-cultural systems
What is culture and why is it important? How do people react to cultural differences?

Can we measure or graph cultural differences? Is it possible to change a culture? If so, how?
What does culture have to do with business? Ways of describing cultural differences
Going International, (**Assignment**): Come to class with an idea for discussion

Unit 2

(8 Hours)

Cultural diversity and multicultural teams: The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, , Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture

Unit 3

(8 Hours)

Conflict and negotiation: Gender differences, Gender, multiethnicity, religion, geography
Body language, The culture of poverty, Hofstede's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies

Unit 4

(8 Hours)

Cultural diversity and multicultural teams: National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams
Participatory Strategic Planning and the Technology of Participation
Change in corporate culture: the example of quality improvement

Unit 5

(6 Hours)

Culture and ethics: Understanding significance of cultural values & ethics in cross border businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC's , The McDonald's Corporation

Course Outcome

After successful completion of this course students will be able to

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Understand and apply different meanings and dimensions of "culture"	Understand (K2) Apply (K3)
2	CO2. Describe and analyze the impact of culture on business practices	Understand (K2) Analyze (K4)
3	CO3. Explain and evaluate the impact of national culture on organizational cultures	Evaluate (K5)
4	CO4. Understand the impact of culture on Human Resource Management	Understand (K2)
5	CO5. Explain how leadership differs across cultures	Understand (K2)

Suggested Readings

1. Cross culture management by Ms Shobhana Madhavan, Oxford University Press, 2011
 2. Eastern and Cross Culture Management by N K Singh , Springer
 3. Gannon, Martin J. Paradoxes of Culture and Globalization. Sage Publications, 2008.
- Class notes are available at www.gwu.edu/~umpleby/mgt216
 - For information on group projects see www.gwu.edu/~rpsol/service-learning

Skills	Measurement tool
Entrepreneurial skill	Workshop on business planning
Managerial competitive Skill	Assignment
Business acumen	Case studies

Specialization Group: Information Technology

ENTERPRISE RESOURCE PLANNING

Code: KMBIT01

Course Credits: 3

Teaching Hours: 36

Course Objectives:

1. Impart knowledge about Enterprise Resource Planning (ERP)
2. Impart knowledge of related technologies
3. Impart knowledge about implementation of ERP
4. Analyze the applications of ERP at operational levels
5. Analyze the applications of ERP at managerial practices.

Unit 1

(8 Hours)

Enterprise: Overview of Enterprise Resources & Business Functions, Classifications of Business Processes, Business Process Management System; **Information:** Characteristics and Value of information in enterprise; **Information System:** Components of an Information System, Characteristics and uses of Decision Support System, Executive Information System & Management Information System; **Business Process Modeling:** Automation and Structuring of Business Processes, Business Process Reengineering (BPR). Cross Functional and Integrated Enterprise Systems; **Case Studies**

Unit 2

(6 Hours)

Enterprise Systems and Enterprise Resources Planning (ERP): Characteristics of Enterprise Systems, Enterprise Applications and ERP, Evolution of ERP System, Benefits of an ERP System; **ERP Related Technologies:** Database & Data Warehouse, Data Mining, On-Line Analytical Processing, Workflow Management Systems. **Case Studies**

Unit 3

(8 Hours)

ERP Modules: Finance, Production planning, Sales & Distribution, Human resource management (HRM), Inventory Control System, Quality Management, ERP in Supply Chain Management and Customer Relationship Management. **ERP Solutions in the markets and ERP Domains:** Sector specific ERP Solutions, Introduction and Characteristics of SAP, BAAN and Oracle ERP. **Case Studies**

Unit 4:

(8 Hours)

ERP and Value Chain: Impacts of ERP on Value Chain (Porter's Value Chain Model), Competitive Advantages of ERP; **Future Directions in ERP:** New Trends in ERP, ERP to ERP II, ERP and e-business, SOA Factors in ERP; **ERP Implementation:** Evaluation and Selection of ERP Package, Project Planning, Testing & End User's Training, Post Evaluation and Maintenance, Issues and Challenges in ERP Implementation, Latest ERP Implementation Methodologies; **Case Studies**

Unit 5

(6 Hours)

ERP Project Team: Composition, Organization and Working of ERP Implementation Team, Success and Failure Factors in ERP Project. **Post ERP Implementation:** Organizational Change Management, Post Implementation Review, Post Implementation Support, ERP Security. **Case Studies**

Course Outcomes & Bloom's Taxonomy

1.	CO 1: Knowledge of ERP Technology and its importance	K1(Remember) K2(Understand)
2.	CO 2: Able to analyze the organizational readiness for ERP	K1(Understand) K3(Apply) K4(Analyze)
3.	CO 3: Able to implement ERP in functional area of businesses and	K4(Analyze)

	management	K5(Evaluate) K6(Create)
4.	CO 4: Interpreting the impacts of ERP on business processes	K4(Analyze) K5 (Evaluate)
5.	CO 5: Understanding the Market Trends in ERP applications	K2(Understand) K3(Apply)

SNo	Skills	Measuring Tools
1	Practical usage of ERP solutions	Live Demo of ERP Solution
2	Industry Readiness	Discussion + Case Study

Suggested Readings

1. ERP Demystified: Leon, Alexis (McGraw-Hill Education)
2. Concepts in Enterprise Resource Planning: Joseph, A. Brady, Ellen, F. Monk and Wangner, Bret J. (Thomson Learning)
3. Enterprise Resource Planning: Concepts and Planning; Garg, V.K. and Venkitakrishnan, N.K.(PHI Learning)
4. Enterprise Resource Planning – A Managerial Perspective: DP Goyal (TMH)

WEB TECHNOLOGY AND E- COMMERCE

Code: KMBIT02

Course Credits: 3

Teaching Hours: 36

Course Objectives:

1. Impart knowledge about basic concepts
2. Impart knowledge about the significance of web technologies and e-commerce
3. Impart knowledge about different categories
4. Impart knowledge about implementation of e-business
5. Critical assessment of the impact of web based information systems on the business.

Unit 1

(8 Hours)

Growth and potential of Internet: History of Web and Internet, Milestones and Latest Trends, Values of Internet for Business; **Website Planning:** Strategies and Approaches, Adding Website profiles, Demographics, Visitors ,Traffic sources, Content, Setting goals and Custom, Sitemap, Diagnostics for errors; **Web Protocols & Technologies:** WWW, FTP, HTTP, Search Engine, Social Networking and Analytics. **Case Studies**

Unit 2

(7Hours)

Web Commerce: Definitions, Scope and Significance of Web Commerce, Emerging trends in Web Commerce; **Web Commerce Business Models:** Business to Consumer (B2C), Business to Business (B2B), Consumer to Consumer (C2C), Peer to Peer business model, m-Commerce business model, E – Governance (G2C, G2B, G2G); **Case Studies**

Unit 3

(8 Hours)

e – Marketing and Trade: Understanding Internet Audience and Online consumer behavior, Internet Marketing Technologies, e – retailing, Online Market Research, Online Marketing Communications Online Advertising, Online Branding Strategies, Online Pricing Strategies; **e - Customer Relationship Management:** Characteristics,Strategies and Technologies; **Case Studies**

Unit 4

(5 Hours)

Online Payment System: Online Banking, Advantages and Limitations, Mobile Banking, Concept of Digital cash and Plastic money, Debit and Credit cards; **Security Aspects of Electronic Payment Systems:** Security Threats in Online Environment, Elements of good E-commerce Security, E-commerce Security Plan; **Case Studies**

Unit 5

(8 Hours)

Web Page Designing: Introduction to HTML & CSS, Software for Webpage Development, Technologies for using Image, Audio and Videos in Webpage, Implementing Table, Frames and Form Elements; **Website Publishing:** Domain Registration, Hosting a website, Maintenance &Update,

Course Outcomes & Bloom's Taxonomy:

CO 1: Understanding the nature of Web Technology	K1 (Remember) K2(Understand)
CO 2: Exploring the business potential of Web Technology	K3(Apply) K4(Analyse)
CO 3: Planning and executing the web based business application	K2(Understand) K3(Apply) K4(Analyse)
CO 4: Knowledge about the Information and Web Security	K1(Remember) K2(Understand) K3(Apply)
CO 5: Knowledge about the functioning of online payment systems	K1(Remember) K2(Understand) K3(Apply)

Suggested Readings

1. .Laudon, Kenneth C, and Traver Carol G; E-Commerce – Business. Techn
2. Turban, Efraim, Lee Jae, King David and Chung Michael; “Electronic Commerce – A Managerial Perspective”, AddisonWesley
3. Kalakota R; “Electronic Commerce – Frontiers of E – Commerce”, Pearson Education
4. HTML - Beginner’s Guide - Willart

CLLOUD COMPUTING FOR BUSINESS

Course Code: KMBIT03

Course Credits: 3 Teaching Hours: 36

Course Objective: To impart knowledge about cloud computing and its application in business and understanding the importance of information management for a business organization.

Unit 1

(5 Hours)

Cloud computing: Introduction, Evolution and Cloud Market; **Technological Influences for Cloud Computing:** Universal Connectivity, Excess Capacity, Open Source Software. **Technology &ServiceModels for cloud computing:** IaAS, PaAS&SaAS.

Unit 2

(8 Hours)

Cloud Deployment Models: Public, Community, Private & Hybrid Models, Approaches for Migrating to Cloud. **Information Assurance and Data Protection:** Phases in Information Lifecycle and Key Challenges in Data Lifecycle Security. **Data centre:** Concept its Operations, Data centre Security Recommendations. **Case Studies**

Unit 3

(7 Hours)

Enterprise Risk Management: Information security governance processes, Enterprise risk management in cloud computing, Enterprise risk management recommendations. **Case Studies**

Unit 4

(10 Hours)

Security: Cyber Threats in Cloud Computing, Application Security Web Application, Attack methods, Web Application Security, Application Security Layer, Security Solutions, **Virtualization:** Hardware virtualization, Software virtualization, Memory virtualization, Storage virtualization, Data virtualization, Network virtualization, Virtualization security recommendations.

Unit 5

(6 Hours)

Cloud Computing for Business: Organisational Readiness for Cloud, Business Advantages of Cloud Computing, Traditional Vs Cloud Based Business Solutions, Designing Cloud Based Business Solutions, Business Models for Engaging Cloud Vendors, Issues and Challenges in Cloud based Business Models. **Case Studies**

Course Outcomes & Bloom’s Taxonomy

CO 1: Understanding the Technologies in Cloud Computing	K1 (Remember) K2(Understand)
CO 2: Knowledge about the services of Cloud Computing	K1(Remember) K2(Understand)
CO 3: Interpreting the business values of Cloud Computing	K2(Understand) K3(Apply) K4 (Analyse)

CO 4: Knowledge about the Security in Cloud Computing	K1 (Remember) K2(Understand)
CO 5: Knowledge of Virtualisation	K1 (Remember) K2(Understand)

Suggested Readings

1. Mulholland, Andy, Pyke, Jon, and Finger, Peter; Enterprise Cloud Computing: a strategy guide for business and technology leaders; Meghan Kiffer Press
2. Linthicum, David S.; Cloud Computing and SOA Convergence in your Enterprise: A Step-byStep Guide; Addison Wesley Information Technology Series
3. Rhoton, John; Cloud Computing Explained: Implementation Handbook for Enterprises; Kindle Edition
4. Reese, George; Cloud Application Architectures: Building Applications and Infrastructure in the Cloud; O'reilly publication
5. Cloud Computing : Principles and Paradigm-RajkumarBuyya, James Broberg, AndrzejGoscinski (Wiley)

DATABASE MANAGEMENT SYSTEMS

Code: KMBIT04

Course Credits: 3

Teaching Hours: 36

Course Objective: The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. It is also intended to give an insight to students about the concept of data mining and warehousing.

Unit I

(8 Hours)

Database Management System: Introduction, Organization and Components of Database Management Systems, Advantages of DBMS. **Database Models:** Relational Database Model, Network Database Model, Hierarchical Database Model, Semantic Database Model.

Unit 2

(8 Hours)

Relational Database Design: Concepts, E-R Diagram, Integrity Constraints, Functional dependencies, Concept of Normalisation, Physical Database Design, Decomposition of Relation Schema; **Object Oriented Database Design:** Characteristics and advantages

Unit 3

(8 Hours)

Structured Query Language (Oracle): Creating Tables, Applying column constraints, Inserting Rows, Views Snapshots, Indexes & Sequences, Cursor, Triggers, Procedures; Uses of inbuilt Functions & Package.

Unit 4

(6 Hours)

Data Warehousing: Characteristics, Functionality and Advantages; **Metadata:** Concepts and classifications; **Data mining Techniques:** Introduction of Association, Classification and Clustering techniques; **Business Applications of Data Mining:** Target Marketing, Risk Management, Customer profiling

Unit 5

(6 Hours)

Working with DBMS: Database Utilities, Security, Objects, Basic Database Administration, Remote Data Access. **Distributed Database:** Characteristics and Applications.

Suggested Readings:

1. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)
2. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill, 1996)
3. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
4. Beynon -Davies P- Database Systems (Palgrave, 2003)
5. Karthikeyan-Understanding Database Management System (Acme Learning)
6. Hoffer - Modern Database Management (Pearson Education, 6th edition)

Course Outcome & Bloom's Taxonomy

CO 1: Knowledge about the DBMS Technology	K1 (Remember) K2(Understand)
CO 2: Understanding the business application of DBMS	K1 (Remember) K2(Understand) K3 (Apply)
CO 3: Application of DBMS for business process	K2(Understand) K3(Apply) K4 (Analyse)
CO 4: Knowledge and uses of Data mining techniques	K1 (Remember) K2(Understand) K3(Apply)

CO 5: Working knowledge of DBMS Software ORACLE	K1 (Remember) K2(Understand) K3(Apply)
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SYSTEM ANALYSIS & DESIGN

Code: KMBIT05

Course Credits: 3

Teaching Hours: 36

Course Objective: This course aims at acquainting the students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

Unit 1

(8 Hours)

Systems: Concept & Characteristics of a System, Elements of System, Types of Systems, Information Management and Information System. **System Development Life Cycle:** Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance. **Case Studies**

Unit 2

(6 Hours)

Systems Planning and Investigation: Basis for Planning in Systems Analysis, Dimensions of Planning, Initial Investigation, Needs Identification. **Case Studies**

Unit 3

(6 Hours)

Requirement Specification: Determining the User's Information Requirements, System Requirement Specification. **Feasibility Analysis:** Study and Considerations in Feasibility Analysis, Feasibility Report. **Case Studies**

Unit 4

(8 Hours)

Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary; **Process Modeling:** Structured English, Decision Tree & Decision Table; Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

Unit 5

(8 Hours)

Information Security: Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet; **Security Risk Management:** Intrusion Detection, Disaster Recovery Plan, Cryptography, Authentication, Information Security Policy, Creating a secure environment, Internet Security Standards. **Case Studies**

Course Outcomes & Bloom's Taxonomy:

CO 1: Understand the Systems and its characteristics	K1 (Remember) K2 (Understand)
CO 2: Knowledge about the Information Systems	K1 (Remember) K2(Understand)
CO 3: Knowledge of System Development Life Cycle	K1(Remember) K2(Knowledge)
CO 4: Applying the phases of SDLC in business information system development	K3(Apply) K4(Analyse)
CO 5: Analysing the impacts of information system on business	K4(Analyse) K5(Evaluate)

Suggested Readings:

1. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
2. Shah-Software Engineering &SAD(Wiley Dreamtech)
3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)
4. AnkitFadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)
5. Singh B –Network Security (PHI Publication, 1st Ed.)

Specialization Group: Operations Management

SUPPLY CHAIN & LOGISTICS MANAGEMENT

Code: KMBOM01

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives:

This course is intended to provide an understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain. It is also intended to help the students to learn about logistics, transportation, warehousing and outsourcing decisions.

Unit 1

(6 Hours)

Supply Chain Concepts: Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.

Unit 2

(8 Hours)

Logistics :Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.

Unit 3

(8 Hours)

Supply Chain Performance : Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network.

Unit 4

(8 Hours)

Warehousing: Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL).

Unit 5

(6 Hours)

Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.

Course Outcomes

S No	Course Outcomes	Bloom's Taxonomy
1.	CO 1: Apply the basic framework of Supply Chain Management and basic concepts in logistics	K1(Remember) K2(Understand) K3(Apply)

2.	CO 2: Knowledge about distribution, warehousing and its roles in strategic planning with supply chain	K1(Remember) K2(Understand) K3(Apply) K4(Analyse)
3.	CO 3: Competency to analyze and use inventory management methodologies and evaluate and select transportation modes	K4(Analyse) K5(Evaluate) K6(Create)
4.	CO 4: Assess the strategic role and impact of IT on supply chain integration	K4(Analyse) K5 (Evaluate)
5.	CO 5: Knowledge about the latest trends in SCM and logistics	K1(Remember) K2(Understand) K3(Apply)

Suggested Readings:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
2. Altekar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning Reference Books
3. Ballou, Ronald H.; Supply Chain Management; Pearson Education
4. Sahay, B.S.; Supply Chain Management; Macmillan
5. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
6. BowersoxD.J. ,Closs D.J. , Logistical Management, McGraw-Hill, 1996

S No	Skills	MeasuringTools
1	SCM Network Design and Performance Measurement	Workshop, Discussion, & Exercise

OPERATIONS PLANNING & CONTROL

Code: KMBOM02

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives:

1. To understand the various fundamentals and functions of production planning and control.
2. To impart learning on work study procedures and practices.
3. To generate understanding on the essentials of product/ process planning and useful tools to accomplish both.
4. To develop knowledge and ability to undertake production scheduling procedures.
5. To know the recent trends in production planning and control such as manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP) and global practices.

Unit 1 (6 hours)

Introduction: Meaning and objective of Production Planning & Control, functions, roles & responsibilities of PPC manager. Forecasting – qualitative and quantitative analysis techniques.

Unit 2 (8 hours)

Process of Production Planning and Control –

Capacity planning –Concept, types, plant capacity, capacity planning strategies-Routing – procedure, materials flow patterns -Scheduling –production scheduling, machine scheduling and Line Balancing with numerical -Loading –process, strategies and relationship between capacity and loading-numerical, PPC in different production systems ie. Job, batch, Mass (assembly) and continuous

Unit 3 (8 hours)

Aggregate Planning –Meaning, Strategies and Cost, concept of Aggregate planning; capital-intensive, labour-intensive, and fashion industries. Materials requirement planning (MRP I), MRP-Manufacturing resource planning (MRP II) – Master production scheduling, Enterprise Resource Planning (ERP) and global practices.

Unit 4 (7 hours)

Waste Management : Value and waste, Types of waste; 5S techniques of eliminating wastes, Lean process to minimize wastages

Unit 5 (7 hours)

Control Systems: Production control systems, Gantt Charts, Bar Charts, production progress reporting and performance analysis, system feedback, strategies for corrective actions, role of control rooms in production plants.

Course Outcomes:

Sl No	Course Outcome	Blooms Taxonomy
1.	CO1 : It will help in understanding the fundamentals of production planning and profit considerations.	K1(Remember) K2(Understand)
2.	CO2 : It will provide quantitative knowledge and capability to use various product/process planning tools.	K1(Understand) K3(Apply) K4(Analyse)
3	CO3 : It will enable them to devise appropriate strategies concerning aggregate panning and cost.	K4(Analyse) K5(Evaluate) K6(Create)
4.	CO4: It help in resolving complex scheduling issues by way of implementing standard scheduling procedures.	K4(Analyse) K5 (Evaluate)
5.	CO5: It will enhance exposure to recent trends in production planning and control and increase adaptability with latest global-production practices.	K2(Understand) K3(Apply)

Text Books

1. Martand Telsang, “Industrial Engineering and Production Management”, S. Chand and Company, First edition, 2000.
2. S.K. Mukhopadhyay, Production Planning and Control, Prentice Hall of India private limited, 2010.
3. James.B.Dilworth, “Operations Management – Design, Planning and Control for manufacturing and services” Mcgraw Hill International edition 1992.

Reference Books

1. S.N.Chary, “Theory and Problems in Production & Operations Management”, Tata McGraw Hill, 1995.
2. KanishkaBedi, “Production and Operations management”, Oxford university press, 2nd Edition 2007.
3. Elwood S.Buffa, and RakeshK.Sarin, “Modern Production / Operations Management”, 8th Ed. John Wiley and Sons, 2000..
4. Melynk, Denzler, “Operations management – A value driven approach” Irwin Mcgrawhill.
5. Norman Gaither, G. Frazier, “Operations Management” Thomson learning 9th edition IE, 2007
6. K.C.Jain& L.N. Aggarwal, “Production Planning Control and Industrial Management”, Khanna Publishers, 1990.

S No	Skills	MeasuringTools
1	Product/Process Plan development	Workshop, Discussion, & Exercise
2	Costing and aggregate planning	Exercises
3	Production Scheduling tool applications	Exercises

QUALITY TOOLKIT FOR MANAGERS

Code : KMBOM03 Course Credit : 3

Teaching Hours : 36

Learning Objective: This course is designed to help students understand the concepts of Quality Management & Control. It is also intended to help the students develop sufficient level of competency to apply the quality improvement tools and techniques in organizations.

UNIT 1

(6 Hours)

Quality Concepts : Evolution of Quality Management, Concepts of Product and Service Quality, Dimensions of Quality, Quality Philosophies: Deming's, Juran's, Crosby's Quality Philosophy, Quality Cost, Quality Leadership

UNIT 2

(9 Hours)

Process Quality Improvement : Graphical & statistical techniques, 7 QC tools, Regression Control charts, Process capability analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Process failure mode and effect analysis (PFMEA). SERVQUAL Model with application, case studies.

UNIT 3

(7 Hours)

Product Quality Improvement : Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis.

UNIT 4

(8 Hours)

Quality Management : Quality Circles, TQM, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development, Design for Six Sigma.

UNIT 5

(6 Hours)

Quality Standards : ISO-9000 and its concept of Quality management, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, Benchmarking, Quality Audit, Quality Awards.

Suggested Readings

1. Mitra A., Fundamentals of Quality Control and Improvement, PHI, 2nd Ed., 1998.
2. Lt. Gen. H. Lal, "Total Quality Management", Eastern Limited, 1990.
3. Greg Bounds, "Beyond Total Quality Management", McGraw Hill, 1994
4. Menon, H.G, "TQM in New Product manufacturing", McGraw Hill 1992.
5. D. C. Montgomery, Introduction to Statistical Quality Control, John Wiley & Sons, 3rd Edition.
6. J Evans and W Linsay, The Management and Control of Quality, 6th Edition, Thomson, 2005
7. Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education, 2008.
8. D. C. Montgomery and G C Runger, Applied Statistics and Probability for Engineers, John Wiley & Sons, 4th Edition.

Course Outcomes & Bloom's Taxonomy

CO 1: Knowledge about the quality dimensions and its importance	K1(Remember) K2(Understand)
CO 2: Knowledge about the techniques of quality control and its importance for organizational competitiveness	K1(Remember) K2(Understand)
CO 3: Competency to analyze and impacts of Quality Control tools in the organization	K4(Analyse) K5(Evaluate) K6(Create)
CO 4: Understanding of the International and Indian Quality Control Standards	K1(Remember) K2(Understand)
CO 5: Competency to use statistical methods for process quality control	K1(Remember) K2(Understand) K3(Apply) K4(Analyse) K5(Evaluate)

SOURCING MANAGEMENT

Course Code : KMBOM04 Total Credit: 3 Teaching Hours : 36

Learning Objective: This course is designed to help the students to understand all aspects of sourcing and procurement management

Unit 1 (6 Lectures)

Sourcing Management: Introduction to Sourcing, Sourcing vs Procurement, Sourcing activities. **Purchasing:** Purchasing Cycle, Characteristics of a Purchasing Manager, Risks to be Considered by Purchase Manager. **Make or Buy Decision:** An introduction. **Case Studies**

Unit 2 (8 lectures)

Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development: Need for Measuring Supplier Performance, Categories of Suppliers, Supplier Evaluation and Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Suppliers Evaluation Methods/ Vendor Rating Methods, Advantages of Vendor/Supplier Rating. **Case Studies**

Unit 3**(7 Lectures)**

Vendor Process Capability and Material Handling: Introduction to Process Capability, Characteristics of Vendor Process Capability, Handling the Vendor Process Capability, Advantages of Vendor Process Capability. **Case Studies**

Unit 4**(Lecture 7)**

Price Determination and Negotiation: Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, **Negotiationinsourcing:** Meaning of Negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. **Case Studies**

Unit 5**(Lecture 8)**

Legal Aspect of Purchasing Management: An Introduction, The Indian Contract Act, 1872, GST, Law of Carriage of Goods. **Public Purchasing:** Procurement Process, Fundamental Principles of Public Buying; **Tendering:** Introduction, Terminologies used in Tendering, Tendering Process, e – Tendering. **Case Studies**

Suggested Readings

1. Dobler, D. W., jr, L. L., & Burt, D. N. (1995). Purchasing and Materials Management. New Delhi: Tata McGrawHil Publishing Company Limited
2. Gopalakrishnan P., Purchasing and Materials Management, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
3. David N. Burt, Sheila Petcavage, Richard Pinkerton: Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement, McGraw Hill

Course Outcomes & Bloom's Taxonomy

CO 1: Conceptual knowledge about the procurement and sourcing management	K1(Remember) K2(Understand)
CO 2: Understanding of the processes of sourcing management	K1(Remember) K2(Understand) K3(Apply) K4(Analyse)
CO 3: Competency to vendor selection and rating	K4(Analyse) K5(Evaluate)
CO 4: Assess the importance of effective sourcing	K4(Analyse) K5 (Evaluate)
CO 5: Understanding of laws of Procurements	K1(Remember) K2(Understand) K3(Apply)

MANAGEMENT OF MANUFACTURING SYSTEM

Code: KMBOM05

Total Credit: 3

Teaching Hours: 36

Learning Objective: This course is intended to provide a detail understanding of Manufacturing System and managerial aspects related to the management of manufacturing system

Unit 1

(6 Lectures)

Manufacturing System: Introduction and components, Importance of Manufacturing for Technological and Socioeconomic developments, Production versus Productivity; **Manufacturing Plant:** Decisions for Plant location. Plant Layouts and its types. **Types of manufacturing System:** Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS)

Unit 2

(7 Lectures)

Manufacturing Support System: Process Planning, Computer Aided Process Planning, Production planning and Control Systems, Aggregate Planning and Master Production schedule, Material Requirement Planning, Capacity Planning ; **Shop Floor Control:** Introduction, Overview of Automatic Identification and Data capture , Bar Code Technology and Radio Frequency Identification

Unit 3

(7 Lectures)

Facility planning: Factors affecting selection of plant location, Factor rating analysis, Load distance model, closeness ratings. Types of plant layout, criteria for good layout, Process layout, Assembly line balancing. Computer based solutions to layout problems.

Unit 4

(8 Lectures)

Capacity planning: Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies.

Unit 5

(8 lectures)

Maintenance System: Maintenance strategies and planning, **Maintenance economics:** quantitative analysis, optimal number of machines, Replacement strategies and policies, economic service life, opportunity cost, replacement analysis using specific time period, spares management. Maintenance records

Suggested Readings

1. Kalpakjian and Schmid, Manufacturing Engineering and Technology, 6 ed., Pearson.
2. Lindberg, Processes & Materials of Manufacture, Prentice Hall India.
3. J P Kaushik: Manufacturing Processes , PHI
4. James. B. Dilworth, "Operations Management – Design, Planning and Control for Manufacturing and Services", McGraw Hill Inc. Management Series, 1
5. P. Radhakrishnan, S. Subramanyan and V. Raju, "CAD / CAM / CIM", 2nd Edition, New Age Interational (Pvt.) Ltd. Publishers, 2003

Course Outcomes & Bloom's Taxonomy

CO 1: Conceptual knowledge working of Manufacturing unit and complete system	K1(Remember) K2(Understand)
CO 2: Understanding of the processes of and activities of Manufacturing	K1(Remember) K2(Understand) K3(Apply)
CO 3: Competency to implement effective managerial practices in manufacturing	K2(Understand) K3(Apply) K4(Analyse) K5(Evaluate)
CO 4: Understanding of tools for maintenance and capacity planning	K4(Analyse) K5 (Evaluate)

Summer Training Project Report

At the end of the second semester examination, it is mandatory for every student of MBA to undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students.

2. During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the students with the knowledge of actual functioning of an organization and problems faced by them for exploring feasible solutions.

3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.

4. The student, after the completion of training will submit a report to the College/Institute which will form part of the third semester examination. However, the report must be submitted by the end of September 30.

5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of a micro problem, ordinarily assigned by the organization where the student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of minimum 100 pages in standard font size (12) and double spacing. Two neatly typed (one sided only) and soft bound copies of the report will be submitted to the College/Institute. The report will be typed on A-4 size paper.

6. The report will have three certificates, one by the Head of the Department, another by the Faculty guide and third one from reporting officer of the organization where the student has undergone training. These three certificates should be attached in the beginning of the report.

7. The Summer Training Project Report will carry 150 marks and will be evaluated by two examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva Voce.

The Project Report evaluation will comprise of 50 sessional marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 100 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to a third examiner. Only such person will evaluate the project report who has minimum

three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.

8. The parameters on which external evaluation would be carried out are as under:

Project Report Evaluation:

Evaluation Criteria	Understanding of Objectives with topic (20)	Understanding Of Reliance of topic (20)	Interpretation & Analysis (20)	Presentation (20)	Query handling (20)
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9. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

10. The student shall prepare the Summer Training Project Report as per the format given in the Summer Training Manual as prescribed by the University

Research Project Report (RPR)

In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the MBA department under the supervision of a core faculty member of the department. The Research Project Report will carry 300 marks. The evaluation of the project report will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Project Report (2) Presentation and Viva Voce. The evaluation of Project Report will comprise of 50 marks and would be evaluated by the internal guide. The evaluation of Viva Voce of Project would comprise of 200 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the marks given by the examiners is 30 or more, the project report will be referred to a third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results. The report will contain the objectives and scope of the study. Research Methodology, use and importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit two copies of the report to the Head of MBA program. The number of pages in the report will be minimum 75 or more. The report should be typed in A-4 size paper. The parameter on which both evaluation (1 & 2) would be carried on would be on the basis of:

The scheme of evaluation for Project Report

Criteria	Relevance of Objectives with topic (20)	Relevance of Research Methodology(40)	Interpretation & Analysis (40)	Total (100)
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The scheme of evaluation of Viva voce

Evaluation Criteria	Understanding of Objectives with topic (40)	Understanding of the relevance of Research (40)	Interpretation & Analysis (40)	Presentation & Communication skills (40)	Query Handling (40)	Total (200)
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The student shall prepare the Research Project Report as per the format given in the Research Project Report Manual as prescribed by the University.