

**DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY  
UTTAR PRADESH, LUCKNOW**



## **Evaluation Scheme & Syllabus**

**MBA**  
**(Common)**

**First Year**

**AS PER**  
**AICTE MODEL CURRICULUM**  
**& NEP 2020**

**(Effective from the Session: 2024-25)**

**MBA 1st Year Course Structure in accordance with  
AICTE Model Curriculum & NEP 2020 Effective w.e.f.  
Academic Session 2024-25**

**Semester I**

S. No.	Codes	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	BMB 101	MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR	4	0	0	20	10	0	30	70	0	100	3
2	BMB 102	MANAGERIAL ECONOMICS	4	0	0	20	10	0	30	70	0	100	3
3	BMB 103	FINANCIAL ACCOUNTING & ANALYSIS	3	1	0	20	10	0	30	70	0	100	3
4	BMB 104	BUSINESS STATISTICS & ANALYTICS	3	1	0	20	10	0	30	70	0	100	3
5	BMB 105	MARKETING MANAGEMENT	4	0	0	20	10	0	30	70	0	100	3
6	BMB 106	CREATIVITY, INNOVATION AND ENTREPRENEURSHIP	2	0	0	20	10	0	30	70		100	2
7	BMB 107	BUSINESS COMMUNICATION	3	1	0	20	10	0	30	70	0	100	3
8	BMB 151	IT SKILLS-1	0	0	3	20	10	0	30	-	70	100	3
9	BMB 152	MINI PROJECT -1	0	0	3	20	10	0	30	0	70	100	3
10	BVC 151	SPORTS & YOGA *	0	0	3	0	100	0	100	0	0	100	0
												1000	26

- Qualifying but Non Credit Course

## Semester II

S. No	CODE	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	ECE	PE		
1	BMB 201	BUSINESS ENVIRONMENT & LEGAL ASPECT OF BUSINESS	4	0	0	20	10	0	30	70	0	100	3
2	BMB 202	HUMAN RESOURCE MANAGEMENT	4	0	0	20	10	0	30	70	0	100	3
3	BMB 203	BUSINESS RESEARCH METHODS	3	1	0	20	10	0	30	70	0	100	3
4	BMB 204	FINANCIAL MANAGEMENT & CORPORATE FINANCE	4	0	0	20	10	0	30	70	0	100	3
5	BMB 205	OPERATIONS MANAGEMENT	4	0	0	20	10	0	30	70	0	100	3
6	BMB 206	QUANTITATIVE TECHNIQUES FOR MANAGERS	3	1	0	20	10	0	30	70	0	100	3
7	BMB 207	COST & MANAGEMENT ACCOUNTING	4	0	0	20	10	0	30	70	0	100	3
8	BMB 208	MANAGEMENT INFORMATION SYSTEMS	2	0	0	20	10	0	30	70	0	100	2
9	BMB 251	IT SKILLS-2	0	0	2	20	10	0	30	0	70	100	1
10	BMB 252	MINI PROJECT -2	0	0	3	20	10	0	30	0	70	100	2
												1000	26

L/T/P – Lecture/Tutorial/Practical, CT/TA/PS- Class Test/Teachers Assessment/Practical Session, TE/PE- Term End/ Practical End

# SEMESTER I

## MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

BMB 101

Course Credit: 3

Contact Hours: 40

### Course Objectives:

1. To provide fundamentals of management concepts and theories.
2. To help the students understand the concepts of organizational behaviour
3. To apply the concepts of management and organizational behaviors in real world situations
4. Familiarizing the students with the contemporary challenges and prospects in management.
5. Developing managerial and leadership skills among students

### UNIT I (8 Lectures)

**Fundamentals of Management:** Management practices from past to present, Different levels of management, Managerial skills and Managerial Functions, Case Studies

Planning- Objective of planning, Planning process, Types of planning, Types of plans, Management by Objective, Decision-making- types, process & techniques, Case Studies

### UNIT-II (8 Lectures)

**Organising & Staffing-** Types of organization, Organization structure, delegation and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development..

Directing & Controlling- Principle of directing, Essence of coordination, Different control techniques, Management by exception. Case Studies.

### UNIT III(8 Lectures)

**Fundamentals of individual behavior:** Concepts of OB, OB Model, Components of OB, Personality, types of personality, Personal effectiveness, meaning of Attitudes, Types, Components, attitude formation and attitude change. Meaning & Type of Group Behaviour, Interpersonal skills, Transactional Analysis, Johari Window, Meaning of Perception, process, behavioral applications of perception. Case Studies.

### UNIT IV (8 Lectures)

**Motivation:**, Theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory.

### UNIT V: (8 Lectures)

**Leadership:** What is leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development. Organizational Change: Meaning of organizational change approaches to managing organizational change, creating a culture for change, implementing the change, Kurt Lewin Model of change. Case Studies

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge (K 2) Remembering (K1)
CO2: Understanding and Applying the concepts of organizational behavior	Knowledge (K 2) Applying (K 4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying (K 4) Analyzing (K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

## Suggested Readings

1. Koontz Harold & Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition, 2008)
2. L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons, 7th edition, 2007.
3. Stephen P. Robbins, —Organizational Behaviour, 12th Edition, Prentice Hall
4. Dr. Premvir Kapoor, Principles and Practices of Management, Khanna Publishing House, Delhi
5. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
6. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.
7. N M Khandelwal- Indian Ethos & Values for Management- Himalyan Publishing
8. Fred Luthans, —Organizational Behaviour, 12th Edition, McGraw Hill International Edition
9. Aswathappa K, —Organizational Behaviour (Text, Cases and Games), Himalaya Publication
10. Udai Pareek, —Organizational Behavior, Oxford University Press

# MANAGERIAL ECONOMICS

BMB 102

**Course Credit: 3**

**Contact Hours: 40**

Course Objective:

1. To understand the importance of Managerial Economics in management and businesses
2. To apply the principles of managerial economics in achieving business objectives
3. Be equipped with the tools necessary in forecasting product demand
4. Understand and be able to apply latest pricing strategies
5. Understand and analyze the macro environment affecting the business decision making.

## **UNIT –I (6 Hours)**

**Basic Concepts and principles:** Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility. Case Studies

## **UNIT –II (8Hours)**

**Demand and Supply Analysis:** Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, significance and methods.( numerical Exercises) Case Studies  
**Supply Analysis;** Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces . Case Studies

## **UNIT –III (10Hours)**

**Production and cost Analysis:** Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale.  
**Cost concept and analysis:** Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue . Case Studies

## **UNIT –IV (10Hours)**

**Market structures:** Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Case Studies

## **UNIT –V (6Hrs)**

**National Income;** Concepts and various methods of its measurement, Circular flows in 2 sector, 3 sector, 4 sector economies, Inflation, types and causes, Business Cycle & its phases.

### Course Outcomes:

Course Outcomes	Bloom's taxonomy
CO1: Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	<ul style="list-style-type: none"><li>• Knowledge (K 2)</li><li>• Remembering (K1)</li></ul>
CO2: The students would be able to understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources.	<ul style="list-style-type: none"><li>• Knowledge (K 2)</li><li>• Applying (K 4)</li><li>• Synthesizing (K6)</li><li>• Evaluating (K7)</li></ul>
CO3: The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world	<ul style="list-style-type: none"><li>• Comprehending (K 3)</li><li>• Applying (K 4)</li><li>• Analyzing (K 5)</li><li>• Evaluating (K7)</li></ul>
CO4: The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategies	<ul style="list-style-type: none"><li>• Applying (K 4)</li><li>• Analyzing (K 5)</li><li>• Synthesizing (K6)</li></ul>
CO5: The students would be able to analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.	<ul style="list-style-type: none"><li>• Knowledge (K 2)</li><li>• Comprehending (K 3)</li></ul>

### Suggested Readings

1. Managerial Economics, D.N. Dwivedi, Vikas Publication, 7th Ed
2. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
3. Managerial Economics: Concepts and Applications (SIE), THOMAS & MAURICE, McGraw-Hill Education, 9th Ed
4. Managerial Economics, H.L. Ahuja, S. Chand, 8th Ed
5. Managerial Economics – Theory and Applications, Dr. D.M. Mithani, Himalaya Publications, 7th Ed.
6. Sociology & Economics for Engineers, Dr. Premvir Kapoor, Khanna Publishing House

# FINANCIAL ACCOUNTING AND ANALYSIS

BMB 103

**Course Credit: 3**

**Contact Hours: 40**

## **Course Objectives:**

- 1) To understand the fundamentals, basic theory and concepts of financial accounting.
- 2) To have a knowledge about various Accounting Standards used in preparation of financial statements.
- 3) To have an understanding of preparation and presentation of financial statements.
- 4) To acquire knowledge about various techniques used for analysing financial statements with its application.
- 5) To enable students acquainted with current trends and social responsibility accounting.

## **UNIT I (4 Hrs)**

**Meaning and Scope of Accounting:** Evolution and Users of Accounting, Basic Accounting terminologies, Principles of Accounting, Accounting Concepts & Conventions, Accounting Equation, Deprecation Accounting. GAAP(introduction).

## **UNIT II ( 10 Hrs)**

**Mechanics of Accounting:** Accounting Standards and IFRS: International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Double entry system of Accounting, journalizing of transactions; Ledger posting and Trial Balance.

## **UNIT III (12 Hrs)**

**Presentation of Financial Statement:** Preparation of final accounts (Profit & Loss Account and Balance Sheet) according to companies act 2013 (vertical format), Excel Application to make Balance sheet, Case studies and Workshops, Preparation of Cash Flow Statement and its analysis.

## **UNIT IV (8 Hrs)**

**Analysis of financial statement:** Ratio Analysis- Solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; leverage Ratio, Detailed Analysis using excel application.

## **UNIT V (6 Hrs)**

**Financial Statement Analysis and Recent Types of Accounting:** Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations, Case Study and Workshops in analysing Balance sheet. Human Resource Accounting, Forensic Accounting, Accounting for corporate social responsibility.



## 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 accounting concepts, principles and conventions for their routine monetary transaction.	Knowledge (K2)/ Comprehending (K 3)
2	CO2. Understand about IFRS, Ind AS and IAS for preparation and reporting of financial statements.	Knowledge (K2) Synthesizing (K6)/
3	CO3. Create and prepare financial statements and Cash flow in accordance with Generally Accepted Accounting Principles	Remembering (k1)
4	CO4. Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	Analysing (K 4) / Evaluating (K7))
5	CO5. Recognising various types of accounting and utilize the technology and social responsibility in facilitating and enhancing accounting and financial reporting processes	Knowledge (K2) Applying (K 4)

## Suggested Readings

1. Maheshwari S.N &Maheshwari S K – A text book of Accounting for Management (Vikas, 10<sup>th</sup> Edition)
2. Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI,3rd Ed)
3. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
4. PC Tulsian- Financial Accounting (Pearson, 2016)
5. Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).
6. Narayanswami - Financial Accounting: A Managerial Perspective (PHI,5th Ed)
7. DhaneshkKhatri- Financial Accounting (TMH,2015)
8. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
9. Ramchandran&Kakani - Financial Accounting for Management (TMH, 2nd Edition).
10. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

# BUSINESS STATISTICS & ANALYTICS

BMB 104

**Course Credit: 3**

**Contact Hours: 40 hours**

## Course Objectives

1. Understand the different basic concept / fundamentals of business statistics.
2. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
3. Understand the concept of Probability and its usage in various business applications.
4. Understand the Hypothesis Testing concepts and use inferential statistics- t, F, Z Test and Chi Square Test
5. Understand the practical application of Descriptive and Inferential Statistics concepts and their uses for Business Analytics.

### Unit I (10 Sessions): Descriptive Statistics

Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

### Unit II (8 Sessions): Time Series & Index Number

*Time series analysis:* Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

### Unit III (6 Sessions): Correlation & Regression Analysis

*Correlation Analysis:* Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

*Regression Analysis:* Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

### Unit IV ( 8 Sessions): Probability Theory & Distribution

*Probability:* Theory of Probability, Addition and Multiplication Law, Baye's Theorem

*Probability Theoretical Distributions:* Concept and application of Binomial; Poisson and Normal distributions. Introduction to bivariate and multivariate data analysis( Cluster and Factor analysis)

### Unit V (8 Sessions) Hypothesis Testing & Business Analytics

*Hypothesis Testing:* Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test)

*Concept of Business Analytics-* Meaning types and application of Business Analytics, Use of Spread Sheet to

analyze data-Descriptive analytics and Predictive analytics.

**Course Outcome:**

Course Outcome	Blooms Taxonomy
CO1. Gaining Knowledge of basic concept / Fundamentals of business statistics.	<ul style="list-style-type: none"><li>• Knowledge ( K 2)</li></ul>
CO2. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.	<ul style="list-style-type: none"><li>• Remembering ( K1)</li><li>• Applying ( K 4)</li></ul>
CO3. Evaluating basic concepts of probability and perform probability theoretical distributions	<ul style="list-style-type: none"><li>• Comprehending (K 3)</li><li>• Applying ( K 4)</li></ul>
CO4. To apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test	<ul style="list-style-type: none"><li>• Analyzing ( K 5)</li><li>• Synthesizing ( K6)</li></ul>
CO5. To perform practical application by taking managerial decision and evaluating the Concept of Business Analytics.	<ul style="list-style-type: none"><li>• Evaluating ( K7)</li><li>• Applying ( K 4)</li></ul>

**Suggested Readings**

1. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill.
2. Chandrasekaran & Umaparvathi-Statistics for Managers, 1st edition, PHI Learning
3. Davis , Pecar – Business Statistics using Excel, Oxford
4. Ken Black – Business Statistics, 5th ed., Wiley India
5. Levin and Rubin – statistics for Management, 7th ed., Pearson
6. Lind, Marchal, Wathen – Statistical techniques in business and economics, 13th ed, McGrawHill
7. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
8. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing
9. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson

# MARKETING MANAGEMENT

BMB 105

**Course Credit: 3**

**Contact Hours: 40 hours**

## Course Objectives

1. Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
2. Understand consumers' requirements and their behaviors.
3. Develop effective marketing strategies to achieve organizational objectives.
4. Communicate and defend your recommendations and critically examine and build upon the recommendations of your classmates both quantitatively and qualitatively.
5. Develop the understanding the current global and digital aspect of marketing.

## Unit 1(6 hours)

**Introduction:** Nature and scope of marketing, Various marketing orientations, Need, Want, Demand, Elements of Marketing mix, customer value and the value delivery process.

**Understanding Consumer Behavior:** Buying motives, factors influencing buying behavior, buying habits, stages in consumer buying decision process, types of consumer buying decisions.

## Unit 2 (8 hours)

**Market segmentation,** Targeting and Positioning: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer. Targeting: Meaning, Basis for identifying target customers, Target Market Strategies. Positioning: Meaning, product differentiation strategies, tasks involved in positioning. Branding: Concept of Branding, Brand Types, Brand equity, Branding Positioning.

## Unit 3 (8 hours)

**Product Decisions:** Concept, Product Hierarchy, New Product Development, Diffusion process, Product Life cycle, Product mix strategies. Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging. Pricing Decisions: Pricing concepts for establishing value, Pricing Strategies-Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing

## Unit 4 (8 hours)

**Place Decision:** Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Retailing & Types of Retailers. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Public Relation: Meaning, Objectives, Types, and Functions of Public Relations. Sales Promotion: Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion, Personal Selling: Concept, Features, Functions, Steps/process involved in Personal Selling, Direct Marketing: Meaning, Features, Functions, Growth and benefits of direct marketing, different forms.

## Unit 5 (6 hours)

**CRM:** Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management. Global Marketing: current scenario, Global Marketing environment, Entry strategies, Global P's of Marketing., Recent trends and Innovation in Marketing- Green Marketing, Agile Marketing

## Course Outcomes:

Upon the successful completion of this course, the student will be able to:

S.No	Course Outcome	Bloom's taxonomy
1	CO1. Remember and Comprehend basic marketing concepts.	<ul style="list-style-type: none"><li>• Remembering ( k1)</li><li>• Knowledge ( K 2)</li></ul>
2	CO2. Understand marketing Insights on application of basic marketing concepts.	<ul style="list-style-type: none"><li>• Synthesizing ( K6)</li><li>• Comprehending(K3)</li></ul>
3	CO3. Able to Apply and develop Marketing Strategies and Plans	<ul style="list-style-type: none"><li>• Applying ( K 4)</li></ul>
4	CO4. Understand and Analyzing Business/ Consumer Markets and ability Identify & evaluate Market Segments and Targeting	<ul style="list-style-type: none"><li>• Analyzing ( K 5)</li></ul>
5	CO5. Develop skills to understand the current global and digital aspect of marketing.	<ul style="list-style-type: none"><li>• Evaluating ( K7)</li></ul>

### Recommended Text Books :

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
2. Marketing Management - Ramaswamy V. S. & Namakumari S, 6/e, Sage Publication India Pvt Ltd., 2018.
3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.
5. Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

# CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

BMB 106

**Course Credit: 2**

**Contact Hours: 20 hours**

## COURSE OBJECTIVES:

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship, functions of entrepreneurs and problems faced by them in the real world
2. To provide insights to students in converting an Idea into an opportunity and develop an understanding of various funding sources for a startup
3. Familiarize the students with SME sector activities and the role of government agencies supporting SMEs.
4. To understand the process of a Business Plan

## Unit 1 (4 Hours)

**Creativity and Innovation:** Meaning, the difference between innovation and creativity, Innovation types & Platforms, Business Model Innovation, Service Innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation and open innovation, developing an innovation strategy, Sources of innovation, Innovation Environment, Creative Destruction

## Unit 2 (5 Hours)

**Entrepreneurship:** Meaning, definition and concept, Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Types of entrepreneurs, functions of an entrepreneur, entrepreneurial decision-process. Social, rural and women Entrepreneurship, Case Studies of Successful Entrepreneurs, Entrepreneurial Failure

## Unit 3 (5 Hours)

**Entrepreneurial Eco-System in India:** Overview of MSME, Role of Central Govt & State Govt in supporting SMEs, subsidies, grants, export-oriented units - fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth Government e Market place (GeM), Zero effect Zero defect, Lean Manufacturing., Startup India, Stand Up India, Make in India, Innovate in India.

**Entrepreneurial Finance:** Estimating financial requirements; Sources of finance — banks & financial institutions; Bootstrapping, Crowdfunding. Angel investing Venture Capital; IPO

**Role of agencies assisting entrepreneurship:** DICs, SSIs, NSICs, NISBUD, Entrepreneurship Development Institute of India (EDII). New initiatives taken by the government to promote entrepreneurship. State Startup Ranking by DIPIT, State Innovation Ranking by NITI AAYOG (India Innovation Index),

## Unit 4 (6 Hours)

**From Idea to Opportunity:** Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity Process of New Venture and its Challenges.

**Developing a Business Plan:** 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, Business Model Launching a new venture, Growth and Sustainability.

## COURSE OUTCOMES

	Course Outcome	Expected Levels of Learning as per Bloom's Taxonomy for Assessment of Course Outcome.
CO 1:	Remember and comprehend basic concepts of creativity, innovation and entrepreneurship	<ul style="list-style-type: none"><li>• Remembering ( K1)</li><li>• Knowledge ( K 2)</li><li>• Comprehending(K3)</li></ul>
CO2:	Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies	<ul style="list-style-type: none"><li>• Applying ( K 4)</li><li>• Analyzing ( K 5)</li><li>• Evaluating ( K7)</li></ul>
CO3:	Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources	<ul style="list-style-type: none"><li>• Analyzing ( K 5)</li><li>• Evaluating ( K7)</li></ul>
CO4:	Gain in depth knowledge of innovation and its various sources	<ul style="list-style-type: none"><li>• Remembering ( K1)</li><li>• Knowledge ( K 2)</li><li>• Analyzing ( K 5)</li></ul>
CO5:	Develop understanding of various dimensions of innovation along with current trends and general awareness of innovation and startup	<ul style="list-style-type: none"><li>• Knowledge ( K 2)</li><li>• Synthesizing ( K6)</li><li>• Evaluating ( K7)</li></ul>

### Suggested Readings

1. Roy: Entrepreneurship, OUP
2. Ahmad, Ali and Bhatt, Punita.: Entrepreneurship in Developing and Emerging Economies, SAGE Publishing India
3. Mitra, Jay: The Business of Innovation, 2017, SAGE Publishing
4. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hirsch Michael Peters Dean Shepherd, McGraw Hill
5. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
6. Kumar, Arya; Entrepreneurship; Pearson Education.
7. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
8. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
9. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.
10. "Reinventing Your Business Model" by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann)

# **BUSINESS COMMUNICATION**

**BMB 107**

**Course Credit: 3**

**Contact Hours: 40 hours**

## **Course Objectives**

1. To understand business communication strategies and principles for effective communication in domestic and international business situations.
2. To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
3. To develop the ability to research and write a documented paper and/or to give an oral presentation.
4. To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.
5. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

## **UNIT I : ( 8 Hours)**

**Introduction:** Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis barriers to communication. Case Studies

## **UNIT II: (8 Hours)**

**Oral communication:** What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

## **UNIT III: (8 Hours)**

**Business letters and reports:** Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid

## **UNITIV: (8 Hours)**

**Employment communication:** Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing. Case Studies

## **UNITV : (8 Hours)**

Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release press conference – media interviews Seminars – workshop – conferences. Business etiquettes. Case Studies



## Course Outcomes

Upon successful completion of this course, the student should be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.	Applying (K4)
2	CO2. Analyse ethical, legal, cultural, and global issues affecting business Communication.	Analyse (K5)
3	CO3. Develop an understanding of appropriate organizational formats and channels used in business communications	Knowledge (K2)
4	CO4. Gaining an understanding of emerging electronic modes of communication.	Comprehending(K3)
5.	CO5. Developing effective verbal and non verbal communication skills.	Remembering(K1)/ Applying (K4)

## Suggested Readings:

1. Bovee&Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
3. Bisen&Priya – Business Communication (New Age International Publication)
4. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
5. Varinder Bhatia, Business Communications, Khanna Publishing House
6. Business Communication: Skill, Concepts And Applications – P D Chaturvedi, MukeshChaturvedi Pearson Education.
7. AshaKaul, Business Communication, Prentice Hall of India.

# IT SKILLS-1

## BMB 151

Course Credit: 3

Contact Hours: 40

### Course Objectives

1. To provide knowledge about the functioning of computers and its uses for managers
2. To provide hands on learning on Internet and its applications
3. To provide hands on learning on Word processing software
4. To provide hands on learning of applications on Spreadsheet software
5. To provide hands on learning on Presentation software

### UNIT I (05 hours) Conceptual Framework

*Hardware:* (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display UNIT, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

*Software:* Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system. Network and Internet: Types of computer networks (LAN, WAN and MAN), Netiquettes, Basic services over Internet like WWW, FTP, Telnet, Gopher, URL, Domain names, Web Browsers, Multimedia and its applications: Concepts of Text, Graphics, Animation, Audio, Images, Video. Multimedia Application in Education, Entertainment, Marketing. Names of common multimedia file formats,

### UNIT II : Windows and Users Interface (Lab Work)- 7 hours

Windows operating System: Introduction and characteristics, Elements of GUI. Using Mouse, My Computer Icon, The Recycle Bin, Status Bar, Start and Menu & Menu-selection, Running an Application, Windows Explorer: Viewing of File, Folders and Directories Creating and Renaming of files and folders Opening and closing of different Windows, Windows Setting: Control Panels, Wall paper and Screen Savers Setting the date and Sound. Concept of menu, Using Help, Using right Button of the Mouse, Creating Short cuts, Basics of Window Setup, Notepad, Window Accessories

### UNIT III: Word Processor Software (Lab Work) – 8 hours

Word processing concepts: Opening, Saving, Closing the file, Opening an existing document, Selecting text, Editing text, Finding and replacing text, printing documents, Creating and Printing Merged Documents, Character and Paragraph Formatting, Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Using Graphics, Tables, Charts, Document Templates and Wizards.

### UNIT IV: Spreadsheet Software (Lab Work) – 10 hours

Spreadsheet Package Spreadsheet: Concept and Working Interface, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells, handling operators in Formulae. Functions in Spreadsheet: Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard. Formatting a Worksheet and Cell: changing data alignment, changing date, number, character or currency format, changing font, adding borders and colors. Printing worksheets, Charts and Graphs – Creating, Previewing, and Modifying Charts. Integrating word processor, spread sheets, web pages.

## UNIT V: Presentation Software (lab Work) – 8 hours

Interface of the Presentation Package: Creating, Opening and Saving Presentations. Professional Look of the Presentation: Working in different Design & Views, Working with Slides. Formatting and Editing: Text, Image and Paragraph formatting, Checking Spelling and Correcting Typing Mistakes, Making Notes Pages and Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Designing Slide Shows, Running and Controlling a Slide Show, Printing Presentations.

### Course Outcomes

Upon successful completion of this course, the student should be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Gain in depth knowledge about the functioning of computers and its uses for managers	Knowledge (K2)
2	CO2. Learn to use Internet and its applications	Applying (K4)
3	CO3. Understand and implement Word processing software	Synthesizing (K6)
4	CO4. Learn applications on Spread sheet softwares	Applying (K4) Knowledge (K2)
5	CO5. Analyse and learn Presentation software	Analyse (K5)

### Suggested Readings

1. Nasib Singh Gill – Handbook of Computer Fundamentals, Khanna Publishing House, Delhi
2. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
3. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
4. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
6. Introduction to Computers, Norton P. (TATA McGraw Hill)
7. Leon - Fundamentals of Information Technology, (Vikas)
8. Satish Jain-BPB's Computer Course Windows 10 with MS Office 2016 (BPB)
9. Linda Foulkes- Learn Microsoft Office 2019: A comprehensive guide to getting started with Word, PowerPoint, Excel, Access, and Outlook ( Packt Publishing Limited )

**MINI PROJECT -1**  
**BMB 152**  
**( Scanning of ideas for opportunities )**

Course Credit -2

Course Objective-

1. To develop an innovative idea for a product or service in form of a project report.
2. To understand the importance and relevance of innovative ideas, its feasibilities and detailed descriptions.

Project/Practical work / Seminar

In the first semester, the students (individuals or teams of 2-3) are required to develop an innovative idea for a product or service and a project report to be prepared on that idea under the guidance of a faculty member. The report will be prepared individually and this report will consist of importance and relevance of the innovative idea, its feasibilities and detailed descriptions. The report will be evaluated by one external examiner appointed by the university. Student has to present his output in a seminar.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Gain in depth knowledge on innovative idea for product or services in form of a project report.	Knowledge (K2)
2	CO2. To apply innovative idea, its feasibilities and detail descriptions.	Applying (K4)

### Objective of the Course:

- To maintain mental and physical wellness upright and develop ability in the students to cope up with the stress arising in the life.
- To create space in the curriculum to nurture the potential of the students in sports/games/yoga etc.

To introduce a practice oriented introductory course on the subject. More involved / advanced course may come up in subsequent years of study

### PART A : SPORTS & GAME

Some form of Athletics would be compulsory for all students, unless restricted due to medical / physical reasons. In addition to this, student has to opt for at least one game out of the remaining mentioned below.

A fair theoretical knowledge and a reasonable amount of field / site practice of the chosen games will be essential.

- |                 |                   |
|-----------------|-------------------|
| 1. Athletics    | <b>Compulsory</b> |
| 2. Volleyball   |                   |
| 3. Basketball   |                   |
| 4. Handball     |                   |
| 5. Football     |                   |
| 6. Badminton    |                   |
| 7. Kabaddi      |                   |
| 8. Kho-kho      |                   |
| 9. Table tennis |                   |
| 10. Cricket     |                   |

### PART B: YOGA

#### a. Introduction of Yoga

Introduction of Yoga, Origin of Yoga, Aims and Objective of Yoga, Patanjali Yoga darshan, Hath yoga, Gheranda Samhita, Karm yoga, Gyan yoga.

#### b. Asanas, Pranayam and Meditation Practices

Meaning of Asanas, Objective of Asanas, rules and regulations of Asanas and Pranayams, Types of Yogasana

Yogic postures: Standing Posture, Sitting posture, Supine posture, Prone posture, balancing Postures, Pranayam according to Patanjali and Hath Yoga, Meditaion Mudras.

#### c. Science of effects Yoga

Physiological of Asanas- Paranyama and meditation, stress management and yoga, Mental health and yoga practice, Health and Personality Development.

## General Guidelines

1. Institutes must assign minimum of three periods in the Time Table for the activities of Sports/Yoga.
2. Institutes must provide field/facility and offer a minimum of five choices of the Games/Sports.
3. Institutes are required to provide sports instructor / yoga teacher to mentor the students. Student must be made familiar with the terminologies, rules/regulations, dimension/ marking of the play field/area and general knowledge of national/ international level facts/figures related to the chosen game.

Assessment:	
The Institute must assign coordinator / subject teacher for the subject, for every batch/group of the students, who would be responsible for coordinating the required activities and keep watch on the level of student's participation in the chosen game. Coordinator/mentor would be responsible for the award of the sessional marks based upon following components.	
I. Level of understanding and general awareness	( 20 %)
II. Involvements in the Practice Sessions	(50 %)
III. Regularity, Sincerity and Discipline	(20 %)
IV. Participation in University level / District level / State level / National Level events	(10 %)

# Semester II

## Business Environment & Legal Aspect of Business

BMB 201

Course Credit: 3

Contact Hours: 40 hours

### Course Objectives:

1. The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.
2. To promote basic understanding on the concepts of Business Environment and international business environment.
3. To provide basic understanding of law of contract
4. To impart basic understanding of provisions of Companies Act concerning incorporation and regulation of business organizations.
5. To appraise the students on the leading practical application oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.

### Unit I - (10Hrs)

#### Introduction to Micro Environment –

Meaning of Business & Business Environment,, Types of Business Organizations , SWOT analysis , Types of Environment-Internal to the Enterprise (Value System, Management Structure and Nature, Human Resource, Company Image and Brand Value, Physical Assets, Facilities, Research & Development, Intangibles, Competitive Advantage), External to the Enterprise , Micro- Suppliers, Customers, Market Intermediaries; Macro- Demography, Natural, Legal & Political, Technological,) Michael Porter's Five Forces Analysis, Competitive Strategies

### Unit II - (6 Hrs)

#### Macro Factors: Economic, Socio-Cultural, Competitive & International Environment –

Economy, Competition, Socio-cultural and International); Business Environment with reference to Global Integration; Comparative Analysis of Business Environment: India and Other Countries , Factors affecting international business environment, Business Policy : LPG model & International forces in business.

### UNIT- III (8 hrs)

**Law of Contract:** Definition, essentials and types of contracts, offer definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract.

Sale of Goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller

#### UNIT IV (8hrs)

**Companies Act Definition**, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities, modes of winding up of a company.

#### UNITV (8 hrs)

**Consumer Protection Act:** Definitions - Aims and objectives, Consumer protection councils, Redressal agencies and penalties for violation.

**The Information Technology Act:** Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1) Develop understanding and fundamental knowledge about business environment	Remembering ( k1) Knowledge ( K 2)
2	CO2) Develop understanding on the concepts of Business Environment and international business environment.	K2 Knowledge
3	CO3) Develop basic understanding of law of contract	K2 Knowledge
4	CO4) understanding of provisions of Companies Act concerning incorporation and regulation of business organizations	K2 Knowledge
5	CO5) Able to analyze case laws in arriving at conclusions facilitating business decisions.	K4 Applying K5 Analysing

#### Suggested Readings

1. Business Environment ---Francis Cherunilam, Himalaya Publishing House
2. Business Environment: Test and Cases , PAUL, Mc Graw Hill Education , 3rd Ed.
3. V. Neelamegam – Business Envirnoment (VrindaPublications , 2nd Edition)
4. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
5. International Business Environment—Ian Brooks, Jamie Weatherstom and GrahmWilkinson
6. Kuchhal M.C. - Business Law (Vikas Publication)
7. Gulshan S.S. - Business Law Including Company Law (Excel Books)
8. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014.



# HUMAN RESOURCE MANAGEMENT

BMB 202

**Course Credit: 3**

**Contact Hours: 40 hours**

**Course Objectives:** In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

## **UNIT I: (7 Hours)**

**Essentials of HRM:** Functions of HRM, HRM vs.HRD, Strategic HRM: Meaning and Roles in Strategy formulation and implementation, Barriers to strategic HRM, Linking HR strategy with business strategy, Roles of HR Manager, roles of HR in merger and acquisitions, Technology & HR and changing roles of HR due to technology, HRM linkage with TQM & productivity. Case Studies

## **UNIT II: (8 Hours)**

**Human Resource Planning and Employee Hiring :** Meaning of job Analysis, job design, Human Resource Planning, methods demand forecasting for manpower planning, factors influencing HRP, Employee hiring- methods of Recruitment, Employee selection, process of employee selection, recent trends in recruitment. Case Studies

## **UNIT III: (8 Hours)**

**Employee Training & Development:** Meaning importance of Training, types and methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation. Case Studies

## **UNIT IV: (9 Hours)**

**Compensation Management and Employee Relations:** Introduction to compensation management, Components and structure of employee compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management, Meaning of employee relation and industrial relations. Case Studies

## **UNIT V: (8 Hours)**

**Employee Safety/ Health and International Human Resource Management:** Needs and legal provision of employee health, measures to promote employee health , purpose of employee safety, accidents: causes & prevention, effective safety management ,& legal provisos. basic principles governing International Human Resource Case Studies

## COURSE OUTCOME

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.	K6 Synthesizing
2	CO2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.	K2 Knowledge
3	CO3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.	K3 Comprehending
4	CO4. Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.	K5 Analysing
5	CO5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.	K2 Knowledge K4 Applying

### Suggested Readings

1. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and Biju Varkkey Human Resource Management, Person Publication, 2013, 14th Edition.
4. Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

# BUSINESS RESEARCH METHODS

BMB 203

**Course Credit: 3**

**Contact Hours: 40 hours**

## Course objectives

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques
4. Understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding and applying the concept of statistical analysis which includes ANOVA technique and technique of report writing.

## Unit 1 (8 Sessions)

**Research:** – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research.

Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process

Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question

Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

## Unit 2 (8 Sessions)

**Research design:** Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches.

Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.

Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research

Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

## Unit 3 (6 Sessions)

**Scaling & measurement techniques:** Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

## Unit 4 (6 Sessions)

**Sampling:Basic** Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.

Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.

Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

### Unit 5 (8 Sessions)

**Data Analysis:** Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram.

**Hypothesis:** Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Analysis of Variance: One way and two way Classifications. Mechanism of Report Writing- Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

### COURSE OUTCOME

Course Outcomes	Blooms Taxanomy
CO1. Knowledge of concept / fundamentals for different types of research.	<ul style="list-style-type: none"><li>• Knowledge ( K 2)</li></ul>
CO2. Applying relevant research techniques.	<ul style="list-style-type: none"><li>• Remembering ( K1)</li><li>• Applying ( K 4)</li></ul>
CO3. Understanding relevant scaling & measurement techniques and should use appropriate sampling Techniques	<ul style="list-style-type: none"><li>• Comprehending (K 3)</li><li>• Applying ( K 4)</li></ul>
CO4.Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.	<ul style="list-style-type: none"><li>• Analyzing ( K 5)</li><li>• Synthesizing ( K6)</li></ul>
CO5.Evaluating statistical analysis which includes ANOVA technique and prepare research report.	<ul style="list-style-type: none"><li>• Evaluating ( K7)</li></ul>

### Suggested Readings

1. Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education
3. Research Methodology, C R Kothari, New Age International.
4. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
5. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2ndEdition.
6. Business Research Methods by T N Srivastava & Shailaja Rao, TMH Publication, 2ndEdition.

# FINANCIAL MANAGEMENT AND CORPORATE FINANCE

BMB 204

**Course Credit: 3**

**Contact Hours: 40 hours**

**Course Objectives:** This course is intended to introduce the basic theory, concepts and practical applications in corporate finance and to enable students to analyse various corporate decisions. The course objectives are outlined below:

- 1) To understand the fundamentals, various models and agency problems of Corporate Finance.
- 2) To acquire knowledge about various techniques used for analysing various long-term projects.
- 3) To have an understanding about various capital structure techniques and selecting best source of finance.
- 4) To have an understanding of various dividend models and its applicability.
- 5) To acquaint students about corporate valuation in mergers and acquisitions.

## UNIT I (8 Hrs)

**Introduction to Finance & Corporate Finance:** Corporate Finance & its scope, Corporate Governance and Agency Problem, Finance & Corporate Strategy, Time Value of Money, Risk and Return. Types of Financial Markets: Capital Market, Factors affecting Financial Markets, Linkages between Economy & Financial Markets, Integration of Indian Financial Markets with Global Financial Markets.

## UNIT II (8 Hrs)

**Investment and Financing Decision:** Capital Budgeting, Nature of investment decisions, Risk Analysis in investment decisions, Concept of Opportunity Cost, Cost of Debt, Preference and Equity capital, Composite Cost of Capital, Cash Flows as Profit and components of Cash Flows, Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analysing Projects.

## UNIT III (8 Hrs)

**Financial Decision:** Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference.

## UNIT IV (8 Hrs)

**Dividend Relevance:** Factors Affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis. Theories of Dividend Payout (Dividend Irrelevance Theory, Bird- in hand Theory, Tax Preference Theory).

## UNIT V (8 Hrs)

**Working Capital Management:** Concepts & Principles of Working Capital, Need for working capital, Classification and importance of working capital, Working capital cycle, Inventory Management, Cash Management, Accounts receivable Management and Factoring, Credit policy, Financing working capital.

**Course Outcome:** After successful completion of this course, students will be able:

S.No	Course Outcome	Bloom's Taxonomy
1.	CO1 Understand the different basic concepts / Models of Corporate Finance and Governance	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Remembering(K1)</li> </ul>
2.	CO2 Understand the practical application of the time value of money and evaluating long-term investment decisions	<ul style="list-style-type: none"> <li>• Analyzing (K5)</li> <li>• Evaluating(K7)</li> </ul>
3.	CO3 Develop analytical skills to select the best source of capital, structure and leverage.	<ul style="list-style-type: none"> <li>• Analyzing(K5)</li> <li>• Synthesizing(K6)</li> </ul>
4.	CO4 Understand the use and application of different models for a firm's optimum dividend payout.	<ul style="list-style-type: none"> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> </ul>
5.	CO5 Understand the recent trends of mergers and acquisitions and its valuation	<ul style="list-style-type: none"> <li>• Comprehending(K3)</li> <li>• Synthesizing (K6)</li> </ul>

### Suggested Readings

- 1) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 2) Pandey I M - Financial Management (Vikas, 11th Ed.)
- 3) William HakkaBettnerCarcello- Financial and Management Accounting (TMH-16th Ed.)
- 4) Sheebakapil-Fundamental of financial management (Wiley,2015)
- 5) Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
- 6) Bark DemazoThampy- Financial Management (Pearson,2nd Ed.)
- 7) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
- 8) Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012
- 9) Ravi.M Kishore – Financial Management (Taxman, 7th Ed)
- 10) Fundamentals to Financial Management, Brigham & Houston, 14/e, Cengage Learning
- 11) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)

# OPERATIONS MANAGEMENT

BMB 205

**Course Credit: 3**

**Contact Hours: 40 hours**

## **Course Objectives:-**

1. To understand the role of Operations in overall Business Strategy of the firm.
2. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
3. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
4. To understand the trends and challenges of Operations Management in the current business environment.
5. To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

## **UNIT –I (7 sessions) Production Concepts:**

Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.

## **UNIT –II (8 sessions) Operations Concepts:**

Services scenario in India, difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design, service designing process, service blueprinting, service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model. Case Studies

## **UNIT-III (10 sessions) Material and Inventory Management:**

Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE (Simple numerical problems on Inventory control techniques). Just-in-time (JIT) and KANBAN. Case Studies

## **UNIT-IV (8 sessions) Supply Chain Management:**

Overview of supply chain management, conceptual model of SCM, supply chain drivers, measuring supply chain performance, core and reverse supply chain, global supply chain, inbound and outbound logistics, Bullwhip effect in SCM, push and pull systems, lean manufacturing, agile manufacturing, role of IT in SCM. Demand forecasting in supply chain—

Simple moving average method, weighted moving average method, linear regression and exponential smoothing method. Case Studies

**UNIT-V (7 sessions) Productivity and Quality:**

TQM, Deming's 14 principles, Juran's quality trilogy, PDCA cycle, KAIZEN, quality circles, 7QC tools and its 7 new management tools, ISO 9000-2000 clauses, six sigma, Total Productive Maintenance (TPM), 5S. Case Studies

**Expected Course Outcomes:**

S.No.	Course Outcomes	Bloom's Taxonomy
CO1.	Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms.	<ul style="list-style-type: none"><li>• Knowledge (K2)</li><li>• Comprehending (K3)</li><li>• Remembering (K1)</li></ul>
CO2.	Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.	<ul style="list-style-type: none"><li>• Knowledge (K2)</li><li>• Remembering (K1)</li><li>• Applying (K4)</li></ul>
CO3.	Identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.	<ul style="list-style-type: none"><li>• Comprehending (K3)</li><li>• Applying (K4)</li></ul>
CO4.	Analyze / understand the trends and challenges of Operations Management in the current business environment.	<ul style="list-style-type: none"><li>• Analyzing (K5)</li></ul>
CO5.	Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.	<ul style="list-style-type: none"><li>• Synthesizing (K6)</li><li>• Evaluating (K7)</li></ul>

**Suggested Readings:-**

1. Aswathappa, K. & Bhat, K.S.-- Production and Operations Management (Himalaya Publishing House, 2nd Edition)
2. Chase, R.B., Shankar, R. & Jacobs, F.R. -- Operations & Supply Chain Management (Tata McGraw Hill, 14th Edition)
3. Chunawalla, S.A. & Patel, D.R. – Production & Operations Management (Himalaya Publishing House, 9th Edition)
4. Chary, S.N. -- Production and Operations Management (Tata McGraw Hill, 6th Edition)
5. Charantimath, P.M. – Total Quality Management (Pearson Education, 3rd Edition)
6. Bedi, Kanishka – Production & Operations Management (Oxford University Press, 3rd Edition)
7. Adam, Everett E. & Ebert, Ronald J. – Production and Operations Management (Prentice Hall, 5th Edition)
8. Gopalakrishnan, P. & Sundaresan, M. – Materials Management (Prentice Hall of India)



# QUANTITATIVE TECHNIQUES FOR MANAGER

BMB 206

**Course Credit: 3**

**Contact Hours: 40 hours**

## Course Objectives

1. Understand the importance of the use of OR application in decision Making environment
2. To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method.
3. To understand and solve transportation & assignment models.
4. To know optimal sequence model and understand concepts of queuing theory.
5. To identify right time for replacement of equipment and understand project management techniques

## Unit I (6 Sessions)-Operations Research & Decision Making Environments

Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making .*Decision-making environments*:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

## Unit II (6 Sessions)-Linear Programming Problem

*Linear programming*: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems.

## Unit III (10 Sessions)- Transportation Problem & Assignment model

*Transportation problem*: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method, Maximization Transportation Problem

*Assignment model*: Hungarian Algorithm and its applications, Maximization Assignment Problem.

## Unit IV (10 Sessions)-Sequencing & Queuing Theory

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

*Queuing Theory*: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

## Unit V (8 Sessions) Project Management

*Project Management*: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; GANTT Chart

## Course Outcomes

CO1	Be able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.	Knowledge ( K2)/ Remembering ( K1)
CO2	To formulate linear programming problem and to find optimal solution by graphical simplex method.	Knowledge ( K2)
CO3	Be able to build and solve Transportation Models and Assignment Models also to solve game theory problems by understanding pure and mix strategies.	Applying ( K 4)
CO4	To assign optimal sequence of difference jobs on different machines and develop understanding of queuing theory concepts.	Applying ( K 4)
CO5	To implement replacement of equipments at right time and able to implement project management concepts like CPM, PERT to reduce cost and time.	Synthesizing ( K6)/ Evaluating ( K7)

## Suggested Readings

1. R. Panneerselvam - Operations Research ( PHI, 2<sup>nd</sup> Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition)
3. Apte-Operation Research and Quantitative Techniques (Excel Books)
4. S Kalawathy-Operation Research (Vikas IVth Edition)
5. Natarajan- Operation Research(Pearson)
6. Singh & Kumar—Operation Research(UDH Publisher edition 2013)
7. Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
8. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
9. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

## **COST AND MANAGEMENT ACCOUNTING**

### **BMB 207**

#### **COURSE OBJECTIVES**

1. To provide an in depth knowledge of the detailed procedures and documentation involved in cost ascertainment systems.
2. To understand the concepts of Financial Management and its application for managerial decision making.
3. Understand the cost and management accounting techniques for evaluation, analysis and application in managerial decision making.
4. Compare and contrast marginal and absorption costing methods in respect of profit reporting;
5. Apply marginal and absorption costing approaches in job, batch and process environments;
6. Prepare and interpret budgets and standard costs and variance statements;
7. Identify and apply the concepts of Financial Management

**Credit 3**

**Contact Hour: 40**

#### **UNIT - I (10 Hours)**

Meaning, nature and scope of Management Accounting; Difference between management accounting and financial accounting, Cost concepts: , Cost Unit, Cost Control and Cost Reduction; Components of total Cost, Cost Sheet, Classification of costs, Types and methods of costing, Inventory Management, Labour Cost, Overheads, Activity based costing.

#### **UNIT - II ( 8 Hours)**

Cost-Volume-Profit Analysis: Marginal cost, Contribution per unit and Total contribution. Profit-Volume Ratio, Break-even Point : Margin of safety. Decision Making such as : Key Factor, Pricing, Product Profitability, Dropping a product line, Make or Buy, Export Order, Sell or Process Further, Shut down vs. Continue operations.

#### **UNIT - III (4 Hours)**

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Sales budget, Production Budget, Raw material consumption Budget, Raw Material Purchase Budget, Overhead Budgets, Cash Budget, and Master Budget. Zero based budgeting.

#### **UNIT –IV (8 Hours)**

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material Variance, Overhead Variance, Sales Variance, Sales Margin Variance

## UNIT –V (10 Hours)

Process costing, concepts of normal loss, abnormal loss, abnormal effectiveness. Preparation of process accounts, normal loss account, abnormal loss account, abnormal gain account. Process costing with opening and closing WIP; equivalent units (using FIFO) and Cost allocation. Joint and by products : Allocation of joint costs based on Physical units method, Relative market value methods (Sales value at split off method and Net realizable value method). Introduction to the concept of Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

### Course Outcomes

CO1	Understanding and Basic Knowledge of Cost Accounting and explaining Basic Accounting Procedure ,Apply cost concepts, Balancing of Accounts & Management Accounting.	Knowledge ( K2)/ Remembering ( K1)
CO2	Computation of Fixed, Variable, Semi-Fixed And Semi-Variable Cost Concepts. Analyzes The Relationship Between The Cost-Volume And Profit Contribution Margin, Margin Of Safety, Security Ratio, Profit Margin Concepts. Critically analyze and provide recommendations to improve the business operations using accounting techniques.	Applying ( K 4)
CO3	Identify problems associated with relying on financial accounting information for internal decision making	Comprehending (K3) Applying ( K4)
CO4	Computing of Budgeting And Operating Budgets. Applying the concepts of Management Accounting For Businesses	Applying ( K 4)
CO5	Computation of Standard Variation Analysis Through Standard Costs Understanding and calculation of Standard Cost Concept	Synthesizing ( K6)/ Evaluating ( K7)

### Text Books:

1. Agrawal,Srinivasan Accounting Made Easy 1e Tata McGraw Hill
2. Sudhindra Bhat Management Accounting Excel Books, New Delhi
3. S.N. Maheshwari, Introduction to Accountancy, Vikas Pub Edition, 2009
4. Nitin Balwani Accounting and Finance for Managers, Excel Books, New Delhi
5. N.Ramchandran, Kakani, Financial Accounting for Management, TMH, 2008
6. Jain & Jain Accounting for Manager, PathMaker, Bangalore

### Reference Books:

1. Paresh Shah, Basic Financial Accounting for Management, New Delhi, Oxford University Press, 2008.
2. Banerjee, Financial Accounting, PHI, 2009.
3. John Wild, Financial Accounting Information for Decisions, New Delhi, TataMacGraw-Hill, 2008
4. S.N. Maheshwari and S. K. Maheshwari, A Text Book of Accounting for Management, New Delhi, Vikas Publishing House, 10th Edition, 2009
5. Louderback, Managerial Accounting 10th edition, Cengage Learning,India

# MANAGEMENT INFORMATION SYSTEMS

BMB 208

**Course Credit: 2**

**Contact Hours: 20 hours**

## Course Objective

1. To help the students understand the importance of information management in business and management
2. To provide understanding about different types of information systems in business
3. To apply the theory and concepts in practical with help of software
4. To understand various security and ethical issues with Information Systems
5. To provide hands on learning of applications on Spreadsheet and database software

## UNIT -1 (6 Hours)

**Management Information Systems** - Need, Purpose and Objectives, Contemporary Approaches to MIS, Information as a strategic resource, Use of information for competitive advantage, MIS as an instrument for the organizational change. Information Technology – Characteristics and emerging trends, IT Capabilities and their organizational impact, IT enabled services. Transaction Processing System: Characteristics and its importance

## UNIT -II (6 Hours)

**Information, Management and Decision Making** - Attributes of information and its relevance to Decision Making, Types of information. Models of Decision Making - Classical, Administrative and Herbert Simon's Models. Management Support Systems: Decision Support Systems, Group Decision Support Systems, and Executive Information Systems.

## UNIT -III (8 Hours)

**Managing Data Resources**- The need for data management, Challenges of data management, Data independence, Data redundancy, Data consistency, Data administration. Database Management System – Concepts and types of DBMS, Fields, Records, Table, View, Reports and Queries. Data warehouse and Data mining – Characteristics and uses of Data warehouse, Techniques of Data Mining, Business Intelligence

Database Management System (Lab): Creation of Table, View and Reports. Basics of SQL and running queries

## Course Outcomes

CO1	Be able to understand the importance of information management in business and management.	Knowledge( K2) / Remembering ( K1)
CO2	To understand and formulate different types of information systems in business	Knowledge ( K2)
CO3	Be able to apply the theory and concepts in practical with help of software	Applying ( K 4)
CO4	To apply various security and ethical issues with Information Systems	Applying ( K 4)
CO5	To synthesize applications on Spread sheet and database software	Synthesizing ( K6)/ Evaluating ( K7)

## Suggested Readings

1. Management Information System – James ‘O’ Brian
2. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
3. Management Information Systems, Jawadekar, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Database Management Systems: A Business-Oriented Approach Using ORACLE, MySQL and MS Access, by Sotirios Zygiari
6. Computer Applications in Business (CBCS) by Dr. Sushil Kumar Sharma & Ms. Mansi Bansal (Taxmann)
7. Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365, Lokesh Lalwani (BPB)

## IT SKILLS-2

### BMB 251

**Lab work**

**20 Hours**

#### **Course Objective**

1. To develop pivot table and understand the validating & auditing techniques
2. To understand different charting techniques in MS Excel
3. To understand different formatting techniques in MS Excel

#### **Unit I ( Lab work on spreadsheet )**

Pivot Table: Developing Pivot Table, Analyzing data using goal seek and solver, Scenarios Create named scenarios. Show, edit, delete scenarios, Creating a scenario summary report. Validating and Auditing: Set, edit validation criteria for data entry in a cell range like: whole number, decimal, list, date, time, Trace precedent, dependent cells. Identify cells with missing dependents. Creating applications in Spreadsheet and Macros.

#### **Unit II ( Lab work on spreadsheet) 15 Hours**

Creating and formatting Charts: Understanding chart types, column chart, bar chart, line chart, pie chart, XY Scatter chart , Area chart, surface chart, bubble chart. Create a combined chart like: column and line, column and area. Change the chart type for a defined data series, Add, delete a data series in a chart, Re-position chart title, legend, data labels. Change scale of value axis: minimum, maximum number to display, major interval. Change display units on value axis without changing data source: hundreds, thousands, millions. Format columns, bars, pie slices, plot area, chart area to display an image.

#### **References**

Excel Data Analysis: Modeling and Simulation , Hector Guerrero (Springer )

#### **COURSE OUTCOME**

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. To gain knowledge of pivot table and understand the validating & auditing techniques	Knowledge (K2)
2	CO2. Learn to use different charting techniques in MS Excel	Applying (K4) Synthesizing ( K6)
3	CO3. Learn to use different formatting techniques in MS Excel	Applying (K4) Knowledge (K2)

**MINI PROJECT -2**  
**BMB 252**  
(Business Ideas Validation & Feasibility )

**Course Credit: 2**

Seminar by students

Objective –

1. To validate the idea which was identified in the last semester.
2. To identify the issues & challenges of the identified industry / market.
3. To prepare a report on the emerging technologies in the selected industry.

In second semester, the students are required to validate the idea which was screened in the previous semester & presented. The validation report shall be a detailed analysis considering the market feasibility, select a Lean Canvas for making your assumptions, test your assumptions around the identified market, the future scope of the selected product or service, test your value proposition, and prepare a project report. Preference should be given to the application of emerging technologies in the selected industry. It may consist of Fintech, Blockchain, Financial Services, Data Science, Social Entrepreneurship or any other suitable area of interest. The report will be prepared individually. The report will be evaluated by one external examiner appointed by university. Feasibility analysis of the idea ( market, technical and financial analysis).

**COURSE OUTCOME**

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. To gain knowledge of issues challenge of the industry	Knowledge (K2)
2	CO2. Learn to prepare report on the application of emerging technologies in the selected industry	Applying (K4) Synthesizing ( K6)



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



**Teaching and Evaluation Scheme**

**For**

**MBA Main Second Year**

**AS PER AICTE MODEL CURRICULUM**

**(Effective from the Academic Session: 2021-22)**

## **PREAMBLE**

The Evaluation Scheme and Syllabus for Second Year MBA (Common) programme is designed with a view to enhance the skills, knowledge & leadership of management graduates in order to maximize the employment opportunities in various functional areas. The guidelines of Model Curriculum of AICTE are duly considered by incorporating relevant emerging areas in all specializations offered during the program. It has also followed the guidelines of New Education Policy (NEP) to emphasis on skill building through project and practical work specifying the learning outcomes for each subject and used Bloom's hierarchical model as expected indicators of learning levels. The specified levels of learning outcomes are indicative and could be used suitably for assessment and evaluation.

The management education is dynamic and driven by socio-economic and technological changes as well as innovations. Hence, it is expected that, latest updates from research, industry practices and cases must be discussed extensively during teaching to achieve the desired levels of knowledge and skills with practical outlook among graduating students. The detailed syllabus has introduced case studies and latest updates also.

Visits to Manufacturing Units, malls, ware house & logistic hubs, Ports etc. and some short duration live Projects will be helpful to buddy managers in gaining the feel real corporate culture and working practices. It will help in orienting the students towards entrepreneurship and to start their own start-ups.

Today IT is enable of all areas of management be HR, Finance, Marketing and hence technological integrations with all functions have changed the face of planning and decision making in all manufacturing and service industries. The Supply Chain processes are driven by ERP System and High-End Technologies for real time tracking and identifications during transportation for better customer's support. Therefore in the real time scenario , while designing the syllabus, we have given equal emphasis on the quantitative and analytics approaches which will help the students to understand the practical know how of corporate and will understand the pattern & interpretation of large data. Therefore we have given equal emphasis on building student's IT skills .

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**GUIDELINES FOR SUMMER INTERNSHIP (III SEMESTER) AND RESEARCH  
PROJECT REPORT(IV SEMESTER)**

**SUMMER TRAINING PROJECT REPORT**

1. 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 present the work to his / her faculty guide / mentor. Guide will assess student's contribution and will award internal marks out of 50. Thereafter students 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 October 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.
8. 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.
9. The parameters on which external evaluation would be carried out are as under:

Project Report Evaluation:

Evaluation Criteria & Marks	Understanding of objectives with topic (20)	Understanding of Relevance of topic (20)	Interpretation & Analysis (20)	Presentation (20)	Query handling (20)
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10. 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.
11. The student shall prepare the Summer Training Project Report as per the format given in the Summer Training Manual as prescribed by the University
12. In the beginning of III semester and before commencement of regular classes each student has to choose dual specialization of his/her choice or interest. University offers dual specialization in area Human Resource Management (HR), Marketing Management (MM), Financial Management (FM), International Business (IB) and Information Technology (IT) and Operations Management (OM). Institute shall help students to choose specialization by conducting workshop, Industry Interaction etc.
13. Institute has a right to close the date of choosing area of specialization in order to smooth functioning of classes and department and effective utilization of resources. However, this process shall complete before commencement of regular classes.

### RESEARCH PROJECT REPORT (RPR)

1. 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.
2. The Research Project Report will carry 150 marks.
3. 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.
4. The evaluation of Project Report will comprise of 50 marks and would be evaluated by the internal guide.
5. The evaluation of Viva Voce of Project 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 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.
6. 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 & Marks	Relevance of Objectives with topic (10)	Relevance of Research Methodology(20)	Interpretation & Analysis (20)	Total (50)
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#### The scheme of evaluation of Viva voce

Evaluation Criteria and Marks	Understanding of Objectives with topic (20)	Understanding of the relevance of Research (20)	Interpretation & Analysis (20)	Presentation & Communication skills (20)	Query Handling (20)	Total (100)
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**MBA II Year Teaching and Evaluation Scheme**  
**W.E.F. Academic Session 2021-22**  
**(In Accordance with AICTE Model Curriculum & New Education Policy)**

**SEMESTER III**

SNo	Codes	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	KMBN301	STRATEGIC MANAGEMENT	4	0	0	30	20	0	50	100	0	150	3
2	KMBN302	INNOVATION AND ENTREPRENEURSHIP	4	0	0	30	20	0	50	100	0	150	3
3	KVE 301	Universal Human Values and Professional Ethics	3	1	0	30	20	0	50	100	0	150	3
4		Elective- 1 Specialization Group-1	4	0	0	30	20	0	50	100	0	150	3
5		Elective -2 Specialization Group-1	4	0	0	30	20	0	50	100	0	150	3
6		Elective -1 Specialization Group-2	4	0	0	30	20	0	50	100	0	150	3
7		Elective -2 Specialization Group-2	4	0	0	30	20	0	50	100	0	150	3
8	KMBN308	Summer Training Project Report & Viva Voce	0	2	0	0	50	0	50	0	100	150	4
		<b>TOTAL</b>										<b>1200</b>	<b>25</b>

**SEMESTER IV**

SNo	Codes	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	KMBN401	Emerging Technologies in Global Business Environment	4	0	0	30	20	0	50	100	0	150	3
2		Elective- 3 Specialization Group-1	4	0	0	30	20	0	50	100	0	150	3
3		Elective -4 Specialization Group-1	4	0	0	30	20	0	50	100	0	150	3
4		Elective- 5 Specialization Group-1	4	0	0	30	20	0	50	100	0	150	3
5		Elective -3 Specialization Group-2	4	0	0	30	20	0	50	100	0	150	3
6		Elective -4 Specialization Group-2	4	0	0	30	20	0	50	100	0	150	3
7		Elective -5 Specialization Group-2	4	0	0	30	20	0	50	100	0	150	3

<b>8</b>	<b>KMBN408</b>	<b>Research Project Report &amp; Viva Voce</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>100</b>	<b>150</b>	<b>4</b>
		<b>TOTAL</b>										<b>1200</b>	<b>25</b>

### **Specialization Group: HUMAN RESOURCE (HR)**

#### **Elective Subjects in III Semester**

S.No.	Code	Course Title
1	KMBN HR01	TALENT MANAGEMENT
2	KMBN HR02	EMPLOYEE RELATIONS AND LABOUR LAWS

#### **Elective Subjects in IV Semester**

S.No.	Code	Course Title
1	KMBN HR03	HR ANALYTICS
2	KMBN HR04	PERFORMANCE AND REWARD MANAGEMENT
3	KMBN HR05	INTERNATIONAL HRM

### **Specialization Group: MARKETING (MK)**

#### **Elective Subjects in III Semester**

S.No.	Code	Course Title
1	KMBN MK01	CONSUMER BEHAVIOUR AND MARKETING COMMUNICATION
2	KMBN MK02	MARKETING ANALYTICS

#### **Elective Subjects in IV Semester**

S.No.	Code	Course Title
1	KMBN MK03	B2B AND SERVICES MARKETING
2	KMBN MK04	SALES AND RETAIL MANAGEMENT
3	KMBN MK05	SOCIAL MEDIA AND WEB ANALYTICS

**Specialization Group: FINANCE (FM)****Elective Subjects in III Semester**

S.No.	Code	Course Title
1	KMBN FM01	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
2	KMBN FM02	FINANCIAL PLANNING AND TAX MANAGEMENT

**Elective Subjects in IV Semester**

S.No.	Code	Course Title
1	KMBN FM03	FINANCIAL DERIVATIVES
2	KMBN FM04	FOREIGN EXCHANGE AND RISK MANAGEMENT
3	KMBN FM05	FINANCIAL AND CREDIT RISK ANALYTICS

**Specialization Group: INTERNATIONAL BUSINESS (IB)****Elective Subjects in III Semester**

S.No.	Code	Course Title
1	KMBN IB01	INTERNATIONAL BUSINESS MANAGEMENT
2	KMBN IB02	EXPORT IMPORT DOCUMENTATION

**Elective Subjects in IV Semester**

S.No.	Code	Course Title
1	KMBN IB03	INTERNATIONAL LOGISTICS
2	KMBN IB04	CROSS CULTURAL MANAGEMENT
3	KMBN IB05	INTERNATIONAL TRADE LAWS

**Specialization Group: INFORMATION TECHNOLOGY (IT)****Elective Subjects in III Semester**

S.No.	Code	Course Title
1	KMBN IT01	DATA ANALYTICS FOR BUSINESS DECISIONS

2	KMBN IT02	AI AND ML FOR BUSINESS
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**Elective Subjects in IV Semester**

S.No.	Code	Course Title
1	KMBN IT03	DATA BASE MANAGEMENT SYSTEM
2	KMBNI T04	CLOUD COMPUTING FOR BUSINESS
3	KMBN IT05	BUSINESS DATA WAREHOUSING & DATA MINING

**Specialization Group: OPERATION MANAGEMENT (OM)****Elective Subjects in III Semester**

<b>1</b>	KMBN OM 01	SUPPLY CHAIN & LOGISTICS MANAGEMENT
<b>2</b>	KMBN OM 02	OPERATIONS PLANNING & CONTROL

**Elective Subjects in IV Semester**

<b>3</b>	KMBN OM 03	QUALITY MANAGEMENT
<b>4</b>	KMBN OM 04	PROJECT & SOURCING MANAGEMENT
<b>5</b>	KMBN OM 05	MANAGEMENT OF MANUFACTURING SYSTEM



## STRATEGIC MANAGEMENT

**Code: KMBN 301**

**Credits: 3**

**Teaching Hours: 36**

### Course Objectives

1. To have a clear understanding of the key concepts and principles of strategic management
2. To have skills and understanding of 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 (5 Hours)

**Introduction:** meaning nature, scope, and importance of strategy; Model of strategic management, Strategic Decision-Making Process.

**Corporate Governance:** Composition of the board, Role and Responsibilities of the board of directors, Trends in corporate governance, Corporate Social Responsibility. **Case Studies and Latest Updates.**

### UNIT 2 (8 hours)

**Environmental Scanning:** *Understanding the Macro Environment:* PESTEL Analysis, Industrial Organization (IO) & the Structure Conduct Performance (SCP) approach, Porter's Five Forces Model, *Understanding the Micro Environment:* Resource Based View (RBV) Analysis, VRIO Framework, Using resources to gain Competitive advantage & its sustainability, Value Chain Analysis. **Case Studies and Latest Updates.**

### UNIT 3 (9 hours)

**Strategy Formulation:** Situational Analysis using SWOT approach

**Business Strategies:** Competitive **Strategy:** - Cost Leadership, Differentiation & Focus, Cooperative **Strategy:** - Collusion & Strategic Alliances

**Corporate Strategies:** Directional **Strategy:** Growth strategies, Stability Strategies & Retrenchment Strategies. Corporate Parenting

**Functional Strategies:** Marketing, Financial, R&D, Operations, Purchasing, Logistics, HRM & IT. *The sourcing decision:* Outsourcing & offshoring

**Case Studies and Latest Updates.**

### Unit 4 (9 hours)

**Strategy Choice and Analysis:** Scenario Analysis Process, Tools & Techniques of strategic Analysis: BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework. **Case Studies and Latest Updates.**

**Strategy implementation:** Developing Programs, Budget and Procedures, Stages of Corporate Development, Organizational Life cycle, *Organizational Structures:* Matrix, Network & Modular/Cellular; Reengineering and Strategy implementation, Leadership and corporate culture, **Case Studies and Latest Updates.**

### Unit 5 (5 hours)

**Strategy Evaluation & Control:** Evaluation & Control process, *Measuring performance*: types of controls, activity based costing, enterprise risk management, primary measures of corporate performance, balance scorecard approach to measure key Performance, responsibility centers, Benchmarking, Problems in measuring Performance & Guidelines for proper control. Strategic Audit of a Corporation. **Case Studies and Latest Updates.**

### COURSE OUTCOMES

Course Outcomes	Expected Levels of Learning as per Bloom's Taxonomy for Assessment of Course Outcome.
<b>CO 1:</b> Formulate organizational vision, mission, goals, and values	Applying (K3) Understanding (K2) Remembering (K1)
<b>CO2.</b> Develop strategies and action plans to achieve an organization's vision, mission, and goals.	Create (K6) Evaluating (K5) Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)
<b>CO3.</b> Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.	Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)
<b>CO4.</b> Evaluate and revise programs and procedures in order to achieve organizational goals;	Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)
<b>CO5.</b> Consider the ethical dimensions of the strategic management process;	Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)

### Suggested Readings:

1. Wheelen, L. Thomas and Hunger, David J.; Concepts in Strategic Management and Business Policy, Pearson Education,
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice.(SAGE Publishing India)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. David, Fred; Strategic Management: Concepts and Cases; PHI Learning.
4. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education,
5. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education,

## INNOVATION & ENTREPRENEURSHIP

**Code: KMBN302****Credits: 3****Teaching Hours: 36****COURSE OBJECTIVES:**

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship, functions of entrepreneurs and problems faced by them in the real world
2. To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a startup
3. Familiarizing the students with SME sector activities, venture capital financing and international entrepreneurial opportunities.
4. To understand the role of innovation and technical change in enterprise and global level economic performance
5. To understand the technological, human, economic, organizational, social and other dimensions of innovation

**Unit 1****(7 Hours)**

**Innovation:** Meaning, difference between innovation and creativity, Innovation types & Platforms, Business Model Innovation, Service Innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation and open innovation, developing an innovation strategy, Sources of innovation, Innovation Environment, Creative Destruction

**Unit 2****(6 Hours)**

**Entrepreneurship:** Meaning, definition and concept, Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Concept of intrapreneurship, types of entrepreneurs, functions of entrepreneur, entrepreneurial decision-process, challenges faced by entrepreneurs and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship

**Unit 3****(9 Hours)**

**Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies:** Estimating financial funds requirement; Sources of finance – banks, & financial institutions, 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

**Unit 4****(9 Hours)**

**From Idea to opportunity:** Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity

assessment, Process of New Venture and its Challenges, Venture capital, Angel investing, Crowdfunding

**Developing a Business Plan:** 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

(5 Hours)

**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 OUTCOMES

Course Outcome	Expected Levels of Learning as per Bloom's Taxonomy for Assessment of Course Outcome.
<b>CO 1:</b> Remember and comprehend basic concepts of entrepreneurship	<ul style="list-style-type: none"> <li>Remembering ( K1)</li> <li>Knowledge ( K 2)</li> <li>Comprehending(K3)</li> </ul>
<b>CO2:</b> Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies	<ul style="list-style-type: none"> <li>Applying ( K 4)</li> <li>Analyzing ( K 5)</li> <li>Evaluating ( K7)</li> </ul>
<b>CO3:</b> Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources	<ul style="list-style-type: none"> <li>Analyzing ( K 5)</li> <li>Evaluating ( K7)</li> </ul>
<b>CO4:</b> Gain in depth knowledge of innovation and its various sources	<ul style="list-style-type: none"> <li>Remembering ( K1)</li> <li>Knowledge ( K 2)</li> <li>Analyzing ( K 5)</li> </ul>
<b>CO5:</b> Develop understanding of various dimensions of innovation along with current trends and general awareness of innovation and startup	<ul style="list-style-type: none"> <li>Knowledge ( K 2)</li> <li>Synthesizing ( K6)</li> <li>Evaluating ( K7)</li> </ul>

### Suggested Readings

- Roy: Entrepreneurship, OUP
- Ahmad, Ali and Bhatt, Punita.: Entrepreneurship in Developing and Emerging Economies, SAGE Publishing India
- Mitra, Jay: The Business of Innovation, 2017, SAGE Publishing
- Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hirsch Michael Peters Dean Shepherd, McGraw Hill
- Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
- Kumar, Arya; Entrepreneurship; Pearson Education.
- Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
- Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
- Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.
- "Reinventing Your Business Model" by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann)
- Afuah, A.. Innovation Management: Strategies, Implementation, and Profit. Oxford University Press.

## UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS

**Code: KVE 301**

**Credit: 3**

**Teaching Hours: 36**

### **Course Objectives**

1. To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
2. To help students initiate a process of dialog within themselves to know what they 'really want to be' in their life and profession
3. To help students understand the meaning of happiness and prosperity for a human being.
4. To facilitate the students to understand harmony at all the levels of human living, and live accordingly.
5. To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life

### **Course Outcomes**

1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society
2. Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.
3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society
4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.
5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

### **Course Description**

Every human being has two sets of questions to answer for his life: a) what to do? and, b) how to do?. The first set pertains to the value domain, and the other to the skill domain. Both are complimentary, but value domain has a higher priority. Today, education has become more and more skill biased, and hence, the basic aspiration of a human being, that is to live with happiness and prosperity, gets defeated, in spite of abundant technological progress. This course is aimed at giving inputs that will help to ensure the right understanding and right feelings in the students in their life and profession, enabling them to lead an ethical life. In this course, the students learn the process of self-exploration, the difference between the Self and the Body, the naturally acceptable feelings in relationships in a family, the comprehensive human goal in the society, the mutual fulfillment in the nature and the co-existence in existence. As a natural outcome of such inputs, they are able to evaluate an ethical life and profession ahead.

### **UNIT-1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education (6 Hours)**

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration-what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self-exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority,

Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

**UNIT-2: Understanding Harmony in the Human Being - Harmony in Myself (7 Hours)**

Understanding human being as a co-existence of the sentient 'I' and the material 'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer), Understanding the characteristics and activities of 'I' and harmony in 'I', Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

**UNIT-3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship (8 Hours)**

Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (Sarvabhaum Vyawastha )- from family to world family!.

**UNIT-4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence (8 Hours)**

Understanding the harmony in the Nature, Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

**UNIT-5: Implications of the above Holistic Understanding of Harmony on Professional Ethics (7 Hours)**

Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations

**Suggested Readings**

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
2. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA

3. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
4. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
5. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome’s report, Universe Books.
6. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.
7. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
8. A N Tripathy, 2003, Human Values, New Age International Publishers.
9. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
10. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press
11. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
12. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books
13. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008



# EMERGING TECHNOLOGIES IN GLOBAL BUSINESS ENVIRONMENT

**Code: KMBN401**

**Course Credits:3**

**Teaching Hours :36**

## **Course Objectives**

- a. To give students an exposure to the VUCA environment of International Business
- b. To provide in-depth understanding of digital transformation on business processes
- c. To understand the impact of Industry 4.0 has on the context of International Business
- d. To understand in detail the shifts taking place in the Political, Economic, Social and Technological environments that are shaping business realities
- e. To understand the changing role of International Organizations and changing dynamics in Geo Politics.

## **Unit 1 Industry 4.0 and Digital Transformation (6 Hours)**

Meaning and Nature of Industry 4.0 and Latest Trends. Realignment in Political, Economic, Socio-Cultural, Technological Factors that are driving change in International Business Management, the changing nature of Globalization, The changing nature of regulatory environment, natural environment, new age ethics. Overview of Digital Transformation.

## **Unit 2 Emerging Technologies as Drivers of Global Business (8 Hours)**

**Artificial Intelligence-** Machine Learning, Deep Learning Singularity – Time Lines and Implication. **Augmented Reality**, Virtual Reality and Mixed Reality and Applications. **Block chain** – Concepts and Industrial Applications, Challenges in adopting Block chain. **Additive Manufacturing:** Advantages and Disadvantages, new applications of additive manufacturing, impact of additive manufacturing on supply chain management, mass customization and the customer experience. Introduction of **Neuroscience in Business**. **Internet of Things (IoT)**.

## **Unit 3 : New Age Economies (8 Hours)**

**Circular Economy-** Concept of Circular Economy, difference between Linear and Circular Economy, Role of Circular Economy in Sustainable Business and Innovation. **Behavioral Economics-** Core Concepts of Behavioral Economics, Nudging and Choice Architecture, Ethical Concerns of Behavioral Economics. **Economic Nationalism** -Nature of Economic Nationalism, Contemporary Cases in Economic Nationalism, Future of Economic Integration. **Sharing Economy** – New Business Models , Characteristics , Difference Between Platforms and Traditional Business Models, Different Types of Platforms , implications on future of work.

## **Unit 4 : Changing Natures of Global Politics (6 Hours)**

**Identity Politics** – Issues & Challenges, The Rise of Authoritarianism and what that means for geo politics, Reviving Democratic Ideals, The Rise of China and its impact on global trade.

## **Unit 5 : Social, Cultural and Global Challenges (8 Hours)**

**Diversity of different generations** in the workplace, issue of inter-generational equity. **Migration** – Political, Economic and Human Rights Perspective, the Migrant Crisis in the EU.



**Climate Change** – Political Dimensions of Climate Change, Plight and Issue of Climate Refugees, Sustainable Development Goals.

**Rising Inequality**: Historical Context of Inequality and Social Unrest, Global Inequality, Social and Economic Reforms. **Privacy in the Digital World** – Complexity of Privacy Issues, Basics of GDPR (General Data Protection Regulation) , Importance of Personal Data, **Existential Threats** – Five Types of Risks associated with AI , Need for New Age Ethics .

### COURSE OUTCOMES

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1: To get an overview of the changing context of International Business in the wake of Industry 4.0	Analysing (K4) Applying(K3) Understanding (K2) Remembering (K1)
CO 2 : Conceptual understanding of the new technologies that are driving change in business operations and strategy	Analysing (K4) Applying(K3) Understanding (K2) Remembering (K1)
CO 3: Understand shifts in economic thought and its impact on business decisions.	Understanding (K2) Remembering (K1)
CO 4 : Understand changing geo politics and analyses its impact on international Business	Analysing (K4) Applying(K3) Understanding (K2) Remembering (K1)
CO 5 : Critically think about issues and challenges in the Global World and find sustainable solutions	Applying(K3) Understanding (K2) Remembering (K1)

### Suggested Readings

1. Kapoor, Mansi – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE Publishing India
2. Narendra Jadhav, New Age technology an Industrial Revolution 4.0(Konark Publisher)
3. Pranjal Sharma, India Automated (McMillan)
4. Kapoor, M – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE India
5. Arun Sundararajan, The Sharing Economy: The End of Employment and the Rise of Crowd-Based Capitalism (MIT Press)
6. Mark Van Rijmenam, The Organisation of Tomorrow: How AI, blockchain and analytics turn your business into a data organisation (Routledge)
7. Nitin Seth, Winning in Digital Age (Penguin)
8. Hu, Ming, Sharing Economy (Springer)
9. Hill, International Buisness , Mc Graw-Hill
10. Cherunilam, F - International Trade and Export Management, Himalaya
11. Daniels - International Business (Pearson)

**Specialization Group: Human Resource Management(HR)****TALENT MANAGEMENT****Code: KMBNHR01****Credit: 3****Teaching Hours: 36****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.

**Unit 1 (6 hours)**

**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 (8 hours)**

**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 hours.)**

**Recruitment and Selection Process:** Introduction, Sources of Recruitment, Use of Assessment Centers, Selection Errors & Minimizing 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 (8 hours)**

**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

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
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(Analyze)
CO 3: Competency to implement Talent Management practices	K4(Analyze) K5(Evaluate) K6(Create)
CO 4: Competency to develop leadership qualities among subordinate	K4(Analyze) 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. Mamta Mohapatra & Swati Dhir, Talent Management, SAGE Publishing India
3. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication,
4. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
5. Hasan, M., Singh, A. K., Dhamija, S., Talent management in India: Challenges and opportunities, Atlantic Publication
6. Rob Silzer (Editor), Ben E. Dowell (Editor), Strategy-Driven Talent Management: A Leadership Imperative, Wiley
7. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill
8. Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi
9. Sonal Minocha: Global Talent Management (SAGE Publishing India)

## EMPLOYEE RELATIONS AND LABOR LAWS

**Code: KMBN HR 02**

**Course Credits: 3**

**Teaching Hours: 36 Hr**

**Course Objectives:**

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

### **Unit 1: (8 Hours)**

Employee Relations Management (ERM) & Industrial Relation: Introduction and Importance of Employee Relations, Employee Relations Management Tools, Approaches to Understand IR, the Trends of Industrial Relations in India, Factors Leading the Present State of Industrial Relations, Impact of Globalization on the Liberalized Economy 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 of trade union, Why Employees Join Trade Unions, Trade Unions in the Eyes of the Management, Politics and Trade Unions, Outside Leadership of Trade Unions problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926 & Amendment Bill, 2019: Objective, Recognition and registration, Industrial Democracy & Participative Management. **Case Studies.**

### **Unit2: (8 Hours)**

**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 (7 Hours)**

The Factories Act, 1948 & The Factories (Amendment) Bill, 2016 & The shop & Establishment Act 1948, The Payment of Wages Act, 1936 and amendment in 2020, The Workmen's compensation Act, 1923, The Industrial Disputes Act, 1947.

### **Unit 4 (7 Hours)**

The Payment of Minimum wages act 1948 & its revisions 2019, 2020 & 2021, The Contract Labor (Abolition & regulative) act The ESI Act, 1948 and latest amendments, Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment. The Trade unions act, 1926 & Amendment Bill, 2019, Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment.

### **Unit 5 (6 Hours)**

The payment of Bonus Act, 1965 and amendments, The payment of Gratuity Cat, 1972 and its amendment 2018 ,The Maternity Benefit Act, 1961 and amendments, Employee's Provident fund & Miscellaneous Provisions Act, 1952 .

**COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
CO1: Knowledge of Industrial Relation framework	K1(Remember) K2(Understand)
CO2: Competency to understand the importance of Employee Relation within the perspective of Industrial Relation	K1(Remember) K2(Understand) K3(Apply) K4(Analyze)
CO3: Knowledge about relevant Laws of HR management	K1(Remember) K2(Understand) K3(Apply)
CO4: Competency to interpreted and implement the Labor Laws within organization	K4(Analyze) K5 (Evaluate)
CO5: Competency to use Collective Bargaining and Grievance redressal Mechanism	K1(Remember) K2(Understand) K3(Apply)

**Suggested Readings:**

1. Indian Bare Acts
2. Srivastava SC - Industrial Relations and Labor Laws (Vikas,)
3. Gupta, Parul – Industrial Relations and Labor laws, SAGE Publishing India
4. Monappa Arun, “Industrial Relations and Labor laws”, Tata McGraw Hill Edition, New Delhi,
5. Taxmann Labor Laws”, Taxmann Allied Services Pvt. Ltd.
6. Sinha, P.R.N., Sinha, InduBala and Shekhar, Seema Priyadarshini, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.
7. Mamoria, Mamoria and Gankar, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi,
8. D. P Sahoo: Employee Relations Management - Texts and Cases, SAGE Publishing India

## HR ANALYTICS

**Code: KMBN HR 03**

**Credits: 3**

**Teaching Hours: 36**

**COURSE OBJECTIVES:**

1. This course introduces the student to the theory, concepts, and business application of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making.
2. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Planning and Recruitment and Selection.
3. Employ appropriate software to record, maintain, retrieve and analyze Performance and training effectiveness.
4. Apply quantitative and qualitative analysis to understand and design compensation system.
5. Demonstrate how to connect HR results to business results.

**UNIT 1**

**8 Hours**

**Introduction to HR Analytics:** Evolution of HR Analytics, HR information systems and data sources, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HR Scorecard & Workforce Scorecard.

**UNIT 2**

**8 Hours**

**Human Resource Planning and forecasting:** Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting.

**Recruitment and Selection Analytics:** Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.

**UNIT 3**

**8 Hours**

**Performance Analysis:** Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions, Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness and performance.

**Designing a Compensation System:** Understanding compensation Analytics, quantifiable data, Factors affecting Compensation & Benefits, Analytics for compensation planning, Competency Scorecard.

**UNIT 4**

**4 Hours**

**Monitoring impact of Interventions:** Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment, Evaluation mediation process, moderation and interaction analysis.

**UNIT 5**

**8 Hours**

**Applications of HR Metrics and Creating HR Dashboards:** HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises : Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
<b>CO 1:</b> Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc.	Remembering ( K1) Knowledge ( K 2) Comprehending(K3)
<b>CO2:</b> Demonstrate HR function in adding value in business terms.	Applying ( K 4) Analyzing ( K 5)
<b>CO3:</b> Utilise soft factors in a people management context and convert them into measurable variables.	Applying ( K 4) Analyzing ( K 5) Evaluating ( K7)
<b>CO4:</b> Design a Metrics and Analysis index for recruitment, performance and or a training and development context	Applying ( K 4) Synthesizing ( K6) Analyzing ( K 5)
<b>CO5:</b> Predict the issues using the available HR data and formulate the best strategies.	Knowledge ( K 2) Synthesizing ( K6) Evaluating ( K7)

### Suggested Readings

1. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGE Publishing
2. Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics, SAGE Publishing
3. Sesil. J, Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.
4. Barnett K, Berk J, Human Capital Analytics. Word Association Publication. Fitz-Enz J,
5. The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.



## PERFORMANCE AND REWARD MANAGEMENT

**Code: KMBNHR04**

**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( including labor), 360 degree Performance Appraisal, Performance Feedback & Counseling methods, 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, Advantage & Disadvantage of online appraisal, **Case Studies**

### **Unit 4: (7 hours)**

**Reward System:** Compensation- Meaning, Function, **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 OUTCOME**

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
CO 1: Knowledge of Performance Management and Performance Appraisal	K1(Remember) K2(Understand)
CO 2: Competency to understand the importance	K1(Remember)



of importance of Performance Management	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: Performance Management: Towards organizational Excellence (SAGE Publishing)
2. Michael, Armstrong Performance Management. Kogan Page.
3. Shrinivas R Kandula, Performance Management: Strategies, Intervention & Drivers. Pearson
4. Chadha, P. Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh, Compensation and Reward Management, Excel Book
6. Robert Bacal , Performance Management, McGraw-Hill Education.

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

**Code: KMBN HR05**

Credit: 3

Teaching Hours: 36

**Course Objectives:**

- a. To familiarize the students with HR management in Global perspective.
- b. To make the students understand the complexity of workforce diversity in international context.
- c. To make the students aware of the international labor relations.
- d. 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, Organizational 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 Labor 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 Organization 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

**COURSE OUTCOME**

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
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 Globalization on HRM	K4(Analyze) K5(Evaluate)
CO 4: Desired level of expertise on organizational	K4(Analyze) K5 (Evaluate) K6 (Create)
CO 5: Understanding the International culture in SHRM	K2(Understand) K3(Apply)

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- wling, Marion Fosting, Allen D Engle Sr- International Human Resource Management (Cengage learning)
2. Anne Wil Harzing, Ashly H Pinnington- International Human Resource Management (SAGE Publishing)
3. P L Rao – International Human Respource Management (Excel Books)
4. P SubbaRao – International Human Resource Management (Himalaya Publishing)
5. K Ashwathappa & Sadhna Dash – International Human Resource Management (McGraw Hill Education)
6. Srinivas R. Kandula – International Human Resource Management, 2018 SAGE Publishing

## Specialization Group: Marketing(MK)

### CONSUMER BEHAVIOR & MARKETING COMMUNICATION

**Code: KMBNMK01**

**Course Credit: 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 (5 Hours)**

**Introduction:** Consumer Behavior & the Marketing Mix, Consumer Goals, **Consumer Decision Making Process:** Need Recognition, Search for information, Pre purchase evaluation of alternatives, Purchase, Consumption, Post consumption Evaluation & Divestment, Interrupts in buying process & their effects, Customer involvement, **Consumer Journey through the World of Technology**

#### **UNIT-2 (8 Hours)**

**Consumers as individuals and in the social context:** Consumer Perception, Consumer Learning & Knowledge, Consumer Attitude Formation & Change, Reference Groups, Family Gender & Age Influences, Culture and Social Mobility

#### **UNIT-3 (10 Hours)**

**Marketing Communication:** The Role of Marketing Communication **Developing Effective Communication:** Target Audience, Communication Objectives Design the Communication, Select the Communication Channels & Total Marketing Communication Budget. Communication Mix & Managing the IMC 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. Global vs local advertising

#### **UNIT-4(9 Hours)**

**Developing the Advertising Campaign:** Message Strategies, Executional Framework of messages, Sources and Spokespersons, Source Characteristics, Advertising Effectiveness & its measurement

**Media Planning and Strategy:** Steps involved in media planning, Media Types and their characteristics; Setting Media objectives, Media Selection & Media Strategy

#### **UNIT 5 (4 Hours)**

**Interactive Marketing:** Its advantage and disadvantages, Placing Ads and Promotions online, Buzz Marketing, Viral Marketing, and Mobile marketing

**COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
<b>CO1.</b> 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)
<b>CO2.</b> Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities	Create (K6)
<b>CO3.</b> Be able to demonstrate how concepts may be applied to marketing strategy.	Apply (K3)
<b>CO4.</b> Apply an IMC approach in the development of an overall advertising and promotional plan.	Apply (K3)
<b>CO5.</b> 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. Consumer Behaviour : Sethna Zubin & Blythe Jim, SAGE Publishing India
3. Integrated Advertising, Promotion and Marketing Communications: Clow, Kenneth E. & Baack Donald E., Pearson
4. Advertising & promotions an IMC perspective: Kruti Shah & Alan D' Souza, McGraw Hill education
5. 5 Advertising and promotion- An integrated Marketing Communication Perspective, George E Belch & Michael A Belch, McGraw Hill Education
6. 6 Advertising, Brand and Consumer Behaviour, 2020, S. Ramesh Kumar, SAGE Publishing India

## MARKETING ANALYTICS

Code: KMBN MK02

CREDIT: 3

Teaching Hours: 36

### COURSE OBJECTIVES

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

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

Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary). **Market Sizing:** Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis

### Unit-2: Pricing Analytics (8 hrs.)

Pricing Policy and Objectives, **Estimating Demand:** Price Elasticity, Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Pricing using Subjective Demand Curve, 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, **Revenue Management:** Markdown Pricing and Handling Uncertainty

### Unit-3: Sales Forecasting (8 hrs.)

Introduction, Simple Linear Regression & Multiple Regression model to forecast sales, Forecasting in Presence of Special Events, Modeling trend and seasonality; Ratio to moving average forecasting method, Using S curves to Forecast Sales of a New Product

### Unit-4: Customer Analytics (8 hrs.)

**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

**Market Segmentation :** The segmentation-targeting-positioning (STP) framework, Segmentation, The concept of market segmentation, managing the segmentation process, Deriving market segments and describing the segments using Cluster analysis,

### Unit-5: Retailing & Advertising Analysis (8 hrs.)

**Market Basket analysis:** Computing two way and three-way lift, RFM Analysis, **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, Pay per Click (PPC) Online Advertising

### COURSE OUTCOME

S. No.	Course Outcome	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
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	Analyze (K4), Create (K6)

	making in real life environment.	
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**Suggested Readings**

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston, Wiley India Pvt. Ltd.
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Create Space Publishing
3. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud De Bruyn, Decision Pro, Inc.
4. Marketing Metrics by Dugar Anurag, SAGE Publishing India\

## B2B & SERVICE MARKETING

**Code: KMBNMK03**

**Course Credits: 3**

**Contact Hours: 36 Hrs**

### Course objectives

1. Make students have an understanding of B2B marketing and its characteristics
2. To enhance knowledge of emerging trends in integrated marketing communication and Distribution channel.
3. To understand pricing strategy of B2B marketing and its impact on selling
4. To analyse consumer behaviour in service marketing
5. To understand service delivery promises and gaps.

### UNIT I (7 Hours)

**Fundamentals of B2B marketing:** Consumer market Vs Business market, Classification of business products & customers, Elements of B2B offering, Strategic tools for managing product offerings.

**Organizational Buying Behavior:** Organizational buying process, buying situations, buying grid, buying center. **Buyer seller relationships:** Types, Managing relationships with suppliers, Customers and Distributors, CRM process, Strategic alliances,

### UNIT II (7 Hours)

**Market communication** Brand expression, Communication mix and customer acquisition process. Relationship communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high-priority customers. Value selling and consequences-order fulfilment-relationship building.

**Marketing Distribution:** Distinctive nature, Channel design, Managing and administering channel members, Direct & Indirect channels, Supply chain and Logistics management.

### UNIT III (7 Hours)

**Pricing & Negotiation:** Pricing basics and objectives, Price models and skills, pricing tactics, Negotiated pricing. **Price setting in B2B markets:** 3 C's of pricing cost, Customer and competition pricing strategy, Price positioning, Roles of sales force in pricing, Bid pricing, Internet auctions, Ethical aspects of B2B pricing.

**Managing the personal selling function:** Personal selling, Industrial sales force management, Sales force selection, Training, Control and evaluation.

### UNIT- 4 (6 Hours)

**Service Design:** Services vis-à-vis goods, Customer Expectations and Perceptions of Services, the Gaps Model of Service Quality. Service innovation & Design, Customer Defined Service Standards, Physical Evidence,

### UNIT- 5 (9 Hours)

**Delivering, Pricing and Managing Service Promise** .Delivering Services: Role of Employees and Customers in service delivery; Demand and Capacity Management., **Managing Service Promise:** Pricing of Services: Pricing Considerations and Strategies, Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.



**Service Performance:** Evaluating Success of Service Offering, Complaint handling, Recovery management, Service Guarantees.

**COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
CO1.Understand and nature of B2B marketing	Understand(K2)
CO2. Ability to create an integrated marketing communications plan which includes promotional strategies	Analyze (K4)
CO3.Define and apply knowledge of various aspects of managerial decision making related to pricing strategy and tactics.	Apply (K3) Analyze (K4)
CO4. Be able to identify critical issues related to service design, such as identifying and managing customer service experience, expectations, perceptions and outcomes.	Analyze (K4)
CO5. Use critical analysis to perceive service shortcomings in reference to ingredients to create service excellence.	Apply (K3)

**Suggested Readings:**

1. Services marketing, Zeithaml Valerie and Mary jo Bitner, Gremler & Pandit, Tata McGraw Hill.
2. Services Marketing, Lovelock, Christopher, Prentice Hall
3. B2B Marketing , Hutt, M.D. & Speh, T.W., Cengage Learning
4. Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell, Sage Publications,
5. B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Heidi Taylor, Kogan page,
6. Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, Kogan Page

## SALES AND RETAIL MANAGEMENT

**Code: KMBNMK04**

**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: (4 Hours)**

**Introduction to Sales:** Role of selling in marketing, Personal selling, Types of sales personnel, Characteristics of a successful salesman, Process of effective selling.

**UNIT 2: (7Hours)**

**Negotiation and Bargaining:** Negotiation Strategies, conflicts and dispute resolution, negotiation and discussion stages.

**Listening skills** - Controlling emotions, Art of persuasion and emotions, ethics in sales, Influencing and assertiveness skills, Spotting the signs, non-verbal communication and voice clues

**The Bargaining and Closing Stage** -• Making concessions, the techniques, Closing techniques, Confirming agreement

**UNIT 3: (9Hours)**

**Building Sales Organization:** Types of sales organizations and their structure, Functions and responsibilities of sales person. **Filling sales positions:** Recruitment, Selection, Training and Development.

**Leading Sales Organization:** Sales force motivation & compensation, 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:** Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Modern retail formats in India,

**Store Location& Site Selection:** Trading Area Analysis, Types of Location, Location and Site Evaluation, Objectives of Good store Design

**UNIT 5: (8 Hours)**

**Store Layout and Space planning:** Types of Layouts, Visual Merchandising Techniques, Controlling Costs and Reducing Inventory Loss, Parking Space Problem at Retail Centers

**Retail Stores & Operations Management** Responsibilities of Store Manager, Store Security, Store Record and Accounting System, Coding System, Material Handling in Stores, Logistic and Information system, Promotion, CRM & Brand Management in retailing.

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1: Students will develop knowledge, understanding and skills in Sales force management.	K1(Remember) K2(Understand)
CO2: Acquainted with better understanding of implementation of sales management strategies.	K1(Understand) K3(Apply) K4(Analyze)

CO3:Develop analytical skills for effective decision alternatives in sales management problems	K4(Analyze) K5(Evaluate) K6(Create)
CO4: Develop the knowledge, understanding and skills in retail management.	K2(Understand) K3(Apply)
CO5: Acquainted with better understanding of implementation of retail management strategies and develop analytical skills for effective decision alternatives in retail operations.	K4(Analyze) K5 (Evaluate)

**Suggested Readings**

1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
2. Venugopal, Pingali, Sales and Distribution Management, SAGE Publishing
3. Berman, Evans, Retail Management Strategic approach, Pearson
4. Chaudhary Prashant , Selling and Negotiation, SAGE Publishing
5. Tapan Panda: Sales and Distribution Management, OUP.
6. Havaladar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.
7. Pradhan Swapna; Retailing Management; McGraw-Hill Education

## SOCIAL MEDIA AND WEB ANALYTICS

**Code: KMBNMK05****Credits: 3****Teaching Hours: 36****Objectives:**

- a. To provide basic understanding of the use and deployment of Digital marketing tools and web/social/mobile analytics platforms
- b. Gaining a grounded understanding of web analytics and business implication.
- c. To prepare the students with growth potentials for Web Analysts professionals

**Unit 1 ( 6 hrs)**

**Social Media & Analytics:** Introduction to Social Media, Social media landscape, Social Media Analytics & its need. SMA in Small and large organizations; Application of SMA in different social media platforms.

**Introduction to Web Analytics:** Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web analytics evolution, Need of web analytics, Advantages & Limitations.

**Unit 2 ( 8 hrs.)**

**Network fundamentals:** The social networks perspective - nodes, ties and influencers, Social network, web data and methods.

**Data Collection and Web Analytics Fundamentals:** Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data; Organizational Structure.

Type and size of data, identifying unique page definition, cookies, Link Coding Issues.

**Unit 3 ( 8 hrs.)**

**Web Metrics & Analytics:** Common metrics: Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on site, Real time report, traffic source report, custom campaigns, content report, Google analytics; Key Performance Indicator: Need, characteristics, perspective and uses.

Graphs and Matrices- Basic measures for individuals and networks. Random graphs & network evolution, Social Context: Affiliation & Identity

**Web analytics tools:** A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis

**Unit 4 ( 5 hrs.)**

**Facebook Analytics:** Introduction, parameters, demographics. Analyzing page audience: Reach and engagement analysis. Post-Performance on FB; Social Campaigns: Goals and evaluating outcomes, Measuring and analyzing social campaigns, Social Network Analysis like Instagram, twitter, LinkedIn, YouTube etc. AdWords, Benchmarking, Categories of traffic: Organic traffic, Paid traffic;

**Google Analytics:** Brief introduction and working, Google website optimizer, Implementation technology, Limitations, Performance concerns, Privacy issues.

**Unit 5 ( 9 hrs.)**

**Qualitative Analysis:** Heuristic evaluations: Conducting a heuristic evaluation, Benefits of heuristic evaluations; Site Visits: Conducting a site visit, Benefits of site visits; Surveys: Website surveys, Post-visit surveys, creating and running a survey, Benefits of surveys.

**Web analytics 2.0:** Web analytics 1.0 & its limitations, Introduction to WA 2.0, competitive intelligence analysis and data sources; website traffic analysis: traffic trends, site overlap and opportunities.

**COURSE OUTCOME**

Sl. No.	Course Outcome	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
1.	CO1: Students will develop knowledge, understanding and skills in analysis of Social Media	K1(Remember) K2(Understand)
2.	CO2: Acquainted with better understanding of implementation Web Analytics tool	K1(Understand) K3(Apply) K4(Analyse)
3.	CO3: Develop analytical skills for effective decision alternatives in social media problems	K4(Analyse) K5(Evaluate) K6(Create)
4.	CO4: Develop the knowledge, understanding and skills in Facebook and google analytics.	K2(Understand) K3(Apply)
5.	CO5: Acquainted with better understanding of implementation of web analytics strategies and develop analytical skills for effective decision alternatives in social media operations.	K4(Analyse) K5 (Evaluate)

**Suggested Readings**

1. Rob Stokes, (2014), e marketing: The Essential Guide to Digital Marketing, Quirk Education.
2. Tuten & Bikramjit Rishi, Social Media Marketing, 3<sup>rd</sup> Ed. 2020, SAGE Publishing India
3. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.
4. Liana Evans, Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
5. Vandana Ahuja, (Digital Marketing, 1st edition, Oxford University Press.
6. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity,
7. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc. 2nd ed.
8. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.
9. Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons
10. Annmarie Hanlon, Digital Marketing, SAGE Publishing India

**Specialization Group: Finance(FM)****INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT****Code: KMBN FM01****Course Credits: 3****Teaching Hours: 36 Hrs**

Course Objectives:

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

**Unit I Investment (7 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 (9 Hrs)**

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance and correlation, 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 (6 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 Bond, Equity and Derivative Analysis: (8 Hrs)** 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 (6Hrs)**

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 OUTCOME**

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment

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

1. Ramaswamy, Security Analysis and Portfolio Management (Pearson Education), 3<sup>rd</sup> Edition
2. Pandian P - Investment Analysis and Portfolio Management (Pearson Education)
3. Bhatt- Security Analysis and Portfolio Management (Wiley)
4. Pandian P - Security Analysis and Portfolio Management (Vikas)
5. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH)
6. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall).
7. Abhishek Kumar, Index Investing, 2020, SAGE Publishing
8. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education, )
9. Charles P. Jones, Investments Analysis and Management, (John Wiley & Sons,)
10. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, John Wiley & Sons,
11. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, Tata McGraw-Hill, New Delhi.

# FINANCIAL PLANNING & TAX MANAGEMENT

**Code: KMBN FM02**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

## COURSE OBJECTIVES:

- The present course aims are familiarizing the participants with the principles & practices 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.
- A broad understanding of financial planning process
- An Understanding of asset allocation process and retirement planning

## Unit I (8 Hours)

**Financial Planning :** Definition , Need of financial Planning and process of Financial Planning, Role of Financial Planner , Myths about Financial Planning, Factors that influence the personal financial planning ,Investors life cycle, Financial goals of investors , Risk Appetite, Risk Profiling, Systematic approach to investing: SIP,SWP,STP, Financial Plan; Goal based Financial Plan; Comprehensive Financial Plan; Financial Blood Test Report.

## Unit II (8 Hours)

**Asset Allocation:** Guidelines for asset Allocation, Classification of Assets, Risk return characteristics of assets, Factors involved in Asset allocation ,Principles of Asset Allocation, Retirement planning , Need for retirement planning , Golden Rules of retirement planning, Retirement planning process, Retirement planning investment options, Estate planning Definition and Need of Estate Planning.

## Unit III (6 Hours)

**Introduction to Tax:** Definition, Canons 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 IV (8 Hours)

**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 V (6 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.

## COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's
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	<b>Taxonomy for Evaluation and Assessment</b>
CO1: Understand about various tax provision and planning	K1 (Remember)
CO2: Understand the scope tax planning concerning various business and managerial and strategic activities can be explored	K1 (Remember) K2(Understand)
CO3: Have Know about various Tax Dates Rates and Forms	K2(Understand) K3(Apply)
CO4: Have Knowledge of Financial Planning and its Process	K1 (Remember) K2(Understand) K3(Apply)
CO5: Have knowledge about asset allocation and retirement planning process	K1 (Remember) K2(Understand) K3(Apply)

### **Suggested Readings**

1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication, Latest Edition according to assessment year)
2. Yashwant Sinha, Vinay K. Shrivastava, Indirect Tax reform in India, SAGE Publishing
3. Sid Mitra & Shailendra Kumar Rai, Financial Planning, SAGE Publishing India
4. Dr.B.K. Agarwal & Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)
5. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
6. Girish Ahuja & Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
7. Personal Financial Planning (Wealth Management): S. Murali, K.R. Subbakrishna, (Himalaya Publishing House)

## FINANCIAL DERIVATIVES

**KMBN FM03****Course Credits: 3****Teaching Hours: 36 Hrs****Course Objectives:**

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.

**Unit 1 (4 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 (9 Hrs.)**

Forwards and Futures Contracts: Introduction to Forward Contracts, features of forward contracts, Futures Contract-types , functions , distinction between futures and forward contracts, pricing of future contracts, 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 (9 Hrs.)**

Options: Introduction to options, hedging with Currency Options, Speculation and Arbitrage with Options, Pricing Options, General Principles of Pricing, Black Scholes option pricing Model. Index Options, 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 (7 Hrs.)**

Introduction to Commodity Markets- History of commodity trading, Major commodities traded in derivatives exchange in India, Participant in commodity derivative markets, Commodity Market Indices, Commodity Futures, Commodity Options, Uses of commodity derivatives- Hedging, Speculation and Arbitrage.

**Unit 5 (7 Hrs.)**

Swaps and other derivatives: Financial Swaps, Types of swaps, Derivatives v/s swaps, Managing Interest Rate Exposure, Interest Rate Swaps, Currency Swaps, Forward Rate Agreement (FRA).

**COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
CO1: Understand about various derivatives instruments and derivative Market structure	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Remembering(K1)</li> </ul>
CO2 Understand the forward and future pricing mechanism and strategies for hedging using various futures products	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> </ul>
CO3 Understand the option pricing mechanism and using options strategies for mitigating risk	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> </ul>
CO4 Understand the Commodity derivative market	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> </ul>
CO5 Understand the Swaps derivatives and their mechanism	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> </ul>

**Suggested Readings**

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

**Websites:**

1. [www.bseindia.com](http://www.bseindia.com)
2. [www.nseindia.com](http://www.nseindia.com)
3. [www.nism.ac.in](http://www.nism.ac.in)
4. [www.sebi.com](http://www.sebi.com)
5. [www.careratings.com](http://www.careratings.com)
6. [www.crisil.com](http://www.crisil.com)
7. [www.icraindia.com](http://www.icraindia.com)



## FOREIGN EXCHANGE & FOREX RISK MANAGEMENT

**KMBN FM04**

**Course Credit: 3**

**Contact Hours: 36 Hrs**

**Course Objectives:** This course is intended to introduce the basic theory, concepts and practical approach in Foreign Exchange Management and to enable students to handle various risk associated with forex and its management. The course objectives are outlined below:

- To enable the students to understand about the Concepts of BOP and evaluation of international exchange rate system.
- To facilitate the students to understand the various theories of exchange rate determination.
- To enable the students to understand various foreign exchange transactions.
- To facilitate the students to understand various forex risks and its management.

### **UNIT I (7 Hrs.)**

Foreign Exchange and Foreign Trade, Exchange Rate, Foreign Exchange as stock, Balance of Payments, Balance of Payments accounting, Components of Balance of Payments; Current Account, Capital Account, Official Reserve Accounts, Debit and Credits Entries, International Exchange Systems; Fixed and Floating Exchange rate system. Exchange Rate System prior to IMF; Gold currency standard, Gold bullion standard, Gold exchange standard, Exchange Rate System under IMF: Bretton woods system, The Smithsonian Agreement, The Flexible Exchange Rate Regime.

### **UNIT II (8 Hrs.)**

Convertibility of rupee; Current account convertibility, Capital Account Convertibility; Theories of Foreign exchange rate: Purchasing power parity (PPP), International Fisher Effect (IFE), Interest Rate Parity (IRP); Administration of Foreign Exchange; Authorized persons, Authorized dealers, Authorized Money Changers; Foreign Currency Accounts: Nostro Account, Vostro Account and Loro Account in foreign transactions.

### **UNIT III (8 Hrs.)**

Foreign Exchange Transactions; Purchase and sale transactions; Exchange quotations: Direct and Indirect Quotations, Two way Quotation; Spot and Forward Transactions: Forward margin, Factors Determining forward margin; Merchant Rates: Basis of Merchant Rates, Types of buying and Selling rates, Ready rates based on cross rates; Forward exchange contract: Fixed and option forward contracts, Calculation of fixed and option forward rates; Inter Bank Deals; Execution of forward Contracts.

### **UNIT IV (5 Hrs.)**

Exchange Dealings: Dealing position- Exchange position, Cash Position; Accounting and Reporting: Mirror account, Value date, Exchange profit and loss, R returns; Forex Risk Management: Risk in Forex Dealing, Measure of Value at Risk; Foreign Exchange markets; Settlement of Transactions: Swift, Chips, Chaps, Fed wire.

### **Unit V (8 Hrs.)**

Exchange Risk: Exchange exposure and exchange risk; Transaction Exposure, Managing Transaction exposure: External Hedge-Forward contract hedge, Money market hedge, hedging with futures and options, Internal Hedge; Translation exposure, Methods of translation, managing translation exposure; Economic exposure, managing economic exposure; Interest rate risk.

**COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
CO1 Understand the BOP and evaluation various exchange rate system	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Remembering(K1)</li> <li>• Comprehending(K3)</li> </ul>
CO2 Understand the theories of exchange rate determination	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> </ul>
CO3 Understand the foreign exchange transactions mechanism	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> <li>• Analyzing (K5)</li> </ul>
CO4 Understand the exchange dealings	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> </ul>
CO5 Understanding the various foreign exchange risk and its management	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> <li>• Analyzing (K5)</li> </ul>

**Suggested Readings**

1. C.Jeevanandam -Foreign Exchange and Risk Management - Sultan Chand & Sons
2. Madhu .Vij – International Financial Management- Excel Books Publications
3. Alen C.Shapiro, Peter Moles- International Financial Management- Wiley

## FINANCIAL CREDIT RISK ANALYTICS

**Code: KMBN FM 05**

**Course Credit: 3**

**Teaching Hours: 36 Hrs**

### **UNIT I : Introduction (6 hours)**

Financial Credit: Meaning & Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of Delivery.

### **UNIT II: Trade Credit Risk (8 hours)**

Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. Credit Appraisal: Validation of proposal, Dimensions of Credit Appraisals, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral.

### **UNIT III : Letter of Credit and Loan Commitments (8 hours)**

Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC. Loan commitments, Un-funded lines of credit and their characteristics  
Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees, Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.

### **UNIT IV: Operational Risk: Overview (6 hours)**

Risk & Uncertainty, Financial Sector, Risk Types, Operational Risk Management- Recruitment & Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent Internal Audit, Independent Compliance Function, Independent Risk Management Function, System Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.

### **UNIT V: Credit Analysis & Rating (8 hours)**

Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans, Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity, operating and cash cycle risk.

Credit Rating: Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.

### **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
CO 1: Understand about various types of financial credit.	K1 (Remember) K2(Understand)
CO 2: Understand the credit risk and its rating.	K1(Remember) K2(Understand)
CO 3 : Understanding of	K2(Understand)

credit commitments and its application	K3(Apply)
CO 4: Understanding of risk management and corporate governance.	K1 (Remember) K2(Understand) K3(Apply)
CO 5: Measure riskiness of a stock or a portfolio position.	K2(Understand) K5 (Evaluation)

### Suggested Readings

1. Fundamentals of Credit and Credit Analysis: Corporate Credit Analysis Kindle Edition by Arnold Ziegel (Author), Ronna Ziegel (Editor)
2. Credit Appraisal Risk Analysis & Decision Making by V.Rajaraman (Author)
3. Financial Engineering, Risk Management & Financial Institutions (English, Paperback, Rao S.S. Prasada)
4. The Bank Credit Analysis Handbook: A Guide for Analysts, (Wiley Finance) Hardcover by Jonathan Golin (Author), Philippe Delhaise (Author)
5. Credit Risk Measurement: New Approaches to Value at Risk and Other Paradigms (Wiley Finance) by Anthony Saunders (Author), Linda Allen (Author)
6. Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS (Wiley and SAS Business Series) Hardcover – by Daniel Roesch (Author), Harald Scheule (Author), Bart Baesens (Author)
7. Credit Risk Modeling Theory And Applications by David Lando, New Age International (P) Ltd., Publishers



**Specialization Group: International Business(IB)****INTERNATIONAL BUSINESS MANAGEMENT****Code: KMBN IB 01****Course Credits: 3****Teaching Hours: 36 Hrs****Course Objectives**

- To give the student an exposure to the dynamic environment of International Business
- To understand the impact of environment on the International Business Operations of the firm
- To explain the functions and form of the global monetary system
- 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

**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

**COURSE OUTCOMES**

Course Outcomes (CO)	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO 1: To get an overview of the key	Knowledge (K2)

issues and concepts of International Business.	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)

**Suggested Readings:**

1. Joshi, R M : International Business, OUP
2. Hill - International Business, McGraw-Hill
2. Cherunilam F- International Business: Text and Cases, PHI
3. Ehud Manipaz and Shiv S. Tripathi, International Business, SAGE Publishing India
4. Aswathappa- International Business, McGraw-Hill
5. Cherunilam, F - International Trade and Export Management, Himalaya
6. Daniels - International Business (Pearson).
7. Sinha Yashwant & Srivastava Vinay K , The Future of Indian Economy: Past reforms and challenges ahead, Rupa India

Websites: [www.ibef.org](http://www.ibef.org) [www.cia.gov.in](http://www.cia.gov.in)

## EXPORT IMPORT DOCUMENTATION

**Code: KMBN IB02****Course Credits: 3****Teaching Hours: 36 Hrs****Course Objectives:**

1. 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
2. To promote basic understanding on the concepts of export & import documentations to enable them to realize

**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, excise clearance Benefit / Rebate, Income Tax Benefit , (*IPRS is discontinued*), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

**Unit 4 (8 Hrs)**

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, Special Interest 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*)

**COURSE OUTCOME**

S.No	Course outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment

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)

### Suggested Readings

1. Ram Singh, Export and Import Management, 2021, SAGE Publishing
2. C Ramagopal, Export import Policy Procedure & Documentation, Newage publisher
3. Kiran Rai Usha, Export import & logistics management--, Eastern economy edition
4. Singh, Ram, International trade Logistics, Oxford publishing house.
5. New Import Export Policy - Nabhi Publications
6. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
7. A Guide on Export Policy Procedure & Documentation– Mahajan
8. How to Export – Nabhi Publications
9. Export Management – D.C. Kapoor

# INTERNATIONAL LOGISTICS MANAGEMENT

**Code: KBN IB 3**

**Course Credit: 3**

**Teaching Hours 36**

**Course Objectives:**

- a. To help students understand the issues in International Logistics.
- b. To provide an understanding of Sales Contract in International Logistics.
- c. To provide a detail understanding of models of Forecasting in Supply Chain Management.
- d. To provide a detail understanding of various methods for Demand Forecasting.
- e. To help the students understand skills for inventory management.

**Unit 1 : Foundation Concepts in International Logistics (6 Hours)**

Managing the Supply Pipeline for Global Trade Flows, The Global Logistics Operators, Comparison between National and International Logistics, International Transport System, Globalisation and International Trade Environment. Factors Driving Global Supply Chain Management, Customs and Global Supply Chain Management. **Case Studies and Latest Updates**

**Unit 2 Export Sales Contract in International Logistics (8 Hours)**

Constituents of the Export Sales Contract, Contract of Affreightment: Terms of Delivery & Incoterms standards. International Purchasing Systems- Constituents, Strategy and its Interface with the Management of the Global Supply Chain, Negotiating the Contract, Selecting the International Logistics Operator, Criteria of Selecting the Third-Party Logistics Operator. **Case Studies and Latest Updates**

**Unit 3 Integrating International Logistics with Supply Chain (8 Hours)**

Trade-Offs in International Logistics, Multi-Modalism, Key Factors in a Transport Mode(s) & Trade-Off. Considerations of Speed, Frequency, Packing and Insurance in International Transportation. Warehousing & Benchmarking in Global Supply Chain Management, Supply Chain Cycle Time Reduction, Demand-Driven Supply Network in International Logistics. **Case Studies and Latest Updates.**

**Unit 4: International Transport Systems (7 Hours)**

Introduction to International Transport System- Basic Terms, Characteristics and Relations, Significance of Transportation Services, Characteristics of Modes of Transports -Road Transportation, Rail Transportation, Maritime Transport, Air Transport. Technical performance & Transport Economic Indicators, Maritime Routing Patterns, The Containerization of Commodities, Transcontinental Bridges. **Case Studies and Latest Updates.**

**Unit 5: Cost and Economy of International Logistics (7 Hours)**

International Transport and Economic Development, Transportation and Commercial Geography, Components of International Transport Costs, International Transport Supply and Demand, Location Analysis, Market Area Analysis, The Nature of International Transport Policy, International Transport Planning, International Transport Safety and Security, Traffic Counts and Traffic Surveys, Cost / Benefit Analysis. **Case Studies and Latest Updates.**

**COURSE OUTCOME**

Course Outcomes	Learning Levels as per Bloom's Taxonomy
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	<b>for Evaluation and Assessment</b>
CO1 : Understanding the issues in International Logistics for SCM	Applying(K3) Understanding (K2) Remembering (K1)
CO 2: Knowledge of Processes in Export Sales Contracts.	Applying (K3) Understanding (K2) Remembering (K1)
CO 3: Application of various techniques for Integrated Supply Chain Processes	Analysing (K4) Applying (K3) Understanding (K2) Remembering (K1)
CO 4: Knowledge of International Transportation	Analysing (K4) Applying(K3) Understanding (K2) Remembering (K1)
CO 5: Understanding and application Costs factors with International Logistics	Applying (K3) Understanding (K2) Remembering (K1)

### **Suggested Readings**

1. Alan E. Branch, Global Supply Chain Management and International Logistics(Routledge)
2. Jean-Paul Rodrigue, Claude Comtois and Brian Slack, “THE GEOGRAPHY OF TRANSPORT SYSTEMS” (2009), New York: Routledge,.
3. Douglas Long: International Logistics Global Supply chain management, Kluwer academic publishers-
4. Asopa, V.N: Shipping Management: Cases and Concepts, Macmillan, New Delhi.
5. Lambert, D et al: Strategic Logistic Management, Tata McGraw Hill, New Delhi.
6. Morlok, Edward K. “The Freight Transportation System,” Excerpted from CRC Engineering Hand Book.

## CROSS CULTURAL MANAGEMENT

**Code: KMBN IB04**

**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

### **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, multi-ethnicity, 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 boarder 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**

<b>Course Outcome</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
<b>CO1.</b> Understand and apply different meanings and dimensions of “culture”	Understand (K2) Apply (K3)
<b>CO2.</b> Describe and analyze the impact of culture on business practices	Understand (K2) Analyze (K4)
<b>CO3.</b> Explain and evaluate the impact of national culture on organizational cultures	Evaluate (K5)  Understand (K2)
<b>CO4.</b> Understand the impact of culture on Human Resource Management	   Understand (K2)
<b>CO5.</b> Explain how leadership differs across cultures	

**Suggested Readings**

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



## INTERNATIONAL TRADE LAW

**Code: KMBN IB05**

**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.

### **Unit 1 (8 Hours)**

**The World Trade Organization-Part 1:** 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; Huckster–Ohlin theory; Leontief Paradox and New trade theory, Evolution of GATT as a trading institution and transition of GATT to WTO; Marrakesh Agreement, Institutional structure of the WTO, WTO Dispute Settlement challenges, Principles of Non-discrimination-Most favored nation treatment and National treatment obligation, Dumping-Anti-dumping Measures

### **Unit 2 (8 Hours)**

**The World Trade Organization-Part 2:** WTO jurisprudence on TBT and SPS Agreements-Agreement on Sanitary and Phy, What is the difference between sanitary and phytosanitary, WTO and environment protection, General Agreement on Trade in Services (GATS) - Meaning of trade in services, General obligations, Specific obligations in Financial services, Telecommunication services, India and the GATS.

Trade-Related Aspects of Intellectual Property Rights (TRIPs), IPRS covered by 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, 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, 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 (4 Hours)

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

S. No.	Course Outcome	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
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

1. Law of International Trade , Author : Dr. Jason Chuah , Edition : 5th South Asian Edition 2017
2. Foreign Trade - Theory, Procedures, Practices and Documentation by Dr. Khushpat S. Jain and Apexa V. Jain
3. International trade law by Dr. S.R MYNENI
4. International Trade Law by Hemant Goel
5. International Trade Law by Niharika Vij

## Specialization Group: Information Technology(IT)

### DATA ANALYTICS FOR BUSINESS DECISIONS

**Code: KMBN IT01**

Course Credit: 3

Contact Hours: 36 hours

#### Course Objectives:

1. Understanding the Role of Business Analyst and Data Science in business.
2. Understanding the basic concept of data management
3. To understand the basic concept of R programming
4. To understand the application of business analysis.
5. Understanding the basic concept of Data Science Project Life Cycle.

#### Unit 1: (4 Hrs.)

**Introduction:** What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

#### Unit 2: (8 Hrs.)

**Data Analysis:** Data Collection, Data Classification, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with noisy data, Dealing with missing or incomplete data, Outlier Analysis, Methods to deal outlier, Data Visualization

#### Unit 3: (8 Hrs.)

**Data Science Project Life Cycle:** Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization

#### Unit 4: (8 Hrs.)

**Introduction to R and Visualization of Data:** R graphical user interfaces, data import and export, attribute and data types, descriptive statistics, exploratory data analysis, visualization before analysis, analytics for unstructured data. Visualization of Categorical Data in R: Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labeling, Column chart with 45° labeling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables.

#### Unit 5 (8 hrs.)

**Application of Business Analysis:** in Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

#### COURSE OUTCOME

Course Outcome	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
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CO1. Understand the basics of business analysis and Data Science	Knowledge (K2)
CO2. Understand data management and handling and Data Science Project Life Cycle	Comprehending (K3)
CO3. Understand the data mining concept and its techniques	Applying (K4)
CO4. Understand and Analyzing machine learning concept	Analyzing (K5)
CO5. Understand the application of business analysis in different domain	Applying (K4)

**Suggested Readings:**

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer
2. Business Analytics : Albright & Winston, Cengage
3. Business Analytics, Tanushri Banerjee & Arindam Banerjee, SAGE Publishing
4. Introduction to Data Science, Laura Igual Santi Seguí, Springer

# AI AND MACHINE LEARNING FOR BUSINESS

Code: KMBN IT02

Course Credit: 3

Contact Hours: 36 hours

## Course Objectives:

1. To understand the need of Machine Learning & Statistics for solving various problems
2. To understand the basic concepts of Supervised and Unsupervised learning.
3. To apply regression analysis on the data available.
4. To design appropriate machine learning and apply on real world problems
5. To optimize different Machine Learning & Deep Learning Techniques

## UNIT 1 Artificial Intelligence for Business Planning (4 Hours)

Introduction and Data sources for AI, Knowledge acquisition, Knowledge representation, History of ML, Framework for building ML Systems-KDD process mode, Introduction of Machine Learning Approaches – (Artificial Neural Network, Clustering, Reinforcement Learning, Decision Tree Learning, Bayesian networks, Support Vector Machine, Genetic Algorithm), Issues in Machine Learning, Data Science Vs Machine Learning.

## UNIT 2; Supervised Learning and Applications (8 Hours)

Supervised Learning: Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbor, Decision Trees, Logistic Regression, Support Vector Machines, Model Evaluation, Applications of supervised learning in multiple domains Application of supervised learning in solving business problems such as pricing, customer relationship management, sales and marketing.

## UNIT 3: Unsupervised Learning algorithms (8 Hours)

Unsupervised Learning: Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Density Based Methods DBSCAN, OPTICS, Applications of unsupervised learning in multiple domains, Association rules: Introduction, Large Item sets, Apriori Algorithms and applications

## UNIT 4: Artificial Neural Networks & Deep Learning (8 hours)

Perceptron model, Multilayer perceptron, Gradient descent and the Delta rule, Multilayer networks, Backpropagation Algorithm,

DEEP LEARNING - Introduction, concept of convolutional neural network, Types of layers – (Convolutional Layers, Activation function, pooling, fully connected), Concept of Convolution (1D and 2D) layers, Training of network, Recent Applications

## UNIT 5: Reinforcement Learning– (8 Hours)

Introduction to Reinforcement Learning , Learning Task, Example of Reinforcement Learning in Practice, Learning Models for Reinforcement – (Markov Decision process , Q Learning - Q Learning function, Q Learning Algorithm), Application of Reinforcement Learning, Introduction to Deep Q Learning.

## Suggested Readings

1. Artificial Intelligence for Business Leaders: Ajit Kr. Jha
2. Machine Learning in Business: John C. Hull
3. An Introduction to Statistical Learning with Applications in R : James, G., Witten, D., Hastie, T., Tibshirani, R. (Springer)

4. Artificial Intelligence Business Applications: How to Learn Applied Artificial Intelligence and Use Data Science for Business. Includes Data Analytics, Machine Learning for Business and Python : William J Ford
5. AI and Machine Learning: Was Rahman, SAGE Publishing India

At the end of course, the student will be able to:

<b>Course Outcome (CO)</b>		<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
<b>CO1</b>	To understand the need of Machine Learning & Statistics for solving various problems.	K1 (Remember) K2(Understand)
<b>CO2</b>	To understand the basic concepts of Supervised and Unsupervised learning.	K1 (Remember) K3(Apply)
<b>CO3</b>	To apply regression analysis on the data available.	K2(Understand) K3 (Apply)
<b>CO4</b>	To design appropriate machine learning and apply on real world problems	K2(Understand) K3 (Apply)
<b>CO5</b>	To optimize different Machine Learning & Deep Learning Techniques	K3 (Apply)

# DATABASE MANAGEMENT SYSTEMS

**Code: KMBNIT03****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.

**Unit-I (8 hrs.)**

**Introduction:** Overview, database system Vs file system, Database system concept and architecture, data model schema and instances, data independence and database language and interfaces, data definitions language, DML, Overall Database Structure. **Data modeling using the Entity Relationship**

**Model:** ER model concepts, notation for ER diagram, mapping constraints,

**Unit-II (7 hrs.)**

**Relational data Model and Language:** keys, Concepts of Super Key, candidate key, primary key, Relational data model concepts, integrity constraints, entity integrity, referential integrity, Keys constraints, Domain constraints, relational algebra, relational calculus, and tuple and domain calculus.

**Unit-III (10 hrs.)**

**Introduction on SQL:** Characteristics of SQL, advantage of SQL. SQL data type and literals. Types of SQL commands. SQL operators and their procedure. Tables, views and indexes. Queries and sub queries. Aggregate functions. Insert, update and delete operations, Joins, Unions, Intersection, Minus, Cursors, Triggers, and Procedures in SQL/PL SQL

**Data Base Design & Normalization:** Functional dependencies, normal forms, first, second, third normal forms.

**Unit-IV (7 hrs.)**

**Transaction Processing Concept:** Transaction system, Testing of serializability, serializability of schedules, conflict & view serializable schedule, recoverability, backup ,Recovery from transaction failures, log based recovery, checkpoints, deadlock handling.

**Concurrency control,** Locking Techniques for concurrency control, Time stamping protocols for concurrency control, validation based protocol, multiple granularity, Multi version schemes,

**Unit-V (6 hrs.)**

**Recent Trends in Database Management Systems:** Centralized and Client-Server Architectures, Distributed Databases, Object-Oriented Database, Spatial & Temporal Databases, Decision Support Systems, Data Analysis, Data Mining & Warehousing, Data Visualization, Mobile Databases, OODB & XML Databases, Multimedia & Web Databases, Spatial and Geographical Databases, Web and Mobile Databases, Active Databases

**Suggested Readings:**

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

**COURSE OUTCOME**

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
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 (Analyze)
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)



## CLOUD COMPUTING FOR BUSINESS

Code: KMBN IT04

Course Credit: 3

Contact Hours: 36 hours

**Course Objectives:**

1. To understand cloud services and solutions
2. To know about cloud virtualization technologies and cloud management
3. To understand the relevance of Cloud storage and virtualization

**Unit-1 – INTRODUCTION ( 6)**

Introduction to Cloud Computing – Definition of Cloud – Evolution of Cloud Computing - Cloud Models – Cloud Characteristics - Cloud Computing Characteristics - Essentials - Benefits, Business and IT perspective

**Unit-2 – CLOUD TYPES AND SERVICES (8)**

Cloud Services Requirements – Cloud and Dynamic Infrastructure - Cloud Adoption Measured Service - Cloud Models - Public versus Private Clouds – Hybrid Cloud – Community Cloud - Cloud Infrastructure Self Service.

**Unit-3 – CLOUD ARCHITECTURE (7)**

Cloud Architecture -Layered, NIST Cloud Computing Reference Architecture, Service Oriented Architecture – IaaS – PaaS – SaaS – Architectural Design Challenges

**Unit -4 – CLOUD STORAGE AND OFFERINGS (8)**

Cloud Storage – Storage as-a-Service – Advantages of Cloud Storage – Cloud Storage Providers – S3 in AWS, Google App Engine, Microsoft Azure

Cloud Offerings - Information Storage, Retrieval, Archive and Protection – Cloud Analytics - Testing under Cloud - Information Security , Software-as-a-Service Security , Security Governance , Security Standards.

**Unit-5 – CLOUD VIRTUALIZATION TECHNOLOGY (7)**

Cloud and Virtualization -Basics of Virtualization – Types of Virtualizations

Virtualization Defined - Virtualization Benefits - Server Virtualization - Hypervisor Management Software, Storage virtualization, Virtual Machine Security , IAM

**References:**

1. Rittinghouse, John W., and James F. Ransome, —Cloud Computing: Implementation, Management and Security, CRC Press,
2. Rajkumar Buyya, Christian Vecchiola, S. ThamaraiSelvi, —Mastering Cloud Computing, Tata Mcgraw Hill,
3. Toby Velte, Anthony Velte, Robert Elsenpeter, “Cloud Computing – A Practical Approach, Tata Mcgraw Hill,
4. Kumar Saurabh, “Cloud Computing: Insights into new era Infrastructure”, Wiley India,

**COURSE OUTCOME**

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO 1 Describes the main concepts, key technologies, strengths and limitations of cloud computing.	Knowledge (K2)
CO 2 Learn the enabling technologies that help in the development of cloud.	Comprehending (K3)
CO 3 Develop the ability to understand and use the architecture cloud, service and delivery models.	Applying (K4)

CO 4 Explain the core issues of cloud computing like cloud virtualization	Analyzing (K5)
CO 5 To appreciate the emergence of cloud as the next generation computing paradigm.	Applying (K4)

## BUSINESS DATA WAREHOUSING & DATA MINING

Code: KMBN IT05

Course Credit: 3

Contact Hours: 36 hours

### Course Objectives:

1. Understanding of data warehousing and its functions
2. To identify the key processes of data warehousing and applications.
3. To understand data mining basic concepts
4. To understand data mining techniques to solve problems in various disciplines
5. Compare and evaluate data mining techniques

### Unit 1: (7 hrs)

**Data Warehousing:** Overview, Definition, Data Warehousing Components, Difference between Database System and Data Warehouse, Characteristics, Functionality and Advantages; Metadata: Concepts and classifications; Multi-Dimensional Data Model, Data Cubes, Stars, Snow Flakes, Fact Constellations, Concept hierarchy, 3 Tier Architecture, ETL, Data Marting, Concept Hierarchy, Use of Data warehousing in Current Industry Scenario, Case Study.

### Unit 2: (7 hrs)

**Data Visualization and Overall Perspective:** Aggregation, Query Facility, OLAP function and Tools. OLAP Servers, ROLAP, MOLAP, HOLAP, Data Mining interface, Security, Backup and Recovery, Tuning Data Warehouse, Testing Data Warehouse. Warehousing applications and Recent Trends: Types of Warehousing Applications, Web Mining, Spatial Mining and Temporal Mining.

### Unit 3: (7 hrs)

**Data Mining:** Overview, Motivation, Definition & Functionalities, difference between data mining and Data Processing, KDD process, Form of Data Preprocessing, Data Cleaning. : Missing Values, Noisy Data, Binning, Clustering, Regression, Computer and Human inspection, Inconsistent Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression. Applications of Data Mining in today's world.

### Unit 4: (8 hrs)

**Data Mining Techniques:** Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Association rules: Introduction, Large Item sets, Basic Algorithms, Apriori Analysis, Generating Filtering Rules, Target Marketing, Risk Management, Customer profiling,.

### Unit 5: (7 hrs)

**Classification:** Definition Decision Tree-Based Algorithms, Clustering: Introduction, Similarity and Distance Measures, Hierarchical and Partitioned Algorithms. Hierarchical Clustering- CURE and Chameleon. Parallel and Distributed Algorithms, Neural Network approach, Business, Data mining Case study, Applications of Data Mining, Introduction of data mining tools like WEKA, ORANGE, SAS, KNIME etc

### Course Outcome:

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment

CO1: Understanding of data warehousing and its functions	Knowledge(K2) Remembering(K1)
CO2: To identify the key processes of data warehousing and applications.	Comprehending(K3) Analyzing(K5)
CO3: To understand data mining basic concepts	Applying(K4)
CO4: To understand data mining techniques to solve problems in various disciplines	Applying(K4)
CO5: Compare and evaluate data mining techniques	Analyzing (K5) Applying(K4)

## Suggested Readings

1. Data Mining with R: Learning with Case Studies, Luís Torgo, Chapman and Hall/CRC;
2. R Data Mining: Implement data mining techniques through practical use cases and real world datasets, Andrea Cirillo, Packt Publishing; 1 edition
3. R Data Science Essentials, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing
4. Jiawei Han, Micheline Kamber, "Data Mining Concepts & Techniques" Elsevier.
5. Alex Berson, Stephen J. Smith "Data Warehousing, Data-Mining & OLAP", TMH

# Specialization Group: Operations Management(OM)

## SUPPLY CHAIN & LOGISTICS MANAGEMENT

**Code: KMBN OM01**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

**Course Objectives:**

This course is intended to provide an understanding of the

1. Components and processes of supply chain and logistics management
2. Drivers of Supply Chain & Creating Strategic Fit
3. Performance drivers of supply chain.
4. Understanding about logistics, transportation & warehousing.
5. Understanding the factors of Global Supply Chain.

**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 & 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 OUTCOME**

S No	Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment

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. Altekhar, 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. Bowersox D.J. ,Closs D.J. , Logistical Management, McGraw-Hill,

# OPERATIONS PLANNING & CONTROL

**Code: KMBN OM02**

**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, labor-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 OUTCOME**

Sl No	Course Outcome	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
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 planning 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)

**Suggested Readings**

1. Martand Telsang, “Industrial Engineering and Production Management”, S. Chand and Company,
2. S.K. Mukhopadhyay, Production Planning and Control, Prentice Hall of India private limited,
3. James.B.Dilworth, “Operations Management – Design, Planning and Control for manufacturing and services” Mcgraw Hill International edition.
4. S.N.Chary, “Theory and Problems in Production & Operations Management”, Tata McGraw Hill,
5. KanishkaBedi, “Production and Operations management”, Oxford university press,
6. Elwood S.Buffa, and RakeshK.Sarin, “Modern Production / Operations Management”, John Wiley and Sons,
7. Norman Gaither, G. Frazier, “Operations Management” Thomson learning
8. K.C.Jain& L.N. Aggarwal, “Production Planning Control and Industrial Management”, Khanna Publishers



## QUALITY MANAGEMENT

**Code : KMBN OM03**

**Course Credit : 3**

**Teaching Hours : 36**

**Course Objective:** This course is designed to help students understand

1. The concepts of Quality Management & Control
2. Describe Quality Management Systems
3. Recognise the value of Total Quality Management
4. Practice Quality Assurance and Control
5. Measure Quality and make improvements
6. Apply Quality Management Tools and Techniques

### **UNIT 1(6 Hours)**

**Quality Concepts** ( 8 lectures) : Evolution of Quality Management, Concepts of Quality, Quality Control v/s Quality assurance , Dimensions of Quality, Principles of Quality, Deming's, Juran's & Crosby's Quality Philosophy, Quality Cost, Quality Leadership, Role of Top Management.

### **UNIT 2 (8 Hours)**

**Quality Management System (QMS) & Process Quality Improvement** : Basics of QMS, 7 QC tools, Regression Control Charts, Process Capability and Analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Different Cost associated with Quality like Assurance cost, Failure cost , prevention cost, rectification cost, appraisal cost, Process failure mode and effect analysis (PFMEA), Understanding Service Quality, case studies.

### **UNIT 3(6 Hours)**

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

### **UNIT 4 (8 Hours)**

**Total Quality Management:** Meaning of TQM, Elements of Total Quality Management, **Quality** Circles, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development & Design. Benchmarking, Quality Function Deployment (QFD), Taguchi's Quality Engineering, Total Productive Maintenance (TPM)

### **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, Quality Audit, Quality Awards.

**COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
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)

**Suggested Readings**

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

## PROJECT AND SOURCING MANAGEMENT

**Course Code: KMBN OM04**

**Total Credit: 3**

**Teaching Hours: 36**

### **Learning Objective:**

Upon successful completion of this course, students will be able to:

- 1) Understand the Basics of Purchasing Principles
- 2) Learn the process vendor selection & evaluation process
- 3) Identify the key processes and requirements of project management.
- 4) Learn how to initiate & execute the project. .
- 5) Learn how to plan for time and cost.
- 6) Plan for project risks, communication, and change control.
- 7) Learn the closer of the project.

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

### **Unit 1 ( 7 Hours)**

**Sourcing Management:** Introduction to Sourcing, Sourcing v/s Procurement, **Purchasing:** Purchasing Cycle, 8 R's of Purchasing, Role of a Purchasing Manager, Risks associated with purchasing process and its mitigation, Concept and applications of Make or Buy Decision:. Case Studies

### **Unit 2 (7 Hours)**

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

### **Unit 3 (7 Hours)**

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

### **Unit 4(7 Hours)**

**Introduction of Project:** Characteristics of Project, Types of Projects, Project Life Cycle, Concepts of Deliverables, The Project Management Process, Roles of Project Team & Project Leader, Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing

### **Unit 5 (8 Hours)**

**Project Scheduling, Network Analysis & Control :** Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) , Identifying and application of the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Application of PERT and CPM, Planning- Monitoring and Control Cycle, Tracking through 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 OUTCOME**

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
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)

**Suggested Readings**

1. Dobler, D. W., jr, L. L., & Burt, D. N., Purchasing and Materials Management. New Delhi: Tata McGraw-Hill 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

# MANAGEMENT OF MANUFACTURING SYSTEM

**Code: KMBN OM05**

**Total Credit: 3**

**Teaching Hours: 36**

**Learning Objective:**

1. Understand the practical application of different type of manufacturing system.
2. Understanding the use of IT enabled technology in manufacturing system.
3. Understanding the entire value chain.
4. Develop an ability to analyze the capacity utilization & Strategy.
5. Understanding of tools for maintenance and capacity planning

**Unit 1( 6 Hours)**

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

**Unit 2(8 Hours)**

**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: (8 Hours)**

Describe the key components of the entire value chain including supplier, Relationships between manufacturing cost and customer satisfaction, internal and external customer relationship, Evaluate the effective use of Lean techniques, Adopting Continuous Process Improvement (CPI), Just in Time, Enterprise Resource Planning (ERP), Analyze sustainable and green manufacturing practices.

**Unit 4: (6 Hours)**

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

**Unit 5(8 Hours)**

**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

## COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO 1: Conceptual knowledge of 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)
CO 5: Knowledge about the support systems of manufacturing	K1(Remember) K2(Understand)

**Suggested Readings**

1. Kalpakjian and Schmid, Manufacturing Engineering and Technology, 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,
5. P. Radhakrishnan, S. Subramanyan and V. Raju, “CAD / CAM / CIM”, New Age International (Pvt.) Ltd. Publishers