

# **Evaluation Scheme & Syllabus for**

## **MBA Second Year**

**On**

### **Choice Based Credit System**

**(Effective from the Session: 2017-18)**



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

**MBA Evaluation Scheme for Session 2017 - 2018**  
**Semester III**

S. No.	Subject Code	Subject Title	Periods			Evaluation Scheme					Credit
			L	T	P	Sessional			ESE	Total	
						CT	TA	Total			
1	RMB301	Strategic Management	3	0	0	20	10	30	70	100	3
2	RMB302	International Business Management	3	0	0	20	10	30	70	100	3
3		Major Specialization Group Elective 1	3	0	0	20	10	30	70	100	3
4		Major Specialization Group Elective 2	3	0	0	20	10	30	70	100	3
5		Major Specialization Group Elective 3	3	0	0	20	10	30	70	100	3
6		Minor Specialization Group Elective 1	3	0	0	20	10	30	70	100	3
7		Minor Specialization Group Elective 2	3	0	0	20	10	30	70	100	3
8	RVE301	Universal Human Values and Professional Ethics	3	0	0	20	10	30	70	100	3
9	RMB351	Summer Training Project Report & Viva Voce	0	0	6		30	30	70	100	3
<b>TOTAL</b>										<b>900</b>	<b>27</b>

ESE- End Semester Examination  
CA - Class Test  
TA - Teacher Assessment

### Electives for MBA III Semester (2017-18)

For major specialization, student will select all three (03) elective subjects from that group and for minor specialization, student will select any two (02) elective subjects from that group.

#### Specialization Group: Human Resource

S. No.	Subject Code	Subject Title
1	RMBHR01	Talent Management
2	RMBHR02	Performance and Reward Management
3	RMBHR03	Industrial Relations and Labour Laws

#### Specialization Group: Marketing

S. No.	Subject Code	Subject Title
1	RMBMK01	Sales & Distribution Management
2	RMBMK02	Consumer Behaviour
3	RMBMK03	Digital Marketing

#### Specialization Group: Finance

S. No.	Subject Code	Subject Title
1	RMBFM01	Security Analysis & Portfolio Management
2	RMBFM02	Tax Planning & Management
3	RMBFM03	Financial Market & Commercial Banking

#### Specialization Group: International Business

S. No.	Subject Code	Subject Title
1	RMBIB01	International Marketing
2	RMBIB02	International Logistics
3	RMBIB03	Export Import Documentation

#### Specialization Group: Information Technology

S. No.	Subject Code	Subject Title
1	RMBIT01	Enterprise Resource Planning
2	RMBIT02	Web Technology & E- Commerce
3	RMBIT03	Cloud Computing for Business

#### Specialization Group: Operations

S. No.	Subject Code	Subject Title
1	RMBOP01	Supply Chain Management
2	RMBOP02	Materials Management
3	RMBOP03	Production Planning & Control

### Semester IV

S. No.	Subject Code	Course Title	Periods			Evaluation Scheme					Credit
						Sessional			ESE	Total	
			L	T	P	CT	TA	Total			
1	RMB401	Corporate Governance : Values and Ethics	4	0	0	20	10	30	70	100	4
2	RMB402	Entrepreneurship Development	4	0	0	20	10	30	70	100	4
3		Major Specialization Group Elective 4	3	0	0	20	10	30	70	100	3
4		Major Specialization Group Elective 5	3	0	0	20	10	30	70	100	3
5		Minor Specialization Group Elective 3	3	0	0	20	10	30	70	100	3
6	RHU001	Cyber Security	3	0	0	20	10	30	70	100	3
7	RMB 451	Research Project Report and Viva Voce	0	0	12		60	60	140	200	7
<b>TOTAL</b>										<b>800</b>	<b>27</b>

ESE- End Semester Examination

CA - Class Test

TA - Teacher Assessment

### Electives for MBA IV Semester (2017-18)

For major specialization, student will select all two (02) elective subjects from that group and for minor specialization, student will select any one (01) elective subjects from that group.

#### Specialization Group: Human Resource

S. No.	Subject Code	Subject Title
1	RMBHR04	Training & Development
2	RMBHR05	Negotiation & Conflict Management

#### Specialization Group: Marketing

S. No.	Subject Code	Subject Title
1	RMBMK04	Marketing of Services
2	RMBMK05	Integrated Marketing Communication

#### Specialization Group: Finance

S. No.	Subject Code	Subject Title
1	RMBFM04	Working Capital Management
2	RMBFM05	Financial Derivatives

#### Specialization Group: International Business

S. No.	Subject Code	Subject Title
1	RMBIB04	Trading Blocks & Foreign Trade Frame Work
2	RMBIB05	Cross Cultural Management

#### Specialization Group: Information Technology

S. No.	Subject Code	Subject Title
1	RMBIT04	Database Management System
2	RMBIT05	System Analysis & Design

#### Specialization Group: Operations

S. No.	Subject Code	Subject Title
1	RMBOP04	World Class Manufacturing & Maintenance Management
2	RMBOP05	Contract and Project Management

## **RMB351: Summer Training Project Report**

1. At the end of 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 of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute which will form part of third semester examination. However, the report must be submitted by the end of September 30.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where 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 and soft bound (paper back) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.
6. The report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The Summer Training Project Report will carry 100 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. The Project Report evaluation will comprise of 30 marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 70 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 the third examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. The parameters on which both evaluation (1 & 2 mentioned above) would be carried on would be:

Project Report Evaluation:

Evaluation Criteria	Relevance of Objectives with topic (10)	Relevance of Research Methodology (10)	Interpretation & Analysis (10)	Total (30)
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Presentation and Viva Voce Evaluation:

Evaluation Criteria	Understanding of Objectives with topic (15)	Understanding of Relevance of Research (15)	Interpretation & Analysis (15)	Presentation & Communication Skill (15)	Query Handling (10)	Total (70)
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9. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.
10. The student shall prepare the Summer Training Project Report as per the format given in the Summer Training Manual as prescribed by the University.

## **RMB451: Research Project Report**

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 department MBA under the supervision of a core faculty member of the department. The Research Project Report will carry 200 marks. The evaluation of the project report will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Project Report(2) Evaluation of Viva on Project. The evaluation of Project Report will comprise of 60 marks and would be evaluated by internal guide. The evaluation of Viva Voce of Project would comprise of 140 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 the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results. The report will contain the objectives and scope of the study. Research Methodology, use, 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 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**

Evaluation Criteria	Relevance of Objectives with topic (20)	Relevance of Research Methodology(20)	Interpretation & Analysis (20)	Total (60)
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### **The scheme of evaluation of Viva voce**

Evaluation Criteria	Understanding of Objectives with Topic (30)	Understanding of Relevance of Research (30)	Interpretation & Analysis (40)	Presentation & Communication skill (20)	Query Handling (20)	Total (140)
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The student shall prepare the Research Project Report as per the format given in the Research Project Report Manual as prescribed by the University.



# Strategic Management

**Code: RMB 301**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

**COURSE OBJECTIVES: The objectives of this course:**

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

## **UNIT 1**

**(6 Hours)**

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

## **UNIT 2**

**(8 hours)**

**Environmental Scanning :** Factors considered, approaches, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five

Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

## **UNIT 3**

**(8 hours)**

**Strategy Formulation:** Corporate, Business, Functional strategy **Corporate Level Strategies:** -- Stability, Expansion, Retrenchment and Combination strategies.

Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies.

## **Unit 4**

**(8 hours)**

**Strategy Analysis :** Process, Analysing Strategic alternative, Evaluating and Choosing Among Strategic Alternative, Tools & Techniques of strategic Analysis,

Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, Hofer's Product market evolution. McKinsey's 7'S framework

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

**Unit 5****(6 hours)**

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

**COURSE OUTCOMES:** Upon completion of this course, students will be able to complete the following key tasks

- Formulate organizational vision, mission, goals, and values.
- Develop strategies and action plans to achieve an organization's vision, mission, and goals
- Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.
- Evaluate and revise programs and procedures in order to achieve organizational goals;
- Consider the ethical dimensions of the strategic management process;

**Text Books**

1. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education
- 2 . David, Fred; Strategic Management: Concepts and Cases;PHI Learning

**Reference Books**

1. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGrawHill Education
2. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education
3. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education

<b>Skills</b>	<b>Measuring tool</b>
Ability to scan business environment	Case study + Workshop
Ability to draft strategic intent.	Case study + Workshop
Ability to draft strategy formulation and Implementation	Case study + Workshop

# INTERNATIONAL BUSINESS MANAGEMENT

**Code: RMB 302**

**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

**Text Books**

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

**Reference Books**

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

**Websites:**

[www.ibef.org](http://www.ibef.org)

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

**Course Outcomes:**

After going through the course, the student would be able to:

- Get an overview of the key issues and concepts of International Business
- Understand how and why the world's countries differ.
- Understand the monetary framework in which international business transactions are conducted
- Understand the role of International Organizations and Regional Trade blocks
- Implement the decisions for international operations in a superior manner

**EMPLOYABLE SKILLS**

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

# CORPORATE GOVERNANCE, VALUES & ETHICS

**Code: RMB 401**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

## **Course Objectives:**

- To introduce the concept and importance of corporate governance
- To introduce the concept and importance of business ethics
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management.

## **Unit I**

**(6 hours)**

Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board(BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India.

## **Unit 2**

**(8 hours)**

Code of Corporate Governance, Audit Committee, Corporate Excellence, Role of Independent Directors, and Protection of Stakeholders, Changing Roles of Corporate Boards with changing times, Corporate Social Responsibility.

## **Unit 3**

**(8 hours)**

Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Values of Indian Managers; Managerial Excellence through Human Values; Spiritual Values. Modern Business Ethics and Dilemmas, Conflict between personal values and organizational goals

## **Unit 4**

**(8 hours)**

Business Ethics: Meaning, Definition, Nature, Importance.  
Ethical Dilemma – Ethical Decision Making, Ethical Reasoning, Ethical issues, Ethics Management – Key roles and responsibilities, Benefits of Managing Ethics in Work Place, Code of ethics, Guidelines for developing code of ethics  
Historical Perspective of Ethics – Plato, Aristotle, Benedict Spinoza, Immanuel Kant, Bhagwat Gita, Buddhism, Sufism, Capitalism, Marxism, Socialism, Utilitarianism

## **Unit 5**

**(8 hours)**

Institutionalizing of Ethics, Traditional view, Contractual theory, Stake-holders' theory, The Regulatory and voluntary actions. Ethics and HRM, Ethics and Marketing, Ethics in Finance and Accounting, Ethical implications of Technology. Ethics and Information Technology.

**Text books:**

1. A C Fernando – Business Ethics & Corporate Governance, 2e, Pearson
2. Ghosh –Business ethics and corporate governance, McGraw-Hill
3. Kumar- Corporate Governance, Oxford University Press
4. Mandal – Ethics in business and corporate governance, 2e, McGraw-Hill

**Reference Books:**

- 1) S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
- 2) Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
- 3) Mohapatra, Sreejesh- Case Studies in Business Ethics & Corporate Governance, 1e, Pearson

**Websites:** [www.clearias.com/corporategovernance/](http://www.clearias.com/corporategovernance/)  
[www.managementstudyguide.com/corporate-governance.htm](http://www.managementstudyguide.com/corporate-governance.htm)

**Course Outcome:**

After going through this course the student will be able to:

- Have an insights into various concepts & cases related to Corporate Governance
- Gain a deeper understanding of the various aspects, factors related to role of ethics in Business.

**EMPLOYABLE SKILLS**

<b>Skill</b>	<b>Measurement tool</b>
Understanding of principles of Industrial Relations	Group assignment, Case study analysis
Develop reasoning abilities for applying the theoretical Knowledge	Group assignment, Case study analysis
Understanding of fundamentals of the relevant legal laws	Group project, presentations
Develop a suitable legal operational framework.	Quiz, Debate, Case study analysis

## ENTREPRENEURSHIP DEVELOPMENT

**Code: RMB 402**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### **Course Objectives:**

- To provide basic understanding of entrepreneurship concept, functions of entrepreneurs, and problems faced by them in the real world.
- To impart understanding of basic entrepreneurial skills and knowledge, and acquaint them with special forms of entrepreneurial trends.
- To expose students to the entrepreneurial environment, creating awareness of business opportunities, and familiarizing them with formal practices in effective business plan formation.
- To provide insights to students on entrepreneurial opportunities, government support services and government policies.
- To familiarize students with SME sector activities, venture capital financing and international entrepreneurial opportunities.

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

**Introduction:** Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Evolution of entrepreneur, Entrepreneurship, concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur, advantages of becoming an entrepreneur, entrepreneurial decision-process, challenges faced by entrepreneurs, common mistakes in entrepreneurship, and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship.

### **Unit 2 (9 Hours)**

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

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

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

### **Unit 3 (8 hours)**

**Developing Entrepreneurial Mind-set:** Idea generation- sources and methods, identification and classification of ideas. Individual creativity: roles and process; idea to business opportunity. Entrepreneurial motivation, meaning of entrepreneurial competencies, major entrepreneurial competencies, developing entrepreneurial competencies. Opportunity assessment, business opportunities in various sectors, challenges of new venture start-up, reasons for failure; how to begin with low investment.

**Unit 4****(6 hours)**

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

**Unit 5****(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.

**Text Books**

1. Holt, David H., Entrepreneurship: New Venture Creation, Person.
2. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.

**Reference Books**

1. Kumar, Arya; Entrepreneurship; Pearson Education.
1. 2.Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
2. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
3. Hisrich, D. Robert, Peters, Michael P. and Shepherd, Dean A.; Entrepreneurship; McGraw-Hill Education .
4. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.

**Course Outcome:**

- There will be ability to understand the context of entrepreneurial activities so as to undertake them in due course of time.
- There will be ability to focus on key strengths and potentials that students can convert into entrepreneurial competencies for their future careers.
- They shall be able to identify future business opportunities in different business environments and plan a business process.
- They will be able to identify and seek help from different levels and types of state and national level agencies.
- They will be able to apply their entrepreneurial capabilities in the SME sector, deploy knowledge of venture capital financing and exposure to international entrepreneurial opportunities.

Sn	Entrepreneurial skills	Measuring Tools
1	Project Report Preparation	Workshop, Discussion, & Exercise
2	Estimation of Enterprise Finance	Presentation of Financial Feasibility Report
3	New Idea Development and Commercialization	Discussion & Business Plan Presentation



## Talent Management

**Code: RMB HR 01**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### Course Objectives:

- This course focuses on the attraction, acquisition, and retention of talent in organizations.
- In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people.
- Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual.
- 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 hrs)**

**Introduction to Talent Management:** Introduction, 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 people, Source of Talent Management, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.

### **Unit 2** **( 8 hrs)**

**Talent Acquisition:** Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools). Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions.

### **Unit 3** **(7 hrs)**

**Employee Engagement:** Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews.

### **Unit 4** **( 8 hrs)**

**Employee Retention:** Comprehensive approach to Retaining employees, 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.

### **Unit 5.** **( 7 hrs)**

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

**Employability Skills:**

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

**Text Books:**

- Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7<sup>th</sup> Edition.
- Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14<sup>th</sup> Edition

**References:**

- Rao VSP, Human Resource Management, Vikas Publishing, New Delhi
- K.Asawathappa – Human Resources and Personnel Management, Tata McGraw Hill
- Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi ,13th edition.
- Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
- Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication

# Performance & Reward Management

**Code: RMB HR 02**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

## Course Objectives

- Articulate the benefits of using a performance development plan and the consequences of not having one in place.
- Distinguish the elements of an effective, integrated performance development system.
- Devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).
- To familiarize the students with the concept of competency mapping and understanding its role in career development.
- 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, how it differs from 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), why performance appraisal,

### **Unit2: (6 hours)**

**Managing Performance** Methods of managing performance of all the levels of management- 360 degree performance appraisal, MBO and, Performance analysis for Individual and organizational development,

### **Unit3: (6 hours)**

**Contemporary Issues** Potential appraisal, competency mapping & its linkage with career development and succession planning, Balance score card- advantages and applications.

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

**Reward System** Compensation- Definition, Function, significance. Job evaluation, methods of job evaluation, inputs to job evaluation, its practical implication for technical/non technical and executive/managerial positions, and significance of wage differentials.

### **Unit 5: (7 Hours)**

**Compensation: Method of pay and Allowances** Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Methods of payments- Time and piece rate. Fringe benefits & other allowances- overtime, city compensatory, travelling etc. Overview of minimum wages Act- 1948 and Equal Remuneration Act-1976. Regulatory compliance including wage and pay commissions, incentive scheme-individual, group, profit sharing- co-partnership- stock option: ESOP, welfare Measures- Statutory & non- Statutory, social security schemes- ESIS, PF, Pension, Insurance, Gratuity and Maternity Benefits.

### **Unit 6: (7 Hours)**

Practical: Preparation of pay roll on excel sheet for executive and managerial position. New practices of compensating employees. (Eg flexi wage system) (3 hours)

### Course Outcome

1. Students will be able to explain the concept of performance management system and its relevance in the organization.
2. They have the ability to explain the different methods adopted by the organizations and different methods used for different level of employees.
3. They have the ability to explain the relevance of competency mapping and understanding its linkage with career development.
4. Students will be able to explain how to prepare pay roll on excel and also various aspects of compensation system in India.

### Employability skills

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

### Reference Books:

1. Michael, Armstrong (1999). Performance Management. Kogan Page.
2. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
3. Performance Management: Robert Bacal, McGraw-Hill Education, 2007

### Text Book:

1. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness by T.V. Rao. New Delhi, Response Books, 2007.

### Magazines

ICFAI Journals  
Business Manager  
People Matters

Websites:  
[www.shrm.org](http://www.shrm.org)

## INDUSTRIAL RELATIONS & LABOR LAWS

**Code: RMB HR 03**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### **Course Objectives:**

- To Provide conceptual framework of Industrial Relation
- To make students aware with the Indian Labour legislation
- To make students aware with the basic requirements and mandate of labour legislations

### **Unit 1:**

Introduction: Concept, objectives, functions, significance & aspects of Industrial Relations  
Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, Trade Unionism: Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy & Participative Management

### **Unit2:**

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 Function in IR: Grievance Settlement Procedure, Industrial Disputes: Preventive & Settlement Machinery in India

### **Unit 3**

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

### **Unit 4**

The Payment of Minimum wages act 1936  
The Contract Labor (Abolition & regulative) act  
The ESI Act, 1948  
The Trade unions act, 1926

### **Unit 5**

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

### **Text Books:**

3. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
4. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)

### **Reference Books:**

1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
2. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.)
3. Monappa Arun, Industrial Relations

**Websites:**

[www.labour.nic.in](http://www.labour.nic.in)

[www.hrnguide.net](http://www.hrnguide.net)

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

## Training & Development

**Code: RMB HR 04**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

**Course Objective:** The course aims at exposing the learner to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences. The design of the course aims to provide an experimental, skill- based exposure to the process of planning, organizing and implementing a training system.

### **Unit I**

**(6 Hours)**

**Introduction:** Concepts and Rationale of Training and Development; Difference between Training, Development & Education, overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ;  
Role of External agencies in Training and Development.

### **Unit II**

**(6 Hours)**

**Training Needs Assessment (TNA):** Meaning of TNA, Purpose and Methods of TNA, TNA at different levels, the Need Assessment Process – Organizational Analysis, Person Analysis, Task Analysis, Output of TNA.

### **Unit III**

**(8 Hours)**

**Learning Theories and Program Design:** Introduction to learning, Learning Theories – Reinforcement Theory, Social Learning Theory, Goal Theory, Need Theory, Expectancy Theory, Information Processing Theory, Process of Learning, Consideration in designing effective training programs, organizational learning vs. Learning organization.

### **Unit IV**

**(8 Hours)**

**Designing, Conducting & Evaluation of Training Program:** Areas of training, Types of training, System's Approach to Training, Training Methods, Make or Buy Decision, Designing a training program, contents & scheduling, study material, selecting a trainer, deciding method of training, Costing & Training Budget, Types of Teaching Aids in Training, Training Evaluation & Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick Model of Training Effectiveness, CIRO Model.

### **Unit V**

**(8 Hours)**

**Executive Development:** Importance of Executive Development, Steps in the organization of a management Development Program/ Executive Development Program, Methods/ Techniques of Management Development Program, Training & Development in Indian Industry, Special Issues in Training & Development – Legal Issues, Cross Cultural Preparation, Managing Workforce Diversity, Sensitivity Training, Succession Planning.

<b>Skills</b>	<b>Measuring Tools</b>
<b>Ability to identify and apply the knowledge of subject practically in real life situations</b>	<b>Exercise Workshop Quiz Classroom Discussions</b>

### **Course Outcomes:**

After successful completion of the course, the students must be in a position to address:

- The field of Training and Development and its role in optimizing performance.
- Applying theoretical concepts and models to training design.
- Designing training interventions using a variety of methodologies.
- Evaluating the effectiveness of training & development interventions.
- Assessing whether training & development is a viable career option.

### **References:**

#### **Books:**

1. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, 5th Edition, 2012.
2. Rao VSP, Human Resource Management, Excel Books Publication, 3<sup>rd</sup> Edition. 2013.
3. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.
4. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.
5. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.
6. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.



## **Negotiation & Conflict Management**

**Code: RMB HR 05**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

**Course Objective:** To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively. .

### **Unit I**

**(8 Hours)**

**Conflict:** Meaning and Source of Conflict, Types of conflict, patterns, levels, and; traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process, Management of conflict – Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution

### **Unit II**

**(6 Hours)**

**Dealing with Conflict:** Four myths about conflict, Team Conflict, Understanding individual styles for handling Inter Personal Conflict, Cross – Cultural differences in Approaches to Conflict, Importance of Emotional Intelligence.

### **Unit III**

**(8 Hours)**

**The Negotiation Process – Gaining leverage through power & persuasion:**

Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness.

### **Unit IV**

**(8 Hours)**

**Negotiation Skills for Effectiveness:** Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), What causes Impasse and Intractable Negotiations, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators..

### **Unit V**

**(6 Hours)**

**The influence of culture and gender on negotiations:** Understanding cultural differences in negotiation; Hofstede's Cultural Dimensions, GLOBE study on cultural dimensions, Gender issues in negotiations; role of cross-cultural differences in Negotiations; Seven pillars to negotiational wisdom. International Negotiations, Best practices in negotiations.

Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

**Course Outcome:**

- Understanding the central concepts of negotiation and conflict.
- Providing experience in the negotiation and conflict management process.
- Effectively diagnosing and planning for different types of negotiation situations.
- Developing negotiating skills and confidence in a variety of contexts.

**References:**

**Books:**

1. Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008
2. Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, Mc Graw Hill, 5<sup>th</sup> Edition, 2011.
3. Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional
4. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill.
5. Udai Pareek: Understanding Organizational Behaviour, Oxford Press

**Websites:**

<http://www.skillsyouneed.com/ips/negotiation.html>

<http://www.skillsyouneed.com/ips/conflict-resolution.html>

# Sales & Distribution Management

**Code: RMB MK 01**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

## **Objectives:**

- To build knowledge, understanding, and skills in Sales and Distribution management.
- Enable development and implementation of Sales and Channel management strategies.
- Help analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Channel management.

## **UNIT 1: (5 Hours)**

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

## **UNIT 2: (5 Hours)**

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

## **UNIT 3: (9 Hours)**

Leading Sales Organization Sales force motivation, Sales force 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: (9 Hours)**

Channel Planning Marketing channels, Structure and functions, Marketing channel design, Service output, Supply side channel analysis, Channel flow and efficiency analysis, Channel structure and intensity analysis, Forward and reverse logistics, Gap analysis.

## **UNIT 5: (8 Hours)**

Managing the Marketing Channels Channel incentives and margins, Channel power, Managing channel conflict, Motivating channel members, Channel coordination, Strategic alliances, Vertical integration, Overview of retailing, Wholesaling and franchising.

## **Text Books**

1. Spiro, R.L., Stanton, W.J. and Rich, G.A.; *Management of Sales Force*; McGraw-Hill Education
2. Havaladar, K.K., and Cavale, V.M.; *Sales and Distribution Management*; McGraw-Hill Education

## **Reference Books**

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

**Course Outcomes:**

- Students will develop the skills in Sales force management and Distribution Channel management.
- Acquainted with better understanding of implementation of Sales and Channel management strategies.
- Develop analytical skills for effective decision alternatives in Sales and Channel management problems.

## CONSUMER BEHAVIOUR

**Code: RMB MK 02**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### COURSE OBJECTIVES

At the conclusion of this course, the student should be able to:

- Define external influences on buying behavior (culture, demographics, social status, reference groups, purchasing groups, management influence).
- Define internal influences on buying behavior (belief, attitude, perception, preference, personality, and emotions).
- Explain the decision making process and how it relates to consumers and industrial buyers.
- Understand the self-concept and lifestyle and their influences on purchasing decisions.
- To apply consumer theories to the real marketing context.

### **UNIT-I INTRODUCTION TO CONSUMER BEHAVIOR (8 hrs)**

Introduction to Consumer Behaviour; Applications of consumer behaviour knowledge in marketing. Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Consumer Behavior in the Contemporary Environment: Changing face of consumer behavior under the scenario of globalization, technological changes, new retailing environment, etc. Consumer behavior in electronic markets: opportunities, issues and challenges.

### **UNIT-II CONSUMERS AS INDIVIDUALS**

**(8 hrs)**

**Personality in Consumer Behavior:** Aspects of Personality & Impact on Consumer Behavior. Personality Theories. Consumer Personality & Brand Personality, Self Concept – Types & Applications. **Consumer Needs & Motivation:** Needs & Wants, Motives, Maslow's Needs & Consumer Behavior. **Consumer Perception:** Perception Process & Involvement, Sensation & Sensory Thresholds, Selective Perception, Common Perceptions of Colours, Interpretation – Semiotics. Perceived Risk. Perceptual Positioning & Perceptual Mapping. **Consumer Attitude Formation & Change:** Attitude functions. Tri component attitude model, hierarchies of attitude components. Multi attribute attitude models. Changing consumer attitudes. **Consumer Learning:** Applications of behavioral learning theories and cognitive learning theories to consumer behavior.

### **UNIT-III CONSUMERS IN THE SOCIAL CONTEXT**

**(8 hrs)**

**Reference Groups:** Consumer socialization process. Types of reference groups, their nature of power & influence. Effect of reference groups on product & brand purchase. Opinion leaders – their role & types. Identifying opinion leaders. **Family, Gender & Age Influences:** Family decision making roles. Role of gender and age in family decision making. Family life cycle and consumer decisions. **Social Class & Consumer Behavior:** Social class – its components & impact on consumer behavior. India's socio economic classification. Influence of social mobility on consumer behavior. **Cultural Influences on Consumer Behavior:** Characteristics of culture, application of cultural learning & rituals in consumer behavior. Types of subcultures in the Indian context. Cross-cultural influences. Cultural lessons in international marketing.

**UNIT-IV CONSUMER DECISION MAKING****(6 hrs)**

Types of decision making & involvement. Information search pattern & marketing strategy. Types of choice models – multi attribute, conjunctive, disjunctive, lexicographic & elimination by aspects. Modeling consumer decision making – Howard Sheth model, Nicosia model and Engel Blackwell Miniard model.

**UNIT-IV CONSUMER POST-PURCHASE BEHAVIOR****(6hrs)**

**Post-Purchase Behavior:** Satisfaction/dissatisfaction – loyalty/nonuse or complaint behavior. Post purchase dissonance – causes and approaches to reducing the same. Measuring satisfaction, handling complaints, achieving customer loyalty. **Organizational Consumer Behavior:** Organizational buying roles, buying situations & buying processes. Influences on organizational buying behavior.

**Text Books:**

1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.

**Reference Books**

1. Consumer Behavior, Hawkins et al., McGraw Hill.
2. Consumer Behavior, Blackwell et al., Thomson.
3. Consumer Behavior, Solomon, Prentice Hall.
4. Consumer Behavior, Concepts & Applications; Loudon, David / Bitta, Albert Della, Tata Mc Graw Hill.

**EMPLOYABLE SKILLS:**

<b>Skill</b>	<b>Measurement tool</b>
Understanding of consumer as Individual	Quiz, role play followed by class discussion
Understanding of consumer in group/society	Role play, presentations
Understanding of consumer decision making and post-purchase behavior	Case study analysis, group project

**COURSE OUTCOMES**

- 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;
- Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities
- Be able to demonstrate how concepts may be applied to marketing strategy

# DIGITAL MARKETING

**Code: RMB MK 03**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

## **Course Objectives:**

- To help students understand digital marketing practices, inclination of digital consumers and role of content marketing.
- To provide understanding of the concept of E-commerce and developing marketing strategies in the virtual world.
- To impart learning on various digital channels and how to acquire and engage consumers online.
- To provide insights on building organizational competency by way of digital marketing practices and cost considerations.
- To develop understanding of the latest digital practices for marketing and promotion.

## **Unit 1**

**6 hours**

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

## **Unit 2**

**9 hours**

**E-Commerce and Internet Marketing:** Introduction to E-marketing, online marketing-mix, online consumer, customer relationship management in the virtual world, online branding, traffic building and E-commerce, Managing content in a digital age – content planning and writing. Consumer buying behaviour in the digital-age, and factors affecting consumer behaviour.

## **Unit 3**

**8 hours**

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

## **Unit 4**

**7 hours**

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

## Unit 5

(6 hours)

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

### Text Books

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
3. David Whiteley; E-Commerce: Strategy, Technologies and Applications, McGraw Hill Education.

### Reference Books

1. Menon, Arpita; Media Planning and Buying; McGraw Hill (1<sup>st</sup> Edition, 2010)
2. Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing Problems; McGraw-Hill Education; (5<sup>th</sup> edition, 2008)
3. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3<sup>rd</sup> Edition, 2014).

### Expected Course Outcomes:

- It will develop proficiency in interpreting marketing strategies in the digital age and provide fundamental knowledge for working in an online team.
- It will enable them to develop various online marketing strategies for various marketing-mix measures.
- It will guide them to use various digital marketing channels for consumer acquisition and engagement.
- It will help in evaluating the productivity of digital marketing channels for business success.
- It will prepare candidates for global exposure of digital marketing practices to make them employable in a high growth industry.



## MARKETING OF SERVICES

**Code: RMB MK 04**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### COURSE OBJECTIVES

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

### UNIT- 1 INTRODUCTION TO SERVICES MARKETING

**(8 hrs)**

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

### UNIT- 2 UNDERSTANDING CONSUMER BEHAVIOR AND SERVICE DESIGN (7 hrs)

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

### UNIT- 3 DELIVERING, PRICING AND MANAGING SERVICE PROMISE (7 hrs)

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

### UNIT- 4 SERVICE PERFORMANCE

**(7 hrs)**

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

### UNIT – 5 OVERVIEW OF CURRENT TRENDS IN SERVICE INDUSTRIES

**(7 hrs)**

Understanding of Current Trends in Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT enabled Services), Travel & Tourism, e-Services and Professional Services.

**Text Book**

1. Services Marketing, Zeithaml Valerie and Mary Jo Bitner, Gremler & Pandit, Tata McGraw Hill.

**Reference Books**

1. Services Marketing, Lovelock, Christopher. PrenticeHall.
2. Services Marketing, Nargundkar, Rajendra. Tata McGraw Hill.
3. The Essence of Services Marketing, Adrian Payne. PHI.
4. Services Marketing, Ravi Shankar. Excel Publishing

**COURSE Outcome**

- Understand and explain the nature and scope of services marketing;
- Use critical analysis to perceive service shortcomings in reference to ingredients to create service excellence;
- Be able to identify critical issues related to service design, such as identifying and managing customer service experience, expectations, perceptions and outcomes
- Provide a theoretical and practical basis for assessing service performance using company examples;
- Identify and discuss characteristics and challenges of managing service firms in the modern world
- Discuss key linkages between marketing and other business functions in the context of designing and operating an effective service system.

**EMPLOYABLE SKILLS**

Skill	Measurement tool
Understanding of fundamentals of services	Presentations, Quiz
Understanding of consumer behavior in services	Role Play followed by discussion
Designing and delivering Services	Group assignment, Case study analysis
Service quality measurement	Group project, presentations
Service performance analysis	Quiz, Debate, Case study analysis

# Integrated Marketing Communication

**Code: RMB MK 05**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

## **COURSE OBJECTIVES : The objectives of this course .**

- To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
- Help to understand what advertising is and its role in advertising and brand promotion.
- Understand the importance of message design and the creativity involved in message designing.
- Understand the concept of international advertising and media planning and strategy.
- Help in exploration of tools of promotion like sales promotion , publicity, public relation etc.

### **UNIT 1**

**(5 hours)**

Marketing Communication: Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process , Factors contributing to IMC, Role of IMC in branding, IMC Partners, Promotion Mix, Integrating IMC in Marketing Mix ,Challenges in IMC,.

### **UNIT 2**

**(9 Hours)**

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, STP Strategies for Advertising , Communication Model with reference to Advertising, AIDA. Advertising campaigns , Fundamentals of Advertising Campaigns, The Creative Brief ,Big Idea, Getting Creative to find the Big Idea, , Advertising Appeal. Advertising Agencies – their role, functions, organization, Compensation, client agency relationship, Management of Advertising Agencies.

### **UNIT 3**

**(8 Hours)**

Ad Budget , Ad Appropriation .Methods of Budgeting .Measuring Effectiveness of Advertisement , Legal and Ethical concepts and issues in Advertising, Advertising Research. Message Design-The Creative concept development; the creative processes of the different forms of IMC; Source of the message, Message integration

### **UNIT 4**

**(8 Hours)**

International advertising and promotion: global vs local advertising, decision areas in international advertising, role of promotional mix elements in international marketing Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, ; Media Strategy; Cross media concept; and media research.

### **UNIT 5**

**(6 Hours)**

Emerging Concepts and Issues in Marketing Communications: Programmatic, native advertising, video, mobile, digital , Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising , Advertorials and Infomercials. Public Relations – Types & Tools of PR, Sales Promotion – Different types of Sales Promotion, Publicity – Types of Publicity, Personal Selling, Direct marketing, Event Management, Unconventional Promotional methods

## **COURSE OUTCOMES:**

**Upon completion of the subject, students will be able to:**

- apply an IMC approach in the development of an overall advertising and promotional plan
- able to prepare marketing communication budget.
- enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign
- create an advertising strategy that employs an appropriate message objectives.
- develop insights into the characteristics of different forms of marketing communications such as advertising, sales promotions, public relations, point-of-purchase communications.

## **TEXT BOOK**

1. Kruti Shah & Alan D' Souza :Advertising & promotions an IMC perspective- Mc Graw Hill education
2. George E Belch & Michael A Blech : Advertising and promotion- An integrated Marketing Communication Perspective-Mc Graw Hill Education
3. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, engage Learning
4. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
5. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois

## **REFERENCE BOOK**

1. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
2. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heinemann Publication
3. Duncon : Integrated Marketing Communications, Tata McGraw Hills

<b>Skills</b>	<b>Measuring tool</b>
Development of overall promotional plan	Case study + Workshop
Preparation of advertising budget	Case study + Workshop
Appropriate message designing	Case study + Workshop

**Elective: Finance**  
**Security Analysis & Portfolio Management**

**Code: RMB FM 01**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

**COURSE OBJECTIVE:**

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

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

**Unit I Investment**

**(08 Hrs)**

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

**Unit II Portfolio Theory**

**(10 Hrs)**

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

**Unit III Capital Market & Asset Pricing**

**(06 Hrs)**

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

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

**Unit V Active Portfolio Management (08Hrs)**

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

## SUGGESTED READINGS :

### Text Books :

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

### Reference Books

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

### Course Outcome:

After completing this course , one is able to know how to:

- Value assets such as stocks and bonds.
- Manage investment portfolios.
- Optimally diversify portfolios.
- Allocate investments into stock and bond portfolios in accordance with a person's risk preferences.
- Measure the riskiness of a stock or a portfolio position.
- Adjust the value of an asset to take into account the riskiness of the asset.
- Understand and critically evaluate investment advice from brokers and the financial press.

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

[www.moneycontrol.com](http://www.moneycontrol.com) [www.Valueresearch.com](http://www.Valueresearch.com) [www.Yahoofinance.com](http://www.Yahoofinance.com)

## **Tax Planning & Management**

**Code: RMB FM 02**

**Course Credits: 3**

**Teaching Hours: 40 Hrs**

### **COURSE OBJECTIVE:**

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

### **Unit I Introduction**

**(8 Hours)**

Definition: Canons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Tax Avoidance, Planning, & Evasion, Residential Status & Tax Incidence: Individual Income Exempted from Tax, Income Tax Authorities- Their appointment- Jurisdiction- Powers and functions- Provisions relating to collection and recovery of tax- Refund of tax, appeal and revision provisions, offences and penalties.

### **Unit II Heads Of Income**

**(10 Hours)**

Computation of taxable income, Carry-forward and set-off of losses for companies, Heads of Income – Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income, Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses – Principles, Meaning, Inter – sources & Inter – head Set Off.

### **Unit III Corporate Tax**

**(8 Hours)**

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

### **Unit IV Central Excise Act, 1944 & Sales Tax**

**(8 Hours)**

Basics of Excise duty : Broker or Commission Agent, Central Excise Officer, Goods & Excisable Goods, Factory, Manufacture, Types of Excise duty, Excise Rates, Conditions for imposing Central Excise, Calculation of Excise duty, Provisions and procedure dealing with registration and clearance of goods- An overview of set-off of duty scheme CENVAT, MODVAT and VAT, An Introduction to GST.

### **Unit V Custom Act, 1962**

**(6 Hours)**

Customs Act 1962 and Customs Tariff Act 1975, Basics of Custom Duty, Types of Custom Duty, Calculation of Custom Duty, Special Economic Zones, Principles governing levy and exemptions from customs duties – Classification and valuation of goods, provisions governing import and export of goods, Overview of law and procedure - Clearance of goods from the port, including baggage- Goods imported or exported by post, and stores and goods in transit- Duty drawback provisions

### **SUGGESTED READINGS :**

#### **Text Books :**

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

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

**Reference Books & Journals :**

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

**Course Outcome:**

- After completing this course , the scope of tax planning concerning various business and managerial and strategic activities can be explored
- Understand and critically evaluate their Tax and Tax planning
- Understand how Excise and Custom tax can be calculated.
- Measure Corporate Tax and Taxation in case of business restructuring
- Have knowledge about various Tax Dates, Rates and Forms.

Mandate to know about current income tax Rules	Income tax Rapidex, Current tax Reporter Jodhpur
Mandate to know about calculation of Income tax & various heads of Income	Cases + Exercise
Mandate to know about calculation of custom and excise rates	Exercise + Central Excise Tariff Act-1985 +Custom Tariff Act -1975



## **Financial Market and Commercial Banking**

**Code: RMB FM 03**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### **Course Objective:**

- To impart knowledge of the financial system of India, the role of important financial institutions, financial markets and financial instruments.
- Familiarizing the students with the Indian Capital market, its operations, instruments regulations etc.
- Helping students in acquiring analytical skills in the market analysis in the in the context of raising medium and long term funds
- Familiarising the students with the operations of secondary market mechanism
- Developing an appreciation among the students for the Banking services and products.

### **SYLLABUS**

#### **UNIT I : Introduction**

**(3 Hours )**

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

#### **UNIT II: Financial Institutions**

**(11 Hours**

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

#### **UNIT III: Financial Markets**

**(8 Hours )**

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

#### **UNIT IV Financial Instruments and Foreign Investments**

**(7 Hours)**

An overview of Shares, Debentures, Bonds, Zero-coupon bonds, Deep-discount bonds, Warrants. Derivatives: futures, and options swaps, ADRs, GDRs, IDRs. Foreign Investments Trends and implications, Regulatory framework for foreign investments in India.

#### **UNIT V: BANKING**

**( 7 Hours)**

Banking role and structure of banking in India, Products and services: Credit card ,Debit card Smart card ,Internet banking , mobile banking, Demand and time deposits, Types of collateral Savings account ,current account(CASA), Third party products :Life Insurance ,Mutual fund, Equity ,General Insurance

### **Text Books**

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

### **Reference Books**

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

### **Course Outcomes**

- The student will able to know about the functioning and working of various financial institutions in India thus in turn connecting it to the working of Indian economy.
- Student will be able to gain knowledge about the working of various financial instruments in the primary and secondary market in India as well as foreign market.
- Student will be able to gain knowledge about the banking industry and working of its various products.

## **Working Capital Management**

**Code: RMB FM 04**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### **Course Objectives:**

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

### **Unit - I : Introduction to Working Capital**

**(10 Hrs)**

Nature, Scope and Definition of Working Capital, Types of working Capital, Determinants of working capital , Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

### **Unit - II : Management of Cash and Marketable Securities**

**(8 Hrs)**

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

### **Unit - - III: Management of Receivables**

**(7 Hrs)**

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

### **Unit - IV: Inventory Management**

**(7 Hrs)**

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

### **Unit - V: Working Capital Financing**

**(8 Hrs)**

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India with reference to Government policies, working capital control and banking policy- Deheja study group, chore committee , Tandon Committee.

**SUGGESTED READINGS :**

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

Skills	Measuring tool
Ability to prepare cash budget	Exercise + Workshop
Ability to Appraise various receivable policies	Exercise + Workshop
Ability to apply and understand inventory management techniques	Exercise + Workshop

**Course outcome:**

- Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.
- Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.
- Investigate funds flow cycles and their impact on working capital management objectives.
- Compare and contrast the relative merits of alternative working capital policies and the likely short-term and long-term impact on the firm.
- Formulate appropriate working capital management policies to achieve corporate objectives.
- Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value.
- Write a plan for a balanced integration of cash, credit and other short-term topics and policies.
- Formulate and integrate an extended treatment on international working capital topics.

## Financial Derivatives

**Code: RMB FM 05**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### Course Objective:

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

### Unit – 1

Introduction to 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

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

### Unit – 3

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

Financial Swaps, Managing Interest Rate Exposure, Interest Rate Swaps, Currency Swaps Interest Rate Futures, Forward Rate Agreement

### Employable skills :

Skill	Measurement tool
Derivatives & Develop a understanding of financial derivatives and associated regulatory Framework. understanding of the derivative tools such as options, futures and their application to hedging.	Case study
	Analysis
	Quiz
	Workshops

**References :**

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill
2. Financial Derivatives : Theory, Concepts and practices by S.L. Gupta, PHI, 2005.
3. Financial Derivatives by S.S.S Kumar, PHI , 2007
4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi, 1997.

**Websites:**

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

**Course Outcome:**

Upon successful completion of this course, the student will:

- Understand how derivative securities work and how they are traded.
- Understand the principles of derivatives pricing, including the implications of arbitrage.
- Be able to price forward and futures contracts using the cost of carry model.
- Be able to value options using the binomial and Black-Scholes option pricing models.
- Be prepared to use futures and options in financial risk management, speculation and arbitrage.
- Learn important lessons from derivatives disasters.

## **Specialization Group: International Business**

### **International Marketing**

**Code: RMB IB 01**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

#### **COURSE OBJECTIVES : The objectives of this course are to**

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

#### **UNIT 1**

**(6 Hours)**

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

#### **UNIT 2**

**(8 Hours)**

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

#### **UNIT 3**

**(8 Hours)**

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

#### **Unit 4**

**(8 Hours)**

International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade Legal and Ethical

Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business

**Unit 5**

**(6 Hours)**

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

**LEARNING OUTCOMES:** Upon completion of this course, students will be able to complete the following key tasks

- Identify and analyse opportunities within international marketing environments
- Undertake strategic business analysis in order to develop appropriate international marketing objectives and strategies
- Identify, analyse, and evaluate information, and evidence related to international business opportunities and threats relevant in the current world.
- Develop proper product and pricing decisions in a particular target market
- Understand process of international marketing communication strategies and adapting to specific market needs.

**TEXT BOOK**

1. Nargundkar- InternationalMarketing (Excel Books)
2. Czinkota - International Marketing (Thompson, 8th Ed.)
3. Kotabe helson- International Marketing( Wiley, 6<sup>th</sup> Ed.)
4. Cateora Graham - International Marketing (TMH, 10th Ed.)
5. Siddiqui- InternationalMarketing (Wiley Dreamtech)
6. Cherunilam F - International Trade and Export Management (Himalaya, 2007)

**REFERENCE BOOK**

7. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
1. Jain S. – International Marketing (Thomson)

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



## **INTERNATIONAL LOGISTICS**

**Code: RMB IB 02**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

**COURSE OBJECTIVES :** The objectives of this course are to develop

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

### **UNIT 1**

**(6 Hours)**

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

### **UNIT 2**

**(8 Hours)**

Structure of Shipping Industry , Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company, Shipping Formalities, Conference System, Chartering-Types, principles and practices; Charter party agreement, Transportation: Transport Fundamentals: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing.

### **UNIT 3**

**(8 Hours)**

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

**Unit 4****(8 Hours)**

Ports in India, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, benefits of Containerization, I.C.D/CFS. International Air transport: Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

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

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

**COURSE OUTCOMES:**

- To view logistics as more than an operational function that passively executes a plan, but as a strategic function that creates value and competitive advantage
- Develop in the right way the process of organizing and conducting the proceedings relating to the transport and shipping .
- Able to carry basic assessment of freight and ports work environment.
- the use and impact of e-commerce in logistics

**TEXT BOOK**

- Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, Prentice Hall India, New Delhi.
- Bowersox, Donal J. and David Closs, Logistical Management, 5th ed., McGraw-Hill
- Johnson J, Wood D- Contemporary Logistics.

**REFERENCE BOOK**

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

<b>Skills</b>	<b>Measuring tool</b>
Understands international logistics Systems	Case study + Workshop
Basic assessment of freight	Exercise + Workshop

## Export Import Documentation

Code: RMB IB 03

Course Credits: 3

Teaching Hours: 36 Hrs

### Course Objectives:

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

### Unit 1 - (8 Hours)

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 (8 Hours)

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 (8 Hours)

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

### Unit 4 – (12 Hours)

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 (4 Hours)

Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP,STP & EOU's, Types of Export Houses.  
(*Free trade zones have been changed to SEZ*)

**Employable Skills:**

<b>Skill</b>	<b>Measurement tool</b>
Entrepreneurial skill	Workshop on business planning
Managerial competitive Skill	Assignment on <b>SWOT</b> analysis
Business acumen	Case studies

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

1. Demonstrate an understanding of the forces that shape the export and import
2. Explain why business ethics is an integral part of every export and import.
3. Understand the business and related factors; and business's dependency on the interactions with different capital goods .

Journals / Magazines, business world , business today

**Books Recommended:**

1. New Import Export Policy - Nabhi Publications
2. 2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
3. 3. A Guide on Export Policy Procedure & Documentation– Mahajan
4. 4. How to Export – Nabhi Publications
5. 5. Export Management – D.C. Kapoor

## Trading Blocks & Foreign Trade Frame work

**Code: RMB IB 04**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### Course Objectives:

- To provide specialize knowledge in international trade
- The main objective of this course is to familiarize the students with the international trade environment and the special decision variables underlying the discharge of different blocks function in a multinational corporation

### **Unit 1**

India's foreign Trade policy: origin, meaning and importance, determinants of Indian FOREIGN TRADE POLICY (SALIENT FEATURES OF EXIM POLICY), Regional economic integration.

### **Unit 2**

Flow of foreign trade and trade relations, India balance payment, Theory of balance of payment, balance of trade, Performance of India's external sector and recent trade reforms , sectoral analysis of India's foreign trade and India's trade basket, trade liberalization in transition economies, India's trade agreement with SAARC , European Unions (EU), US, ASEAN and China, BRICS, OPEC. India's with common wealth countries.

### **Unit 3**

Institutionalization of international trade, Pre GATT scenario, Establishment of WTO, summit of WTO,Regional blocks NAFTA, SAFTA ASEAN etc. Concepts, Objectives ,TRIPs ,Law and procedure ,Trade marks ,Copy rights

### **Unit 4**

Settlement of disputes under WTO, India's Trade relationship with major Trade Blocs in the world India's Trade agreements with various blocks.

### **Unit -5**

Foreign investment policy – policy framework for FDI in India. FDI trend of FII and FDI in India.

<b>Skill</b>	<b>Measurement tool</b>
Entrepreneurial skill	Workshop on business planning
Managerial competitive skill	Assignment on Trade analysis
Business acumen	Case studies

Compulsory Reading: < intellectual property david Bainbridge pearson publication

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

4. Demonstrate an understanding of the forces that shape the international trades and blocks
5. Explain why business ethics is an integral part of every international trade.
6. Understand the business and related factors; and business's dependency on the interactions with different international groups .

**Reference Books:**

Journals / Magazines

1. Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009.
2. Bhagvati J (ed), International Trade , Penguin Books , 2007.
3. India's Trade statistics, published by CMIE and DGCIS.
4. RBI Annual Reports,
5. Annual Reports of Ministry of Commerce

# CROSS-CULTURAL MANAGEMENT

**Code: RMB IB 05**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

## OBJECTIVES

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

### Unit I: 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 II: 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 III: Conflict and negotiation:

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

### Unit IV: 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 V Culture and ethics

Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cros 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**

- Present an overview and analyze different meanings and dimensions of “culture”;
- Describe and analyze the impact of culture on business practices;
- Explain and analyze the impact of national culture on organizational cultures;
- Understand the impact of culture on Human Resource Management;
- Explain how leadership differs across cultures;

## **TEXT BOOKS**

1. Cross culture management by Ms Shobhana Madhavan, Oxford University Press, 2011
2. Eastern and Cross Culture Management by N K Singh , Springer

## **RECOMMENDED TEXT**

Gannon, Martin J. *Paradoxes of Culture and Globalization*. Sage Publications, 2008.

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)



## Specialization Group: Information Technology

### Enterprise Resource Planning

**Code: RMB IT 01**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

#### Course Objective:

- To impart knowledge about enterprise resource planning, related technologies and its implementation.
- Critically reflect upon theoretical approaches and analyse their application to achieve use of enterprise systems to support operations and management practice.

#### Unit I:

**(4 Hours)**

**Introduction** Concept of ERP, Advantages of ERP, Growth of ERP.

#### Unit II

**(10 Hours)**

**ERP and Related Technologies** Business process reengineering (BPR), Management information system (MIS); Decision support systems (DSS), Executive support systems (ESS), Data warehousing, Data mining; Online analytical processing (OLAP)- This is OLAP and not OLTP, Supply chain management (SCM), Customer relationship management (CRM), Enterprise Content Management (ECM), Business Process Management (BPM).

#### Unit III

**(8 Hours)**

**ERP Modules** Finance, Production planning, Control and maintenance, Sales and distribution, Human resource management (HRM), Inventory control system, Quality management; ERP Solutions in the markets, sector specific ERP solutions, Business Intelligence.

#### Unit IV

**(9 Hours)**

**ERP Implementation Life Cycles** Evaluation and selection of ERP package, Project planning, Implementation team training and testing, End user training and going live, Post evaluation and maintenance, Issues and challenges in ERP implementation, Business models with vendors, Cloud based ERP offering.

#### Unit IV ERP Case Studies

**(5 Hours)**

Post implementation review of ERP Packages in manufacturing, services, and other organizations.

#### Text Books

1. Leon, Alexis; ERP Demystified; McGraw-Hill Education.
2. Joseph, A. Brady, Ellen, F. Monk and Wangner, Bret J.; Concepts in Enterprise Resource Planning; Thomson Learning.

#### Reference Books

1. Garg, V.K. and Venkitakrishnan, N.K.; Enterprise Resource Planning: Concepts and Planning; PHI Learning

**Course Outcomes:**

- The student should be able to have a clear and relevant understanding of the definitions, importance, potential business values and relevant technologies of ERP Systems.
- The students should be able to analyze important issues in implementing an ERP system in an organization.

## Web Technology and E-commerce

**Code: RMB IT 02**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### Course Objective

- To impart knowledge about basic concepts, significance, categories and implementation of e-business.
- The course prepares students, as future managers, to critically assess the impact of information systems on the E-Business. It also introduces those skills required in order to manage online environments and projects

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

**Introduction to Google analytics** Introduction and Web Development Strategies, History of Web and Internet, Protocols governing Web, Adding website profiles, demographics, Visitors, Traffic sources, content, Setting goals and custom, porting, Sitemap, diagnostics for errors.

### **UNIT II (7Hours)**

**Web Commerce Models** :Definition, scope and significance of web Commerce, Business Models - Business to consumer (B2C), Business to business (B2B), Consumer to consumer (C2C), Peer to peer business model, m – Commerce business model, E – Governance (G2C, G2B, G2G).

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

**e – Marketing and Trade** : Understanding internet audience and online consumer behavior, Internet marketing technologies, e – retailing, Online market research, Online marketing communications, Data warehouse and data mining, e - Customer relationship management, Online advertising, Online branding strategies, Online pricing strategies, Website as a marketing communication tool.

### **Unit IV (5 Hours)**

**Online Payment System and Security** Working of Electronic payment systems, Online banking, Advantages and limitations, Mobile commerce, Mobile banking, concept of Digital cash and plastic money, Debit and Credit cards, Security threats in online environment, Elements of good E-commerce security, Protecting internet Communication, E-commerce security plan.

### **Unit V (8 Hours)**

**Web Page Designing**: Introduction to HTML, Web Publishing :-Contents – Blocks, Text, Form Elements, Links – To a page, Within Page, To a Site, Links And Images – Image Mapping- Server Side, Client Side, Layout – List (OL, UL, DL) - Tables- Frames (Nested, I Frame) Head Elements – Base Font, Meta Tags, Scripts, Introduction to Joomla (open Source)

### **Text Book**

1. Laudon, Kenneth C, and Traver Carol G; E-Commerce – Business. Technology Society, Pearson Education.
2. The Complete Reference to HTML - Thomas Powell
3. Avinash Kaushik, Web analytics ; wiley publication

## Reference Books

1. Turban, Efraim, Lee Jae, King David and Chung Michael; “Electronic Commerce – A Managerial Perspective”, AddisonWesley
2. Kalakota R; “Electronic Commerce – Frontiers of E – Commerce”, Pearson
3. Education
4. HTML - Beginner’s Guide - Willart
5. Microsoft Office 2003 Front page Inside Outside

## Course outcomes

- Student will develop an understanding of and sensitivity to, the range of professional issues involved in managing the adoption and development of IS projects in the E-Business environment. The subject matter will exclude highly technical definitions of systems and analysis techniques. The subject material will cover generalizable lessons concerning the adoption and development of E-commerce

## Cloud Computing For Business

**Code: RMB IT 03**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### Course Objective

- To impart knowledge about cloud computing and its application in business.
- To familiarize students with the concept of application security and the concept of virtualization in cloud computing.
- To help student weight the impact of improperly controlled cloud computing environments on organizational sustainability

### Unit I (5 Hours)

**Introduction** Evolution of cloud computing, Models for cloud computing (IaaS, PaAS, SaAS etc.), Cloud computing vendors, Cloud computing threats, Cloud reference model, Security for cloud computing, Introduction to cloud computing market (vendors and solutions).

### UnitII (6 Hours)

**Governance and Enterprise Risk Management** Information security governance processes, Enterprise risk management in cloud computing, Enterprise risk management recommendations, Information risk management.

### Unit III (7 Hours)

**Information Lifecycle Management and Data Centre Operations** Key challenges regarding data lifecycle security, Data centre operations, Implement five principal characteristics of cloud computing, Data centre security recommendations.

### Unit IV (10 Hours)

**Application Security** Web Application, Attack methods, what is web application security, Application security layer, Vulnerability distribution, Security solutions, Applications in cloud environments security. Virtualization: Hardware virtualization, Software virtualization, Memory virtualization, Storage virtualization, Data virtualization, Network virtualization, Virtualization security and recommendations.

### Unit V Cloud Computing for Business 8

Comparison of traditional Vs Cloud based business solutions, Designing cloud based business solutions, Business models for engaging cloud vendors, Issues and challenges in cloud based business models.

### Text Books

1. Mulholland, Andy, Pyke, Jon, and Finger, Peter; Enterprise Cloud Computing: a strategy guide for business and technology leaders; Meghan Kiffer Press
2. Linthicum, David S.; Cloud Computing and SOA Convergence in your Enterprise: A Step-by-Step Guide; Addison Wesley Information Technology Series

## **Reference Books**

1. Rhoton, John; Cloud Computing Explained: Implementation Handbook for Enterprises; Kindle Edition
2. Reese, George; Cloud Application Architectures: Building Applications and
3. Infrastructure in the Cloud; O'reilly publication

## **Course outcomes**

- The student will be able to assess various cloud characteristics and service attributes, for compliance with enterprise objectives
- The student will be able to recognize security threat exposure within a cloud computing infrastructure
- Student will be able identify various cloud services.

## **DATABASE MANAGEMENT SYSTEM**

**Code: RMB IT 04**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### **Course Objective:**

- The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations.
- The course gives an insight to students about the concept of data mining and warehousing.
- The course familiarizes the student with requirement and working of database administrator.

### **Course Outcomes**

- The student will be able explain about the various types of database Models
- The student gains knowledge about the working of relational model with the help of various SQL queries
- The conceptual knowledge of remote data access, data warehousing and mining helps the student understand more about working pattern of Industries.

### **Unit I**

**(8 Hours)**

**Introduction to Database** : Organization of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

### **Unit II**

**(6 Hours)**

**Relational Database Design** Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

### **Unit III**

**( 10 Hours)**

#### **Structured Query Language**

Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views Snapshots, Indexes & Sequences. Cursor, Triggers, Procedures, Functions & Package.

### **Unit IV**

**(6 Hours)**

Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

### **Unit V**

**(6 Hours)**

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

### **SUGGESTED READINGS:**

#### **Text Books**

1. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)
2. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill, 1996)

#### **Reference Books**

1. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
2. Beynon -Davies P- Database Systems (Palgrave, 2003)
3. Karthikeyan Understanding Database Management System (Acme Learning)
4. Hoffer - Modern Database Management (Pearson Education, 6th edition)

## SYSTEM ANALYSIS & DESIGN

**Code: RMB IT 05**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### Course Objective

- This course aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.
- The student able to gain insight into the various types of threat which an information system is exposed.

### UNIT-I (8 Hours)

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, PostImplementation Review and Maintenance.

### UNIT-II (6 Hours)

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification,

### UNIT-III (6 Hours)

Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations in Feasibility Analysis - Feasibility Report.

### UNIT-IV (8 Hours)

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

### UNIT-V (8 Hours)

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

### Suggested Readings: Text Book

1. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)

### Reference Books

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

### Course Outcomes

- The student will be able to know the various phases of making of information systems and to take various steps to protect the system from threats which can cause serious damage.



## Specialization Group: Operations Management

### SUPPLY CHAIN MANAGEMENT

**Code: RMB OP 01**  
**Course Credits: 3**

**Teaching Hours: 36 Hrs**

#### COURSE OBJECTIVES

The objectives of this course are to provide the student with:

- An understanding of the components and processes of supply chain management and the main performance drivers of supply chain.
- An understanding of the inventory management methodologies and modes of transportation .
- An understanding of concept of procurement and outsourcing decision.
- To provide basic understanding of warehousing and performance management tools.
- An understanding of information systems to support collaboration and concept of global supply chain

#### UNIT 1

**(6 Hours)**

Understanding of Supply Chain: Objectives of a supply chains, decision phases, stages of supply chain, supply chain process , cycle view of supply chain process, key issues in SCM, logistics & SCM , Supply chain drivers and obstacles/drivers of supply chain- inventory, transportation, facilities and information, supply chain strategies, strategic fit, Best practices in SCM,.

#### UNIT 2

**(8 Hours)**

Inventory Management: Functions of inventory, inventory costs, ABC analysis, Material Requirement Planning, JIT , Kanban , Vendor Managed Inventory Transportation: Role , key role players, factors that influence transport decisions, transportation modes, containerization, cross docking

#### UNIT 3

**(8 Hours)**

Procurement : nature and concept, procurement and value chain, strategic procurement model, Bullwhip effect and reduction Outsourcing: nature and concept , strategic decision to outsourcing, third party logistics(3PL), fourth party logistics(4PL)

#### Unit 4

**(8 Hours)**

Warehousing: concept and types, warehousing strategy, warehouse design Performance measurement: dimension, tools of performance measurement, SCOR Model.Demand chain management, green supply chain management, reverse logistics

#### Unit 5

**(6 Hours)**

Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM solution.

Global Supply chain – challenges in establishing global supply chain, Factors that influences designing global chain network.

**COURSE OUTCOMES:** Upon completion of this course, students will be able to complete the following key tasks

- Apply the basic framework of Supply Chain Management and basic concepts in logistics, distribution, warehousing
- Understand the roles of supply chain among various business functions and their roles in the organizations' strategic planning and gaining competitive advantage.
- Analyze inventory management methodologies and evaluate and select transportation modes.
- Interpret the procurement and outsourcing decisions and prepare the supplier selection
- Assess the strategic role and impact of IT technologies on supply chain integration

**Text Books**

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

1. Skills	Measuring tool
2. Designing of supply chain to gain	Case study + Workshop
3. competitive advantage	
4. Able to employ inventory model and	
5. Techniques	
6. Evaluate and select transportation	
7. Modes	

# Materials Management

**Code: RMB OP 02**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

## **Course Objectives:**

1. To help students to know about functionality of materials management in business
2. To help students to understand the different tools used to storing material efficiently
3. To help students to understand the complete process of Purchasing.
4. To help students to understand the different techniques of reducing inventory cost.
5. To help students to understand the process buying material internationally.

## **Unit 1: Introduction to materials management**

Need of Material Management, Meaning and concept of integrated Materials management, interdepartmental relationships , organizational structure of materials management department, Understanding of Materials research, General corporate policy of materials management

## **Unit 2: Stores Management:**

Purpose , location and layout of stores Store system and procedures (receipt , storing , issuing of Material) ,Codification and standardization: nature and process of codification, advantage of codification , need and benefit of standardization , KODAC and BRISCH systems, Surplus , obsolete and scrap management ,disposal of scrap, material handling systems, store accounting and stock verification ,Case studies

## **Unit 3: Purchasing Management:**

Purchasing functions and purchasing systems, 8 R's of purchase ,types of purchases , purchase budget, price forecasting techniques, buying seasonal commodities purchasing under uncertainties, purchasing of Capital equipments , purchase policy of High Consumption Value items like raw materials , public buying (DGS&D) , Buying through Tenders, Insurance in Buying, Legal Aspects of purchase.

## **Unit4 :Inventory models:**

Meaning of inventory, Types of inventory ,Static- risk model of inventory , dynamic-certain EOQ model , ABC Analysis, Cost sensitivity analysis, Q System and P System of Inventory management, The system of calculating maximum minimum order quantity and safety stocks.

## **Unit 5 :International perspective of materials management:**

Material requirement planning, Hybrid ,MRP, GIT Materials planning, Outsourcing and off shoring , import substitutions , sourcing material internationally (imports) , procedure for importing the material and its documentation , ERP in materials management

## **References:**

Materials Management : An Integrated Approach , P Gopalakrishnan, PHI  
Production and operations management, Bedi, Oxford University Press

## **PRODUCTION PLANNING & CONTROL**

**Code: RMB OP 03**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### **Course Objectives:**

- To understand the various fundamentals and functions of production planning and control.
- To impart learning on work study procedures and practices.
- To generate understanding on the essentials of product/ process planning and useful tools to accomplish both.
- To develop knowledge and ability to undertake production scheduling procedures.
- 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**

**(8 hours)**

**Introduction:** Meaning and objective of Production Planning & Control, functions, roles & responsibilities of PPC manager. Forecasting – different techniques of production forecast.

### **UNIT 2**

**(7 hours)**

**Process of Production Planning and Control** – Routing, scheduling and controlling. PPC: Job, batch, Mass (assembly) and continuous, and Master Production Schedule.

### **UNIT 3**

**(7 hours)**

**Aggregate Planning** – Meaning, Strategies and Cost, concept of aggregate planning; capital-intensive, labour-intensive, and fashion industries.

### **UNIT 4**

**(7 hours)**

**Waste management**, value and waste, types of waste; 5S techniques of eliminating wastes.

### **UNIT 5**

**(7 hours)**

**Control Systems:** Product control systems, Gantt Charts, Bar Charts.

### **Text Books**

1. MartandTelsang, “Industrial Engineering and Production Management”, S. Chand and Company, First edition, 2000.
2. James.B.Dilworth, “Operations Management – Design, Planning and Control for manufacturing and services” Mcgraw Hill International edition 1992.

### Reference Books

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

### Course Outcomes:

- It will help in understanding the fundamentals of production planning and profit considerations.
- It will provide quantitative knowledge and capability to use various product/process planning tools.
- It will enable them to devise appropriate strategies concerning aggregate panning and cost.
- It help in resolving complex scheduling issues by way of implementing standard scheduling procedures.
- It will enhance exposure to recent trends in production planning and control and increase adaptability with latest global-production practices.

Sn	Skills	Measuring Tools
1	Product/Process Plan development	Workshop, Discussion, & Exercise
2	Costing and aggregate planning	Exercises
3	Production Scheduling tool applications	Exercises

## World Class Manufacturing & Maintenance Management

**Code: RMB OP 04**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### Course Objectives:

- To help students understand the global competitive environment being faced by manufacturers.
- To help students to know the impact of IT revolution on manufacturing competitiveness
- To help students different international practices & models adopted by various organizations
- Understand various practices being taken up by Indian Industries
- To help students to know the maintenance management practices

### Unit 1

**Information Age and Global Competitiveness** The Emergence of Information Age; Competition and Business Challenge; Operating Environment; Globalization and International Business; Global Competitiveness and Manufacturing Excellence; World Class Manufacturing and Information Age Competition; Manufacturing Challenges, Problems in Manufacturing Industry

### Unit 2

**Cutting Edge Technology & Philosophy of World Class Manufacturing** :

Value Added Engineer in - Hall's Framework; Schonberger's Framework of WCM; Gunn's Model; Maskell's Model Evolution of WCM; Ohno's View on WCM; Principles and Practices; Quality in WCM; Deming's & Shingo's Approach to Quality Management; Culmination of WCM, Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - PO-P System, TOPP System and Ambite System.

### Unit 3:

**System and Tools for World Class Manufacturing** The Integration Imperative; Overview of Systems and Tools; Information Management Tools - Product and Process Design Tools, Bar Code Systems, Kanban: A Lean Production Tool, Statistical Quality Control (SQC), Material Processing and Handling Tools; Assessment of Manufacturing Systems and Tools.

### Unit 4

**Competitive Indian Manufacturing** Manufacturing Performance and Competitiveness - Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure.

### Unit 5

Function of maintenance management, dynamics of maintenance organization/ departments, types of maintenance system, maintenance planning and scheduling, universal maintenance practices, total productivity maintenance, emergencies and breakdown processes, Machine life depreciations, maintenance documentations & MIS

**Case Studies** Accelerated Fermentation Process – Using World Class Enzymes; Birla Cellulosic Kharach

### **References & Text books:**

1. World Class Manufacturing- A Strategic Perspective by BS Sahay, KBS Saxena& Ashish Kumar, Publisher: Rajiv Beri for Macmillan India Ltd.
2. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Publisher: Butter Worth Heinemann
3. The Toyota Way by Jeffrey K.Liker, Publisher: Tata McGraw Hill
4. Managing Technology & Innovation for Competitive Advantage by V. K. Narayanan, Publisher: Prentice Hall
5. World Class Manufacturing - The Lesson of Simplicity by Richard J Schonberger, Publisher: Free Press - A Division of Simon and Schuster

### **Course Outcomes**

- Awareness about various models which intern help organization to bring excellence in their manufacturing systems
- Understanding of different tools used for enhancing excellence in manufacturing
- Understanding significance of IT in world class manufacturing practices
- Understanding different quality imperatives

## Contract and Project Management

**Code: RMB OP 05**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

### **Objective:**

- To develop basic concepts and theories of project management and feasibility study of projects.
- To develop conceptual skills, understanding and application of tools and techniques of Project management (CPM, PERT) in business practices.
- To familiarize about the design and implementation issues related to Project Life cycle.
- To familiarize about the various contracts associated with Project Management

### **Unit 1:**

Introduction, objectives make and buy decisions, factors affecting contracting, law of contract in brief, Contract management process cycle, Types of contracts

### **Unit 2:**

Understanding the project contract, D-B-B(Design, Bid, Build), D-B(Design, Build), B-O-T(Build, Operate, Transfer), Types of Constructions Contract, Cost plus fixed fee contract, Cost plus incentive fee, Cost plus award fee contract , Fixed price level contracts, Procurement processes in contract management

### **Unit 3:**

Awarding works contracts, Contract management skills, Contract performance management, Incentives and penalties, Procedures for amendment in contracts, Contract and Project audit

### **Unit 4:**

Defining Project Management, Project Cycle, Project Processes, Project Management Principles, Responsibilities of the Project manager, Project Evaluation and selection criteria, Different players in Project Management, their roles and responsibilities, Project Planning: Scoping, Work break down structure(WBS), Project Process Flows, Project customization

### **Unit 5:**

Phases of project implementation, Project monitoring and control, Change in Project management process, Tools for changing processes, Project closure, Understanding risk project, Identify risk in project , Key project management process(PMBOK), Monitoring and controlling risk

### **Suggested Readings:**

1. Chandra, Prasanna; *Project Management*; McGraw-Hill Education
2. Gopalakrishnan, P.; *Project Management* ; Macmillan
3. Cleland, David I.; *Project Management*; McGraw-Hill Education
4. Chawla, Rajni; *Project Management*; Wiley India
5. Lock, Denis; *Project Management*; Gower Publishing
6. Gray, C.F. and Larson, F.W.; *Project Management*; McGraw-Hill Education
7. Maylor, Harry; *Project Management*; Pearson Education.

### **Expected Course Outcomes:**

- The students would be able to determine the feasibility of new projects.
- Students will improve upon their conceptual skills, understanding and application of tools and techniques of Project management in business practices in real time.
- The student would be able to identify the risks related to Project Management.
- The student would be having knowledge of various contracts associated with Project Management