

Semester 1

KMB 101 (Management Concept & Indian Ethos)

KMB 102 (Managerial Economics)

KMB 103 (Financial Accounting for Managers)

KMB 104 (Business Statistics and Analysis)

KMB 105 (Organisational Behaviour)

KMB 106 (Marketing Management – I)

KMB 107 (Business Communication)

KMB 108 (Computer Application in Management)

Non-Credit (Developing Soft Skills & Personality)

Semester 2

KMB 201 (Business Environment)

KMB 202 (Human Resource Management)

KMB 203 (Business Research Methods)

KMB 204 (Financial Management & Corporate Finance)

KMB 205 (Operations Management)

KMB 206 (Quantitative Techniques for Managers)

KMB 207 (Legal Aspects of Business)

KMB 208 (Marketing Management – II)

Non-Credit (Developing Soft Skills & Personality)

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



Proposed Evaluation Scheme & Syllabus

For

MBA Second Year

AS PER AICTE MODEL CURRICULUM

(Effective from the Session: 2019-20)

MBA Proposed Scheme of Teaching & Evaluation For Session 2019-20

SEMESTER III

S. No.	Code	Course Title	Periods			Evaluation Scheme					Credit
			L	T	P	Sessional Exams			ESE	Total	
						CT	TA	Total			
1	KMB 301	Strategic Management	4	0	0	30	20	50	100	150	3
2	KMB 302	NPTEL Course							100	100	3
3		Specialization Group -1 Elective 1*	4	0	0	30	20	50	100	150	3
4		Specialization Group -1 Elective 2*	4	0	0	30	20	50	100	150	3
5		Specialization Group -1 Elective 3*	4	0	0	30	20	50	100	150	3
6		Specialization Group -2 Elective 1*	4	0	0	30	20	50	100	150	3
7		Specialization Group -2 Elective 2*	4	0	0	30	20	50	100	150	3
8	KMB 303	Summer Training Project Report & Viva Voce	4	0	0			50	100	150	3
		TOTAL								1150	24

Semester IV

S. No.	Code	Course Title	Periods			Evaluation Scheme				Credit
			L	T	P	Sessional Exams			Total	
						CT	TA	Total		
1	KMB 401	Project Management	4	0	0	30	20	30	150	3
2	KMB 402	Entrepreneurship Development	4	0	0	30	20	30	150	3
3	KMB 403	NPTEL Course							100	3
4		Specialization Group -1 Elective 4*	4	0	0	30	20	30	150	3
5		Specialization Group -1 Elective 5*	4	0	0	30	20	30	150	3
6		Specialization Group -2 Elective 3*	4	0	0	30	20	30	150	3
7	KMB 404	Research Project Report and Viva Voce	4	0	0			100	300	6
		TOTAL							1150	24

ELECTIVES PAPERS

Specialization Group: Human Resource Management

Elective Papers in III Semester

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

Elective Papers in IV Semester

S. No	Code	Course Title
1	KMBHR03	Strategic HRM
2	KMBHR04	International HRM

Specialisation Group: Marketing

Elective Papers in III Semester

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

Elective Papers in IV Semester

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

Specialization Group: Finance

Elective Papers in III Semester

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

Elective Papers in IV Semester

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

Specialization Group: International Business

Elective Papers in III Semester

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

Elective Papers in IV Semester

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

Specialization Group: Information Technology

Elective Papers in III Semester

S. No	Code	Course Title
1	KMBIT01	Enterprise Resource Planning
2	KMBIT02	Web Technology & E- Commerce
3	KMBIT03	Cloud Computing for Business

Elective Papers in IV Semester

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

Specialisation Group: Operations Management

Elective Papers in III Semester

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

Elective Papers in IV Semester

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

Strategic Management

Code: KMB301

Course Objectives

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

Course Credits 3

Contact Hours 36 Hrs

UNIT 1 (6 Hours)

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

UNIT 2 (8 hours)

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

UNIT 3 (8 hours)

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

Unit 4 (8 hours)

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

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

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

Unit 5 (6 hours)

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

Course Outcome

After successful completion of this course students will be able to

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Formulate organizational vision, mission, goals, and values.	Apply (K3)
2	CO2. Develop strategies and action plans to achieve an organization's vision, mission, and goals.	Create (K6)
3	CO3. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.	Create (K6)
4	CO4. Evaluate and revise programs and procedures in order to achieve organizational goals;	Evaluate (K5)
5	CO5. Consider the ethical dimensions of the strategic management process;	Analyse (K4)

Suggested Readings

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

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

Semester IV

PROJECT MANAGEMENT

Code: KMB401

Max. Hours: 36

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

Unit I(6 Sessions)

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

Unit II(08 Sessions)

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

Unit III (08 Sessions)

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

Unit IV (08 Sessions)

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

Unit V (10 Sessions)

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

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

SUGGESTED READINGS

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

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

ENTREPRENEURSHIP DEVELOPMENT

Code: KMB402

Course Objectives:

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

Unit 1

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

Unit 2

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

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

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

Unit 3

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

Unit 4

Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan,

financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic-analysis, financial analysis, market-, and technological feasibility.

Unit 5

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

Text Books

1. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill
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. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.

Course Outcomes: After completing the course student will be able to understand and explain

Course Outcomes

CO 1: Developing understanding of basic concepts of entrepreneurship.

Bloom's taxonomy

- Knowledge (K 2)• Remembering (K1)

CO2: Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies

Bloom's taxonomy

- Applying (K 4)

CO 3: Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources

Bloom's taxonomy

- • Analyzing (K 5)Evaluating (K7)

CO 4: Comprehend and develop skills to Develop a Business Plan.

- • Comprehending (K 3)Synthesizing (K6)

CO 5: Students to have a basic understanding of Launching a New Venture.
Bloom's taxonomy

- **Applying (K4)**
- **Synthesizing (K6)**
- **Evaluating (K7)**

Specialisation Group: Marketing

SALES AND RETAIL MANAGEMENT

Course: KMBMK01Credits: 3

Teaching Hours: 36

Objectives:

*To build knowledge, understanding, and skills in Sales and Retail Management.

*Enable development and implementation of Sales and Retail Management strategies.

*Help to analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Retail Management.

Unit1:(5 Hours)

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

UNIT 2:(5 Hours)

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

UNIT 3: (9 Hours)

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

UNIT 4:

(8 Hours)

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

UNIT 5: (9 Hours)

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

Course Outcomes:

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

CONSUMER BEHAVIOUR & MARKETING COMMUNICATION

Course:KMBMK02

Credits: 3 Teaching Hours: 36

COURSE OBJECTIVES

- To understand consumer behavior and explain the consumer decision making process
- To define external and internal influences on buying behavior
- 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.

UNIT-I (4 hrs.)

INTRODUCTION TO CONSUMER BEHAVIOR & CONSUMER DECISION MAKING

Introduction to Consumer Behavior; Applications of consumer behavior knowledge in marketing. Consumers and Customer, Consumer Behavior in the Contemporary Environment.

Introduction, Problem Recognition, Information Search, Evaluation of Alternatives, Post-Purchase Behavior, Attribution theory and Diffusion of Innovation

UNIT-II (8 hrs.)

CONSUMERS AS INDIVIDUALS AND IN THE SOCIAL CONTEXT

Consumer Perception, Consumer Attitude Formation & Change, Behavioral learning theories and cognitive learning theories to consumer behavior. Reference Groups, Family, Gender & Age Influences, Social Class & Consumer Behavior, Cultural Influences on Consumer Behavior

UNIT-III (9 hrs.)

Marketing Communication: Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process,

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Fundamentals of Advertising Campaigns, The Creative Brief, Advertising Appeal. Advertising Agencies – their role, functions.

UNIT-IV(10 hrs.)

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

UNIT V (5hrs.)

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

Text Books:

1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.
2. Kruti Shah & Alan D' Souza :Advertsing& promotions an IMC perspective- McGraw Hill education
3. George E Belch & Michael A Blech : Advertising and promotion- An integrated Marketing Communication Perspective-McGraw Hill Education

Reference Books

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. Consumer Behavior, Hawkins et al., McGraw Hill.

Course outcome

- 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
- 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 appropriate message objectives.

DIGITAL AND SOCIAL MEDIA MARKETING

Course:KMBMK03 Credits: 3 Teaching Hours: 36

Course Objectives:

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

Unit 1 (6 hrs.)

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

Unit 2 (9 hrs.)

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

Unit 3 (9 hrs.)

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

Unit 4 (6 hrs.)

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

Unit 5 (6 hrs.)

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

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).

Reference Books

Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd 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: KMBMK04

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

MARKETING ANALYTICS

COURSE: KMBMK05

CREDIT: 3

Teaching Hours: 36

COURSE OBJECTIVES

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

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

Meaning, characteristics, advantages and disadvantages of marketing analytics, Market data sources (Primary and Secondary) The new realities of marketing decision making

Market Sizing: Data sources, Stakeholders, Applications & Approaches (Top-down and Bottom-up)

Unit-2: Pricing Analytics (9 hrs.)

Estimating Demand Curve: Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Using Pricing subjectively to estimate Demand Curves, Pricing Multiple Products

Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales

Unit-3: Customer Analytics(9 hrs.)

Segmentation and Targeting: The segmentation-targeting-positioning (STP) framework, Segmentation, The concept of market segmentation, Managing the segmentation process, Deriving market segments and describing the segments -Cluster analysis , Discriminant analysis , Targeting, The concept of product positioning, Conducting a positioning study, Perceptual mapping using principal components analysis, Incorporating preferences into perceptual maps.

Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business

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

Market Basket analysis: Computing two way and three way lift

Allocating Retail Space and Sales Resources: Identifying the sales to marketing effort relationship & its modeling, optimizing sales effort

Advertising Analysis: Measuring the Effectiveness of Advertising, Optimizing advertising, Pay per Click (PPC) Online Advertising

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

Regression model to forecast sales, Modeling trend and seasonality; Ratio to moving average forecasting method, Using S curves to Forecast Sales of a New Product

Conjoint analysis: Conjoint analysis as a decompositional preference model, Steps in conjoint analysis, Uses of conjoint analysis,

Text Books

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

Expected Course outcome

- Students will develop the skill in marketing analytics
- Acquainted with better understanding of real life marketing data and its analysis
- Develop analytical skill for effective market decision making in real life environment.

Elective: **Human Resource Management**

TALENT MANAGEMENT

Code: KMBHR01

Credits: 3

Teaching Hours: 36

Learning Objectives: This course is designed to understand the managerial processes which are instrumental in the attraction, acquisition, and retention of talent in organizations. It is also aimed to explain the issues related to managing talent in organizations.

Unit 1 (6hrs)

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

Unit 2 (8hrs)

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

Unit 3 (7 hrs)

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

Unit 4 (8hrs)

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

Unit 5.(7hrs)

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

Suggested Readings:

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

Course Outcomes & Bloom's Taxonomy

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

Performance and Reward Management

Code: KMBHR02

Course Credits: 3

Teaching Hours: 36 Hr

Learning Objective: This course is designed to help the students to understand the necessary knowledge about performance management and contemporary methods for administering compensation and rewards in practices.

Unit1: (7 hours)

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

Unit2: (7 hours)

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

Unit3: (7 hours)

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

Unit 4: (7 hours)

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

Unit 5: (8 Hours)

Compensation: Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Incentive schemes; **Methods of payment:** Time and piece rate. **Fringe benefits & other allowances:** Overtime, City compensatory, Travelling etc. **Regulatory compliance:** Introductions, Wage and Pay commissions, Overview of minimum wages Act- 1948 and Equal Remuneration Act-1976. Profit Sharing options; **Case Studies.**

Course Outcomes & Bloom's Taxonomy

CO 1: Knowledge of Performance Management and Performance Appraisal	K1(Remember) K2(Understand)
CO 2: Competency to understand the	K1(Remember)

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

Suggested Reading:

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

Employee Relations and Labour Laws

Code:KMBHR03

Course Credits: 3

Teaching Hours: 36 Hr

Learning Objective: To help the students to understand the existing framework of Industrial Relation and Labour legislation

Unit 1: (8 Lectures)

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

Unit2: (8 Lectures)

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

Unit 3 (6 lectures)

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

Unit 4 (7 lectures)

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

Unit 5 (7 Lectures)

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

Suggested Readings:

1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
2. MonappaArun, "Industrial Relations and Labor laws", Tata McGraw Hill Edition, New Delhi, 2007.
3. Taxmann (2009) Labour Laws", Taxmann Allied Services Pvt. Ltd.
4. Sinha, P.R.N., Sinha, InduBala and Shekhar, SeemaPriyadarshini (2004) Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.
5. Mamoria, Mamoria and Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2007.

Course Outcomes & Bloom's Taxonomy

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

STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: KMBHR04

Total Credits: 3

Teaching Hours: 36

Learning Objective: This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

Unit 1 (8 Hours)

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

Unit 2 (6 Hours)

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

Unit 3 (8 Hours)

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

Unit 4 (8 Hours)

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

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

Suggested Readings

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

Course Outcomes & Bloom's Taxonomy

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

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Code: KMBHR05

Total Credits: 3

Teaching Hours: 36

Learning Objective: This course is designed to help the students to understand the human resources management practices in global business environment.

Unit 1: (8 Lectures)

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

Unit 2 (8 lecture)

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

Unit 3(6 Lectures)

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

Unit 4 (8 Lectures)

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

Unit 5 (6 Hours)

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

Suggested Readings:

1. Peter J Dowling, Marion Fosting, Allen D Engle Sr- International Human Resource Management (Cengage learning)

2. Anne – WilHarzing, Ashly H Pinnington- International Human Resource Management (Sage Publication)
3. P L Rao – International Human Resource Management (Excel Books)
4. P SubbaRao – International Human Resource Management (Himalaya Publishing)
5. K Ashwathappa&Sadhna Dash – International Human Resource Management (McGraw Hill Education)

Course Outcomes & Bloom's Taxonomy

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

Specialisation: Finance

Investment Analysis & Portfolio Management

Code: KMBFM01

Course Credits: 3

Teaching Hours: 36 Hrs

COURSE OBJECTIVE:

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

- 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.

Expected 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.

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

Reference Books

1. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall, 6th Ed).
2. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education, 6th Ed)
3. Charles P. Jones, Investments Analysis and Management, (John Wiley & Sons, 13th Ed) ..
4. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 9/e, John Wiley & Sons, 2001.

5. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, 5/e, Tata McGraw-Hill, New Delhi, 2002.

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

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

Tax Planning & Management

Code: KMBFM02

Course Credits: 3

Teaching Hours: 36Hrs

COURSE OBJECTIVE:

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

Unit I Introduction (6 Hours)

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

Unit II Heads Of Income (10 Hours)

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

Unit III Tax Planning & Management (8 Hours)

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

Unit IV Corporate Tax (6 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 V Introduction to GST (6 Hours)

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

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 (Nirupam Publication, Latest Edition according to assessment year)
3. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
4. Girish Ahuja & 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. Kapil Singhania Students Guide to Income Tax (Taxmann Publication, Latest Edition)
2. Parthasarathy Corporate Governance: Principles, Mechanisms & Practice (Wiley, Latest Edition)
3. H. P. Ranina Corporate Taxation (Orient Law House, Latest Edition)
4. Balachandran - Indirect Taxes (PHI, Latest Edition)
5. Income Tax Reports, Company Law Institute of India Pvt Ltd (Chennai Latest Edition)
6. Taxman, Taxman Allied Services Pvt Ltd. (New Delhi Latest 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
- Have knowledge about various Tax Dates, Rates and Forms
- Measure Corporate Tax and Taxation in case of business restructuring
- Understand how GST can be calculated & managed.

Financial Market and Services

Code: KMBFM03

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objective:

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

SYLLABUS

UNIT I : Introduction (3 Hours)

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

UNIT II: Financial Institutions (11 Hours)

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

UNIT III: Financial Markets (8 Hours)

Money and capital market, Money market: meaning, constituents, functions of money market, Money market instruments: call loans, treasury bills, certificates of

deposits, commercial bills, trade bills, Recent trends in Indian money market, Capital market: primary and secondary markets, their role recent developments, Government securities market, SEBI: objectives and functions.

UNIT IV Microfinance, Development

(7 Hours)

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

UNIT V: BANKING

(7

Hours)

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

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 be 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 know about the working of micro finance instruments in India as well as foreign market.
- Student will be able to gain knowledge about the banking industry and working of its various product

Working Capital Management

Code:KMBFM04

**Course Credits: 3
36 Hrs**

Teaching Hours:

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 (7Hrs)

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 , 11th 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

Expected 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: KMBFM05

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
Understanding different types of	Workshops
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

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
2. www.nseindia.com
3. www.sebi.com
4. www.careratings.com
5. www.crisil.com
6. www.icraindia.com
7. 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: KMBIB01

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 sessions)

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 sessions)

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 sessions)

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 sessions)

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 sessions)

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

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

- Nargundkar- InternationalMarketing (Excel Books)
- Czinkota - International Marketing (Thompson, 8th Ed.)
- Kotabehelson- International Marketing(Wiley, 6th Ed.)
- Cateora Graham - International Marketing (TMH, 10th Ed.)
- Siddiqui- InternationalMarketing (Wiley Dreamtech)
- Cherunilam F - International Trade and Export Management (Himalaya, 2007)

REFERENCE BOOK

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

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

INTERNATIONAL LOGISTICS

Code: KMBIB02

Course Credits: 3

Teaching Hours: 36 Hrs

COURSE OBJECTIVES : The objectives of this course are 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 sessions)

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

UNIT 2(8 sessions)

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

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

UNIT 3(8 sessions)

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

Unit 4(8 sessions)

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

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

Unit 5(6 sessions)

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

LEARNING 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)

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

Export Import Documentation

Code: KMBIB03

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives:

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

Unit 1 Introduction- (8Hrs)

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

Unit 2 (8Hrs)

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

Unit 3 (8Hrs)

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

Unit 4 – (12Hrs)

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

Unit 5 (4Hrs)

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

(Free trade zones have been changed to SEZ)

Employable Skills:

Skill	Measurement tool
Entrepreneurial skill	Workshop on business planning
Managerial competitive Skill	Assignment on swot 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. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
3. A Guide on Export Policy Procedure & Documentation– Mahajan
4. How to Export – Nabhi Publications
5. Export Management – D.C. Kapoor

International Trade Law

Code: KMBIB04

Course Credits: 3

Teaching Hours: 36 Hrs

Course objective

International Trade Law has two aspects: public and private.

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

Unit 1 THE WORLD TRADE ORGANIZATION

- 1.1 Introduction to International trade and the law of the WTO, Sources of WTO Law, Basic rules and principles of WTO Law
- 1.2. Economic Theories of free trade-Absolute Advantage theory; Comparative Advantage theory; Heckscher–Ohlin theory; Leontief Paradox and New trade theory
- 1.3. Historical background- of WTO- Evolution of GATT as a trading institution and transition of GATT to WTO; Marrakesh Agreement
- 1.4. WTO as an International institution- Origin of WTO; Mandate of WTO; Membership of WTO; Institutional structure of the WTO; Decision-making in the WTO; Other Issues-status of WTO; budget of WTO.
- 1.5. WTO Dispute Settlement - Dispute Settlement Understanding; Principles of dispute settlement; Institutions of WTO settlement; WTO dispute settlement proceedings; Main challenges to the WTO dispute settlement system
- 1.6. Principles of Non-discrimination-Most favored nation treatment and National treatment obligation.
- 1.7. Dumping-Anti-dumping Measures

Unit 2 THE WORLD TRADE ORGANIZATION-2

- 2.1. WTO jurisprudence on TBT and SPS Agreements-Agreement on Sanitary and Phy to Sanitary Measures; Agreement on Technical barriers to Trade
- 2.2. WTO and environment protection.
- 2.3. General Agreement on Trade in Services (GATs) - Meaning of trade in services. General obligations. Specific obligations. Financial services. Telecommunication services, India and the GATs.
- 2.4. Trade-Related Aspects of Intellectual Property Rights (TRIPs) - IPRS covered by TRIPs. Rights of patentees under the TRIPs. Compulsory licensing. Public health and the TRIPs. Indian response to the TRIPs.
- 2.5. Agreement on Agriculture
- 2.6. Trade Related Investment Measures (TRIMS)

UNIT 3 TRANSNATIONAL TRANSACTIONS AND RESOLUTION

- 3.1 Transnational Commercial Laws: Meaning and scope of Transnational Commercial Law. Evolution of Law Merchant.Sources of Transnational Commercial Law.Movement towards unification of national commercial laws.UNIDROIT and UNCITRAL.
- 3.2 International Carriages- Carriage of goods by sea; Carriage by air; Multimodal transportation.
- 3.3 International Sales of goods- Vienna Convention on Contract for International Sale of Goods; Drafting of International Commercial contracts- an Introduction.
- 3.4 International Payments- The role of International Chamber of Commerce in the development of Transnational Commercial Laws; Uniform Customs and Practices on Documentary Credits.
- 3.5 International Commercial Arbitration. UNCITRAL Model Law on International commercial arbitration. Indian Arbitration and Conciliation Act, 1996; Enforcement of foreign arbitral awards.

Unit 4. Introduction to Law and Policy of Export-Import Trade in India

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

Unit 5:

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

Books:

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

CROSS-CULTURAL MANAGEMENT

Code: KMBIB05

Course Credits: 3

Teaching Hours: 36 Hrs

OBJECTIVES

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

Unit 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 MsShobhanaMadhavan, 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
- For information on group projects see www.gwu.edu/~rpsol/service-learning

Specialization Group: Information Technology

ENTERPRISE RESOURCE PLANNING

Code: KMBIT01 **Course Credits: 3** **Teaching Hours: 36**

Learning Objective: This is intended to impart knowledge about Enterprise Resource Planning (ERP), related technologies and its implementation. It is also aimed to analyze the application of ERP at operational levels and managerial practices.

Unit 1 (8 Hours)

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

Unit 2 (6 Hours)

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

Unit 3 (8 Hours)

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

Unit 4: (8 Hours)

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

Unit 5 (6 Hours)

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

Suggested Readings

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

Course Outcomes & Bloom's Taxonomy

CO 1: Knowledge of ERP Technology and its importance	K1(Remember) K2(Understand)
CO 2: Able to analyze the organisational readiness for ERP	K1(Understand) K3(Apply) K4(Analyse)
CO 3: Able to implement ERP in functional area of businesses and management	K4(Analyse) K5(Evaluate) K6(Create)
CO 4: Interpreting the impacts of ERP on business processes	K4(Analyse) K5 (Evaluate)
CO 5: Understanding the Market Trends in ERP applications	K2(Understand) K3(Apply)

WEB TECHNOLOGY AND E- COMMERCE

Code: KMBIT02

Course Credits: 3

Teaching Hours: 36

Course Objective: This course is intended to impart knowledge about basic concepts, significance, categories and implementation of e-business. It will help the students, as future managers, to critically assess the impact of web based information systems on the business.

Unit 1 (8 Hours)

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

Unit 2 (7Hours)

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

Unit 3 (8 Hours)

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

Unit 4 (5 Hours)

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

Unit 5 (8 Hours)

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

Suggested Readings

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

Course Outcomes & Bloom’s Taxonomy

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

CLLOUD COMPUTING FOR BUSINESS

Course Code: KMBIT03

Course Credits: 3

Teaching Hours: 36

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

Unit 1(5 Hours)

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

Unit 2(8 Hours)

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

Unit 3 (7 Hours)

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

Unit 4 (10 Hours)

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

Unit 5(6 Hours)

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

Suggested Readings

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

Course Outcomes & Bloom's Taxonomy

CO 1: Understanding the Technologies in Cloud Computing	K1 (Remember) K2(Understand)
CO 2: Knowledge about the services of Cloud Computing	K1(Remember) K2(Understand)
CO 3: Interpreting the business values of Cloud Computing	K2(Understand) K3(Apply) K4 (Analyse)
CO 4: Knowledge about the Security in Cloud Computing	K1 (Remember) K2(Understand)
CO 5: Knowledge of Virtualisation	K1 (Remember) K2(Understand)

DATABASE MANAGEMENT SYSTEMS

Code: KMBIT04

Course Credits: 3

Teaching Hours: 36

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

Unit I (8 Hours)

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

Unit 2 (8 Hours)

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

Unit 3 (8 Hours)

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

Unit 4 (6 Hours)

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

Unit 5 (6 Hours)

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

Suggested Readings:

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

Course Outcome & Bloom's Taxonomy

CO 1: Knowledge about the DBMS Technology	K1 (Remember) K2(Understand)
CO 2: Understanding the business application of DBMS	K1 (Remember) K2(Understand) K3 (Apply)
CO 3: Application of DBMS for business process	K2(Understand) K3(Apply) K4 (Analyse)
CO 4: Knowledge and uses of Data mining techniques	K1 (Remember) K2(Understand) K3(Apply)
CO 5: Working knowledge of DBMS Software ORACLE	K1 (Remember) K2(Understand) K3(Apply)

SYSTEM ANALYSIS & DESIGN

Code: KMBIT05

Course Credits: 3

Teaching Hours: 36

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

Unit 1 (8 Hours)

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

Unit 2 (6 Hours)

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

Unit 3 (6 Hours)

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

Unit 4 (8 Hours)

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

Unit 5 (8 Hours)

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

Suggested Readings:

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

Course Outcomes & Bloom's Taxonomy

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

Specialization Group: Operations Management
SUPPLY CHAIN & LOGISTICS MANAGEMENT

Code: KMBOM01

Course Credits: 3

Teaching Hours: 36 Hrs

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

Unit 1 (6 Hours)

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

Unit 2 (8 Hours)

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

Unit 3 (8 Hours)

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

Unit 4 (8 Hours)

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

Unit 5 (6 Hours)

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

Suggested Readings:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education

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

Course Outcomes & Bloom's Taxonomy

CO 1: Apply the basic framework of Supply Chain Management and basic concepts in logistics	K1(Remember) K2(Understand) K3(Apply)
CO 2: Knowledge about distribution, warehousing and its roles in strategic planning with supply chain	K1(Remember) K2(Understand) K3(Apply) K4(Analyse)
CO 3: Competency to analyze and use inventory management methodologies and evaluate and select transportation modes	K4(Analyse) K5(Evaluate) K6(Create)
CO 4: Assess the strategic role and impact of IT on supply chain integration	K4(Analyse) K5 (Evaluate)
CO 5: Knowledge about the latest trends in SCM and logistics	K1(Remember) K2(Understand) K3(Apply)

OPERATIONS PLANNING& CONTROL

Code: KMBOM02

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.

Expected 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	MeasuringTools
1	Product/Process Plan development	Workshop, Discussion, & Exercise
2	Costing and aggregate planning	Exercises
3	Production Scheduling tool applications	Exercises

QUALITY TOOLKIT FOR MANAGERS

Code : KMBOM03 Course Credit : 3 Teaching Hours : 36

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

UNIT 1(6 Hours)

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

UNIT 2(9 Hours)

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

UNIT 3(7 Hours)

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

UNIT 4(8 Hours)

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

UNIT 5(6 Hours)

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

Suggested Readings

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

Course Outcomes & Bloom's Taxonomy

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

SOURCING MANAGEMENT

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

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

Unit 1 (6 Lectures)

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

Unit 2 (8lectures)

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

Unit 3 (7 Lectures)

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

Unit 4(Lecture 7)

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

Unit 5 (Lecture 8)

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

Suggested Readings

1. Dobler, D. W., jr, L. L., & Burt, D. N. (1995). Purchasing and Materials Management. New Delhi: Tata McGrawHil Publishing Company Limited

2. Gopalakrishnan P., Purchasing and Materials Management, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
3. David N. Burt, Sheila Petcavage, Richard Pinkerton: Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement, McGraw Hill

Course Outcomes & Bloom's Taxonomy

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

MANAGEMENT OF MANUFACTURING SYSTEM

Code:KMBOM05 Credit : 3

Teaching Hours : 36

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

Unit 1(6 Lectures)

Manufacturing System: Introduction and components, Importance of Manufacturing for Technological and Socioeconomic developments, Production versus Productivity;

Manufacturing Plant: Decisions for Plant location. Plant Layouts and its types. **Types of manufacturing System:** Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS)

Unit 2(7 Lectures)

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

Unit 3 (7 Lectures)

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

Unit 4: (8 Lectures)

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

Unit 5(8 lectures)

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

Suggested Readings

1. Kalpakjian and Schmid, Manufacturing Engineering and Technology, 6 ed., Pearson.
2. Lindberg, Processes & Materials of Manufacture, Prentice Hall India.
3. J P Kaushik: Manufacturing Processes , PHI
4. James. B. Dilworth, “Operations Management – Design, Planning and Control for Manufacturing and Services”, McGraw Hill Inc. Management Series, 1

5. P. Radhakrishnan, S. Subramanyan and V. Raju, “CAD / CAM / CIM”, 2nd Edition, New Age International (Pvt.) Ltd. Publishers, 2003

Course Outcomes & Bloom’s Taxonomy

CO 1: Conceptual knowledge working of Manufacturing unit and complete system	K1(Remember) K2(Understand)
CO 2: Understanding of the processes of and activities of Manufacturing	K1(Remember) K2(Understand) K3(Apply)
CO 3: Competency to implement effective managerial practices in manufacturing	K2(Understand) K3(Apply) K4(Analyse) K5(Evaluate)
CO 4: Understanding of tools for maintenance and capacity planning	K4(Analyse) K5 (Evaluate)
CO 5: Knowledge about the support systems of manufacturing	K1(Remember) K2(Understand)