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

EVALUATION SCHEME AND SYLLABUS

For

MBA (INTEGRATED)   FIFTH YEAR

AS PER

AICTE MODEL CURRICULUM
(K-Series)

(Effective from the Session: 2022-23)

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

EVALUATION SCHEME AND SYLLABUS

MBA (Integrated) – Fifth Year
(K- Series)

Semester -IX

S. No.	Code	Subject	Periods			Evaluation Schemes						Total	Credit
						Internal Evaluation				ESE			
			L	T	P	CT	TA	TOTAL	PS	TE	PE		
1.	KMBI901	*Universal Human Values and Professional Ethics*	3	2	0	30	20	50	0	100	0	150	4
2.		*Specialization Group 1 Elective 5*	3	2	0	30	20	50	0	100	0	150	3
3.		*Specialization Group 1 Elective 6*	3	2	0	30	20	50	0	100	0	150	3
4.		*Specialization Group 2 Elective 5*	3	2	0	30	20	50	0	100	0	150	3
5.		*Specialization Group 2 Elective 6*	3	2	0	30	20	50	0	100	0	150	3
6.		*Summer Training Project Report & Viva Voce*	0	3	0		100	100	0	0	200	300	6
		TOTAL										1050	22

Semester -X

S. No.	Code	Subject	Periods			Evaluation Schemes						Total	Credit
						Internal Evaluation				ESE			
			L	T	P	CT	TA	TOTAL	PS	TE	PE		
1.	KMBI1001	Emerging Technologies in Global Business Environment	3	2	0	30	20	50	0	100	0	150	4
2.		Specialization Group 1 Elective 7	3	2	0	30	20	50	0	100	0	150	3
3.		Specialization Group 1 Elective 8	3	2	0	30	20	50	0	100	0	150	3
4.		Specialization Group 2 Elective 7	3	2	0	30	20	50	0	100	0	150	3
5.		Specialization Group 2 Elective 8	3	2	0	30	20	50	0	100	0	150	3
6.		Research Project Report & Viva Voce	0	3	0	0	100	100	0	0	200	300	6
		TOTAL										1050	22

Specialization Group: HRM

SEMESTER- 9

Elective No.	Course Code	Course Title
Elective 1:	KMBI HR 05	Strategic Human Resource Management
Elective 2:	KMBI HR 06	Organisational Design and Change Management

SEMESTER-10

Elective No.	Course Code	Course Title
Elective 3:	KMBI HR 07	International Human Resource Management
Elective 4:	KMBI HR 08	HR Analytics

Specialization Group: MARKETING

SEMESTER- 9

Elective No.	Course Code	Course Title
Elective 1:	KMBI MK 05	Marketing Analytics
Elective 2:	KMBI MK 06	Marketing Research

SEMESTER-10

Elective No.	Course Code	Course Title
Elective 3:	KMBI MK 07	Social Media and Web Analytics
Elective 4:	KMBI MK 08	Product and Brand Management

Specialization Group : FINANCE

SEMESTER- 9

Elective No.	Course Code	Course Title
Elective 1:	KMBI FM 05	Financial and Credit Risk Analysis
Elective 2:	KMBI FM 06	International Financial Management

SEMESTER-10

Elective No.	Course Code	Course Title
Elective 3:	KMBI FM 07	Financial Derivatives
Elective 4:	KMBI FM 08	Micro Finance

Specialization Group : INFORMATION TECHNOLOGY

SEMESTER- 9

Elective No.	Course Code	Course Title
Elective 1:	KMBI IT 05	Data Analytics for Business Decisions
Elective 2:	KMBI IT 06	AI and Machine Learning for Business

SEMESTER- 10

Elective No.	Course Code	Course Title
Elective 3:	KMBI IT 07	Business Data Warehousing & Data Mining
Elective 4:	KMBI IT 08	Enterprise Resource Planning

Specialization Group : INTERNATIONAL BUSINESS

SEMESTER- 9

Elective No.	Course Code	Course Title
Elective 1:	KMBI IB 05	Export Import Documentation
Elective 2:	KMBI IB 06	International Business Strategy

SEMESTER- 10

Elective No.	Course Code	Course Title
Elective 3:	KMBI IB 07	International Logistics Management
Elective 4:	KMBI IB 08	International Trade Laws

UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS

KMBI 901   Course Credit:4   **Teaching Hours: 36**

Course Objectives

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

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

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

UNIT-1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education (6 Hours)
Understanding the need, basic guidelines, content and process for Value Education, Self- Exploration– what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self-exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

UNIT-2: Understanding Harmony in the Human Being - Harmony in Myself   (7 Hours)
Understanding human being as a co-existence of the sentient 'I' and the material 'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer), Understanding the characteristics and activities of 'I'

and harmony in 'I', Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

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

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

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

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

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

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

Suggested Readings

- R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in HumanValues andProfessional Ethics.
- Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins,USA
- E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if peoplemattered, Blond & Briggs, Britain.
- Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
- Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III,1972, Limits to Growth – Club of Rome's report, Universe Books.
- A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.
- P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
- A N Tripathy, 2003, Human Values, New Age International Publishers.
- Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
- E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press
- M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
- B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books
- B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008

EMERGING TECHNOLOGIES IN GLOBAL BUSINESS ENVIRONMENT

KMBI 1001 *Course Credits: 4* *Teaching Hours: 36*

Course Objectives

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

Unit 1 Industry 4.0 and Digital Transformation (6 Hours)

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

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

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

Unit 3 : New Age Economies (8 Hours)

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

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

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

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

Diversity of different generations in the workplace, issue of inter-generational equity.
Migration – Political, Economic and Human Rights Perspective, the Migrant Crisis in the EU
Climate Change – Political Dimensions of Climate Change, Plight and Issue of Climate Refugees, Sustainable Development Goals.
Rising Inequality: Historical Context of Inequality and Social Unrest, Global Inequality, Social and Economic Reforms. **Privacy in the Digital World** – Complexity of Privacy Issues, Basics of GDPR (General Data Protection Regulation) , Importance of Personal Data, **Existential Threats** – Five Types of Risks associated with AI , Need for New Age Ethics .

COURSE OUTCOMES

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

Suggested Readings

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

STRATEGIC HUMAN RESOURCE MANAGEMENT

KMBI HR 05   **Credits 3**   **Max. Hours: 36**

Course Objectives:
To understand HR functions as a strategic partner in the formulation and implementation of the companies strategie. To understand and identify Key HR areas where strategies can be implemented in the long run to improve the overall employee motivation and productivity.
To understand the integration between corporate strategy and human resource management from a general managerial perspective.

Unit-I (Session 08)
Strategic Human Resource Management (SHRM): An Overview Definitions, meaning and concept of SHRM, Characteristics of SHRM, Significance and evolution of SHRM, Prerequisites of SHRM, Emerging HR skills and competencies; Models of SHRM: Schools of thought, SHRM themes, The SHRM framework.

Unit- II (Session 08)
The SHRM Context The human resource environment: external and internal contextual factors; Impact of technology on HRM and e-HR: changing practices and emerging trends; Investment perspective to HRM.

Unit –III (Session 08)
SHRM- Strategy Formulation: Importance of HR to strategy; Role of HRM in strategy formulation; HR planning and strategic planning integration: approaches and steps; Strategic HR planning typologies.

Unit –IV (Session 08)
SHRM- Strategy Implementation: Application of SHRM; strategy driven role behaviours, culture and subsystems; Workforce utilization and employment practices; Strategic staffing, strategic learning, strategic reward and strategic appraisal and development system.

Unit- V (Session 08)
SHRM- Strategy Evaluation: The performance impact of HR practices; Evaluating strategic contributions of HR practices-dimensions of evaluation, approaches and methods of evaluation, trends in evaluation; Employer branding and HR-Marketing integration; Emerging issues and concerns in SHRM.
References:

1. Greer, C. R.; Strategic Human Resource Management; Pearson Education: New Delhi; 2001
2. Chanda, A. and Kabra, S.; HR Strategy; Response Books: New Delhi; 2000
3. Tyson, S.; HR Strategy; Pitman Publishing: London; 1995
4. Recent articles from HBR and other relevant international and Indian publications

ORGANISATIONAL DESIGN AND CHANGE MANAGEMENT

KMBI HR 06   Credits 3   **Max. Hours: 36**

Course Objectives:
To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

Unit –I (Session 08)
Organisation and Its Environment: Meaning of Organization – Need for existence - Organizational Effectiveness – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach – Internal organizational Relationships – global implications ofOrganizational Design – Corporate Restructuring.

Unit- II (Session 08)
Organizational Design: Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, - Technological and Environmental Impacts on Design Importance of Design – Success and Failures in design – Design Principles and set of choices - Implications for Managers.

Unit- III (Session 08)
Organizational Culture: Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy – STAR Model in decision making - Implications for practicing Managers.

Unit- IV (Session 08)
Organizational Change: Meaning – Forces for Change - Resistance to Change – Types and forms of change
– Evolutionary and Revolutionary change – Change process – role of change agent - OrganisationDevelopment – HR functions and Strategic Change Management - Implications for practicing Managers.

Unit- V (Session 08)
Organization Evaluation and Learning Organizations : Organizational life cycle – Organizational Learning - individual skill sets in Learning Organizations – Change mastery – models of Organizational change – Innovation, Intrapreneurship and Creativity-HR implications.

References:
1. Gareth R. Jones; Organisational Theory, Design and Change; Pearson Education, 6th Edition 2011
2. Richard L. Daft; Understanding the theory and Design of Organisations; Cengage Learning Western,10th Edition 2012
3. M.G. Rao and V.S.P. Rao; Organization Design, Change and Development; Discovery PublishingHouse, New Delhi.
4. Kavita Singh, Thomson G. Cummings and Christopher G. Worley; Organisational development andChange; Cengage learning, 9th edition 2011
5. Robbins; Organisation Theory: Structure Design and Applications; Prentice Hall of India, 2009.
6. Bhupen Srivastava; Organisational Design and Development: Concepts Application; Biztantra ,2010.
7. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation;Response Books, 2012.

8. Adrian ThornHill, Phil Lewis, Mike Millmore and Mark Saunders; Managing Change -A HumanResource Strategy Approach; Wiley, 2010.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

KMBI HR 07   *Credits 3*   *Max Hours: 36*

Course Objectives:

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

Unit 1: (8 Lectures)

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

Unit 2 (8 lecture)

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

Unit 3(6 Lectures)

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

Unit 4 (8 Lectures)

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

Unit 5 (6 Hours)

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

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO 1: Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc.	Remembering (K1) Knowledge (K2) Comprehending(K3)
CO2: Demonstrate HR function in adding value in business terms.	Applying (K 4) Analyzing (K 5)
CO3: Utilise soft factors in a people management context and convert them into measurable variables.	Applying (K 4) Analyzing (K 5) Evaluating (K7)
CO4: Design a Metrics and Analysis index for recruitment, performance and or a training and development context	Applying (K 4) Synthesizing (K6) Analyzing (K 5)
CO5: Predict the issues using the available HR data and formulate the best strategies.	Knowledge (K 2) Synthesizing (K6) Evaluating (K7)

Suggested Readings

1. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGE Publishing

2. Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics, SAGE Publishing

3. Sesil. J, Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.

4. Barnett K, Berk J, Human Capital Analytics. Word Association Publication. Fitz-Enz J,

5. The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.

HR ANALYTICS

KMBI HR 08   **Credits: 3**   **Max Hours: 36**

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

UNIT 1   *8 Hours*
Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HR Scorecard & Workforce Scorecard.

UNIT 2   *8 Hours*
Human Resource Planning and forecasting: Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting.
Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models,Finding out selection bias, Predicting the performance and turnover.

UNIT 3   *8 Hours*
Performance Analysis: Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions, Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness and performance.
Designing a Compensation System: Understanding compensation Analytics, quantifiable data, Factors affecting Compensation & Benefits, Analytics for compensation planning, CompetencyScorecard.

UNIT 4   *4 Hours*
Monitoring impact of Interventions: Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment, Evaluationmediation process, moderation and interaction analysis.

UNIT 5   *8 Hours*
Applications of HR Metrics and Creating HR Dashboards: HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises :Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR

Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.

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

Suggested Readings

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

MARKETING ANALYTICS

KMBI MK05   **Credits 3**   **Max Hours: 36**

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

Unit -1: Introduction to marketing Analytics (4 hrs.)
Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary). **Market Sizing:** Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis

Unit-2: Pricing Analytics (8 hrs.)
Pricing Policy and Objectives, **Estimating Demand:** Price Elasticity, Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Pricing using SubjectiveDemand Curve, Pricing Multiple Products,
Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales, **Revenue Management**: Markdown Pricing and Handling Uncertainty

Unit-3: Sales Forecasting (8 hrs.)
Introduction, Simple Linear Regression & Multiple Regression model to forecast sales, Forecasting in Presence of Special Events, Modeling trend and seasonality; Ratio to moving average forecastingmethod, Using S curves to Forecast Sales of a New Product

Unit-4: Customer Analytics (8 hrs.)
Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business
Market Segmentation : The segmentation-targeting-positioning (STP) framework, Segmentation, The concept of market segmentation, managing the segmentation process, Deriving market segmentsand describing the segments using Cluster analysis,

Unit-5: Retailing & Advertising Analysis (8 hrs.)
Market Basket analysis: Computing two way and three-way lift, RFM Analysis, **Allocating RetailSpace and Sales Resources:** Identifying the sales to marketing effort relationship & its modeling, optimizing sales effort
Advertising Analysis: Measuring the Effectiveness of Advertising, Pay per Click (PPC) Online Advertising

Suggested Readings
1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne LWinston, Wiley India Pvt. Ltd.
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, CreateSpace Publishing
3. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy,and Arnaud DeBruyn, Decision Pro, Inc.
4. Marketing Metrics by Dugar Anurag, SAGE Publishing India

COURSE OUTCOME

S. No.	Course Outcome	Learning Levels as per Bloom'sTaxonomy for Evaluation and Assessment
1	**CO1.** Students will develop the skill in marketing analytics	Apply (K3), Create (K6)
2	**CO2.** Students will be acquainted with better understanding of real lifemarketing data and its analysis	Evaluate (K5)
3	**CO3.**Students will develop analyticalskill for effective market decision making in real life environment.	Analyze (K4), Create (K6)

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

MARKETING RESEARCH

KMBI MK 06   *Credits 3*   *Max. Hours: 36*

Course Objectives:

1. To introduce the student to marketing research. To have understanding of the various research designs.
2. To be aware of the different sources of marketing data and the process of gathering such data. To prepare thestudent for conducting marketing research studies.

Unit –I (Session 06)
Introduction: Definition, Objective, Application and Limitation of Marketing Research, Research proposal, Marketing Information System, Marketing Research Process.Research Design: Overview of Research Designs used in marketing.

Unit –II (Session 08)
Primary and Secondary Data: Advantages and Disadvantages of Primary Data and Secondary Data, Overview of Secondary Data, literature review, sources available in India.Introduction to basic Methods of Collecting Data like Questionnaire Method and Observation Method, Process and guidelines for preparationof Questionnaire. Validity and reliability.

Unit –III (Session 06)
Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Development of Marketing Measures.Introduction to selected Attitude Scales, Limitations of Attitude Measurement.

Unit –IV (Session 08)
Sampling: Introduction to Sample and population, Various Techniques of Sampling, Problems associated with Sampling.Data Processing and Analysis: Introduction to SPSS, coding, feeding and analysis of data in SPSS.

Unit –V (Session 8)
Data analysis – Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation, Hypothesis testing, Chi – square test, ANOVA, simple and multiple regression, Factor analysis, Clusteranalysis, Discriminanat analysis,Report writing – forms of report – fundamentals of a good report.

References:
1. Cooper Schindler; Marketing Research: Concept and Cases; McGraw Hill
2. Paul Green, Donald Tull, Gerald Albaurn; Research for Marketing Decisions; Prentice Hall of India
3. Nargundkar,; Marketing Research; McGraw Hill
4. Beri; Marketing Research; McGraw Hill
5. Donald S.Tull, Del I.Hawkins; Marketing Research – Measurement and Methods; Prentice Hall of India
6. Aaker, Kumar, Day; Marketing Research; Abe Book

COURSE OUTCOME

Sl. No.	Course Outcome	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
1.	CO1: Students will develop knowledge, understanding and skills in Marketing Research	K1(Remember) K2(Understand)
2.	CO2: Acquainted with better understanding of implementation Research Analytical tool	K1(Understand) K3(Apply) K4(Analyse)
3.	CO3:Develop analytical skills for effective decision alternatives in marketing	K4(Analyse) K5(Evaluate) K6(Create)
4.	CO4: Develop the knowledge, understanding and skills in Marketing Research	K2(Understand) K3(Apply)

SOCIAL MEDIA AND WEB ANALYTICS

KMBI MK 07   *Credits 3*   *Max Hours: 36*

Objectives:

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

Unit 1 (6 hrs)
Social Media & Analytics: Introduction to Social Media, Social media landscape, Social Media Analytics & its need. SMA in Small and large organizations; Application of SMA in different social media platforms.

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

Unit 2 (8 hrs.)
Network fundamentals: The social networks perspective - nodes, ties and influencers, Social network, web data and methods.
Data Collection and Web Analytics Fundamentals: Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data; Organizational Structure.

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

Unit 3 (8 hrs.)
Web Metrics & Analytics: Common metrics: Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on site, Real time report, traffic source report, custom campaigns, content report, Google analytics; Key Performance Indicator: Need,characteristics, perspective and uses.
Graphs and Matrices- Basic measures for individuals and networks. Random graphs & networkevolution, Social Context: Affiliation & Identity

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

Unit 4 (5 hrs.)
Facebook Analytics: Introduction, parameters, demographics. Analyzing page audience: Reach and engagement analysis. Post-Performance on FB; Social Campaigns: Goals and evaluating outcomes, Measuring and analyzing social campaigns, Social Network Analysis like Instagram,twitter, LinkedIn, YouTube etc. AdWords, Benchmarking, Categories of traffic: Organic traffic,Paid traffic;
Google Analytics: Brief introduction and working, Google website optimizer, Implementationtechnology, Limitations, Performance concerns, Privacy issues.

Unit 5 (9 hrs.)

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

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

COURSE OUTCOME

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

Suggested Readings
1. Rob Stokes, (2014), e marketing: The Essential Guide to Digital Marketing, Quirk Education.
2. Tuten & Bikramjit Rishi, Social Media Marketing, 3rd Ed. 2020, SAGE Publishing India
3. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.
4. Liana Evans, Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
5. Vandana Ahuja, (Digital Marketing, 1stedition, Oxford University Press.
6. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science ofCustomer Centricity,
7. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc.2nd ed.
8. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of CustomerCentricity, Wiley Publishing, Inc. 1st ed.

PRODUCT AND BRAND MANAGEMENT

KMBI MK 08   Credits 3   Max. Hours: 36

Course Objective:
1. To understand the importance of product in the success of a business organization Product Management central to the marketing management function in the organization.
2. To equip the students with the nowledgeto effectively analyze, plan and manage the product function.
3. To develop an understanding about the process of building up brand image and maintenance thereof.

Unit- I (Session 08)
Product Management: Product Management Process, Value Proposition offered by a Brand, Product Planning (National, International Markets), Product Portfolio analysis (evaluation), Product Strategies, Life cycle management, Packaging and Labelling Decision.

Unit- II (Session 06)
Launching and Commercialisation of a new product: New product planning, Market Planning, Advertising budget formation, Commercialization and Launch (Techniques).

Unit- III (Session 08)
Brand Management: Brand Management, Brand Identity and Sources, Brand Creation Principles – Brand Awareness, Brand Personality, Time Effects – Pyramidal Model, Revitalising Brands, Brand Equity, Brand Extension.

Unit- IV (Session 08)
Brand and Product Strategies, Corporate Branding, Portfolio Brands. Making Brands Global, Making strong Brands, Brand Equity-process to build Brand Equity, Elements.

Unit- V (Session 06)
Developing a Brand Equity Measurement and Measurement System, Integrating Marketing communicationsto Build Brand Equity, Designing Marketing Programs to Build Brand Equity

COURSE OUTCOME

Sl. No.	Course Outcome	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
1.	CO1: Students will develop knowledge, understanding and skills in product and brand management	K1(Remember) K2(Understand)
2.	CO2: Acquainted with better understanding ofanalyzing brand equity	K1(Understand)K3(Apply) K4(Analyse)
3.	CO3:Develop analytical skills for effective decisionalternatives in brand management	K4(Analyse) K5(Evaluate)K6(Create)
4.	CO4: Develop the knowledge, understanding and skills in brand equity measurement	K2(Understand)K3(Apply)

References:
1. Harsh Verma; Brand Management: Text and cases; Excel Books
2. Kevin Lane Keller; Strategic Brand Management – Building, Measuring and Managing Brand Equity;3rd Edition, Prentice Hall of India INC, 2008
3. David Aaker; Building Strong Brands; Simon and Schuster Limited
4. David Aaker; Brand Leadership; Simon and Schuster Limited.
5. Majumdar; Product Management; Prentice Hall of India.

FINANCIAL AND CREDIT RISK ANALYSIS

KMBI FM 05   Course Credit: 3   Max Hours: 36 Hrs

UNIT I : Introduction (6 hours)

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

UNIT II: Trade Credit Risk (8 hours)

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

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

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

UNIT IV: Operational Risk: Overview (6 hours)

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

UNIT V: Credit Analysis & Rating (8 hours)

Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans,Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity, operating and cash cycle risk.
Credit Rating: Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO 1: Understand about various types of financial credit.	K1 (Remember) K2(Understand)
CO 2: Understand the credit risk and its rating.	K1(Remember) K2(Understand)
C0 3 : Understanding of credit commitments andits application	K2(Understand) K3(Apply)
CO 4: Understanding of risk management and corporate governance.	K1 (Remember) K2 (Understand) K3(Apply)
CO 5: Measure riskiness of a stock or a portfolio position.	K2(Understand) K5 (Evaluation)

Suggested Readings

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

INTERNATIONAL FINANCIAL MANAGEMENT

KMBI FM 06   **Course Credit:3**   Max Hours: **40** Hrs

Course Objectives:

1. International financial management aims to maximize the profits of the organization by making correct investment decisions.
2. It promotes investments that are safe and will generate good returns. Also, the utilization of funds should be such that the activities of the company go on without interruption.

Unit- I (Session 06)
Global Financial Environment: Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system, Fischer Effect, International fisher effect.

Unit -II (Session 10)
Management of exposure and risk: Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.
International Portfolio Investment: Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)

Unit -III (Session 08)
International Capital Budgeting: The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost ofcapital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20subsidiaries and tax havens.

Unit- IV (Session 08)
International working capital management:
i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring and Accounts receivables.
iii) International inventory management: Advance inventory purchases. Stockpiling.

Unit -V (Session 08)
International Financing Decisions:
i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.
ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market.

Course Outcomes

Course Outcomes	Learning as per Bloom's Taxonomy for Evaluation and Assessment
CO1: Understand about various objectives and functions of International Financial Management	K1-(Remember) K2-(Knowledge)
CO2: Understand the exposure and their Management. Understanding about International Port folio Investment	K1 (Remember) K2 (Knowledge) K4 (Applying)
CO3: Understanding the concept and environment of International Capital budgeting	K2-(Knowledge) K3-(Comprehending) K4-(Applying)
CO4: Understand the Concept and Components of International Working Capital Management	K2 (Knowledge) K3 (Comprehending) K4 (Applying)
CO5: Understanding about International Financing decisions and International Equity market.	K2 (Knowledge) K3 (Comprehending) K5 (Evaluation)

References:
1. Folks William R. Jr. and Raj Agrawal; International Dimensions of Financial Management; BrighamHouston,
2. P.G. Apte; Global Financial Management; McGraw Hills Education
3. Sharan V.; International Financial Management; Prentice Hall of India
4. Kevin. S.; International Financial Management; Prentice Hall of India
5. Avadhani V.A.; International Financial Management; Himalaya Publishing House

FINANCIAL DERIVATIVES

KMBI FM 07   Course Credit: 3   Max Hours: 40 Hrs

Course Objectives:

1. Students will be able to analyze the risks in different financial markets.
2. Acquire ability to selection of various options and then can apply them to specific markets.
3. Students will be able to understand the risk management, hedging, arbitrage between markets, and Market speculation
4. Student will be able to strategically manage the financial derivatives.

Unit 1 (4 Hrs.)

Introduction: Derivatives Market; Definition, Evolution and Features of Derivatives, Types of Derivatives, forward , futures and options market, Forward market transactions, ForwardContracts, Forward market in India , Hedging with forwards.

Unit 2 (9 Hrs.)

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

Unit 3 (9 Hrs.)

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

Unit 4 (7 Hrs.)

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

Unit 5 (7 Hrs.)

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

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1: Understand about various derivatives instruments and derivative Market structure	• Knowledge (K2) • Remembering(K1)
CO2 Understand the forward and future pricing mechanism and strategies for hedging using various futures products	• Knowledge (K2) • Comprehending(K3) • Applying(K4)
CO3 Understand the option pricing mechanism and using options strategies for mitigating risk	• Knowledge (K2) • Comprehending(K3) • Applying(K4)
CO4 Understand the Commodity derivative market	• Knowledge (K2) • Comprehending(K3) • Applying(K4)
CO5 Understand the Swaps derivatives and their mechanism	• Knowledge (K2) • Comprehending(K3) • Applying(K4)

Suggested Readings

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill,
2. Financial Derivatives: Theory, Concepts and practices by S.L. Gupta,PHI

3. Financial Derivatives by S.S.S Kumar, PHI ,.

4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; NewDelhi,

Websites:
1. www.bseindia.com
2. www.nseindia.com
3. www.nism.ac.in
4. www.sebi.com
5. www.careratings.com
6. www.crisil.com
7. www.icraindia.com

MICRO FINANCE

KMBI FM 08   Course Credit: 3   Max Hours: 40 Hrs

Course Objectives :

1. Develop Understanding of the role of microfinance institutions (MFIs) and Banks in providing financial services to poor & lower income customers in the country.
2. Helping to understand the frame work of obtaining financial aids without collateral securities for small entrepreneurs.

Unit – I (Session 06)

Perspectives of Microfinance: Microfinance, Need of Microfinance, Evolution of Microfinance in India, Microfinance Product Portfolio, Key Principles of Microfinance Dilemmas in Contemporary Microfinance Functioning India, MDGs and Microfinance

Unit – II (Session 08)

Microfinance Delivery Methodologies: Self Help Group Model, Federated Self Help Group Model, Association Model, Community Banking Model, Grameen Bank Model, Cooperative / Mutually Aided Cooperative Model, Rotating Savings and Credit Association (ROSCA), Non Banking Finance Company (NBFC) Model (BASIX)

Unit – III (Session 08)

Emerging Microfinance Issues: Legal and Regulatory Framework, Emerging Issues Impact Assessments andSocial Assessments of MFIs
SHG-Bank Linkage Programme: Overview, Evolution, Need, Models of Linkage between Banks and Self- Help Groups, Impact, Progress, Promotional Initiatives, Issues in SHG – Bank Linkage Programme, Challenges

Unit – IV (Session 10)

Operational aspects of Micro Finance: Accounting and Financial Reporting, Financial Analysis, Revenue Model, Operating Costs and Efficiency, Products and Services, Risk Management, Credit Bureaus and Credit Scoring

Unit – V (Session 08)

Lending and investing in Microfinance: Basics of Banking, Priority Sector Norms of Lending, Commercial Banks as Micro lenders, Payment Systems Building the Market for Investing in Microfinanc

Course Outcomes

Course Outcomes	Learning levels as Per Bloom's Taxonomy for Evaluation and Assessment
CO1:-Understand about Microfinance, its Evaluation & Principles	K1 (Remember) K2 (Knowledge)
CO2:- Understanding Micro Financing Delivery Methodologies	K1 (Remember) K2 (Knowledge) K4 (Applying)
CO3:- Understand about issues related with microfinance and their	K1 (Remember) K2 (Knowledge) K3 (Comprehending)
CO4:- Understanding about Operational aspect of Microfinance and Risk Management	K2 (Knowledge) K3 (Comprehending) K4 (Applying) K5 (Evaluation)
CO5:- Understanding about lending and investing in Microfinance	K2 (Knowledge) K3 (Comprehending)

References:

1. Indian Institute of Banking and Finance; Micro-Finance: Perspectives and□ Operations; MacmillanIndia Limited.
2. Panda D. K.; Understanding Microfinance; Wiley India Publication.
3. Rhyne, E.; Microfinance for Bankers and Investors: Understanding the□ Opportunities andChallenges of the Market at the Bottom of the Pyramid; Tata McGraw Hill Publication, New Delhi.
4. Rana O. C. and Raj Hem; Micro Finance; Himalaya Publishing House

DATA ANALYTICS FOR BUSINESS DECISIONS

KMBI IT 05   Credit 3   Max Hours: 36 hours

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

Unit 1: (4 Hrs.)
Introduction: What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

Unit 2: (8 Hrs.)
Data Analysis: Data Collection, Data Classification, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with noisy data, Dealing with missing or incomplete data, Outlier Analysis, Methods to deal outlier, Data Visualization

Unit 3: (8 Hrs.)
Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization

Unit 4: (8 Hrs.)
Introduction to R and Visualization of Data: R graphical user interfaces, data import and export, attribute and data types, descriptive statistics, exploratory data analysis, visualization before analysis, analytics for unstructured data. Visualization of Categorical Data in R: Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labeling, Column chart with 45º labeling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables.

Unit 5 (8 hrs.)
Application of Business Analysis: in Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

COURSE OUTCOMES:

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

Suggested Readings:

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

AI AND MACHINE LEARNING FOR BUSINESS

KMBI IT 06   Credit 3   Max Hours: 36 hours

Course Objectives:

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

UNIT 1 Artificial Intelligence for Business Planning (4 Hours)

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

UNIT 2; Supervised Learning and Applications (8 Hours)

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

UNIT 3: Unsupervised Learning algorithms (8 Hours)

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

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

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

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

UNIT 5: Reinforcement Learning– (8 Hours)

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

Suggested Readings

1. Artificial Intelligence for Business Leaders: Ajit Kr. Jha
2. Machine Learning in Business: John C. Hull
3. An Introduction to Statistical Learning with Applications in R : James, G., Witten, D., Hastie, T., Tibshirani, R. (Springer)
4. Artificial Intelligence Business Applications: How to Learn Applied Artificial Intelligence and Use Data Science for Business. Includes Data Analytics, Machine Learning for Business and Python : William J Ford
5. AI and Machine Learning: Was Rahman, SAGE Publishing India

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

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

BUSINESS DATA WAREHOUSING & DATA MINING

KMBI IT 07   Credit 3   Max Hours: 36 hours

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

Unit 1: (7 hrs)
Data Warehousing: Overview, Definition, Data Warehousing Components, Difference between Database System and Data Warehouse, Characteristics, Functionality and Advantages; Metadata: Concepts and classifications; Multi-Dimensional Data Model, Data Cubes, Stars, Snow Flakes, Fact Constellations, Concept hierarchy, 3 Tier Architecture, ETL, Data Marting ,Concept Hierarchy **,** Use of Data warehousing in Current Industry Scenario, Case Study.

Unit 2: (7 hrs)
Data Visualization and Overall Perspective: Aggregation, Query Facility, OLAP function and Tools. OLAP Servers, ROLAP, MOLAP, HOLAP, Data Mining interface, Security, Backup and Recovery, Tuning Data Warehouse, Testing Data Warehouse. Warehousing applications and Recent Trends: Types of Warehousing Applications, Web Mining, Spatial Mining and Temporal Mining.

Unit 3: (7 hrs)
Data Mining: Overview, Motivation, Definition & Functionalities, difference between data mining and Data Processing, KDD process, Form of Data Preprocessing, Data Cleaning. : Missing Values, Noisy Data, Binning, Clustering, Regression, Computer and Human inspection, Inconsistent Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression. Applications of Data Mining in today's world.

Unit 4: (8 hrs)
Data Mining Techniques: Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Association rules: Introduction, Large Item sets, Basic Algorithms, Apriori Analysis, Generating Filtering Rules, Target Marketing, Risk Management, Customer profiling,.

Unit 5: (7 hrs)
Classification: Definition Decision Tree-Based Algorithms, Clustering: Introduction, Similarity and Distance Measures, Hierarchical and Partitioned Algorithms. Hierarchical Clustering-CURE and Chameleon. Parallel and Distributed Algorithms, Neural Network approach, Business , Data mining Case study, Applications of Data Mining, Introduction of data mining tools like WEKA, ORANGE , SAS, KNIME etc

Course Outcome:

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1: Understanding of data warehousing and its functions	Knowledge(K2) Remembering(K1)
CO2: To identify the key processes of data warehousing and applications.	Comprehending(K3) Analyzing(K5)
CO3: To understand data mining basic concepts	Applying(K4)
CO4: To understand data mining techniques to solve problems in various disciplines	Applying(K4)
CO5: Compare and evaluate data mining techniques	Analyzing (K5) Applying(K4)

Suggested Readings

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

ENTERPRISE RESOURCE PLANNING

KMBI IT 08   Credits 3   Max Hours: 36 hours

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

UNIT – 1 (6 hours)

Enterprise Resource Planning Concept: Concept of ERP, Advantages of ERP, Growth of ERP, Business process reengineering (BPR)

UNIT– 2 (8 hours)

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

UNIT – 3 (8 hours)

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

UNIT –4 (8 hours)

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

UNIT – 5 (6 hours)

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

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO 1: Conceptual knowledge of Enterprise Resource Planning	K1(Remember) K2(Understand)
CO 2: To identify the key tools and elements of ERP	K1(Remember) K2(Understand) K3(Apply)
CO 3: Competency to implement effective managerial practices through ERP	K2(Understand) K3(Apply) K4(Analyse) K5(Evaluate)
CO 4: Understanding of project planning and post implementation evaluation and maintenance	K4(Analyse) K5 (Evaluate)
CO 5: Knowledge about the ERP packages	K1(Remember) K2(Understand)

Suggested Readings:

1. Leon, Alexis; ERP Demystified; McGraw-Hill Education.

2. Joseph, A. Brady, Ellen, F. Monk and Wangner, Bret J.; Concepts in Enterprise Resource Planning; Thomson Learning.

3. Garg, V.K. and Venkitakrishnan, N.K.; Enterprise Resource Planning: Concepts and Planning; Prentice Hall of India Learning

EXPORT IMPORT DOCUMENTATION

KMBI IB 05   Credits 3   Max Hours: 36 Hrs

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

Unit 1 Introduction (8Hrs)

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

Unit 2 (8Hrs)

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

Unit 3(8Hrs)

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

Unit 4 (8 Hrs)

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

Unit 5 (4Hrs)

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

COURSE OUTCOME

S.No	Course outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
Co1.	Identify the process of Registration process, Payment terms, Export costing and pricing.	Knowledge (k1)
Co2	Interpret the process of Shipment procedures, & summarize the variousdocuments used in Shipping,	Understand (k2)
Co3	Classify the concept ofvarious incentives, benefits&risk involved in shipping process	Understand (k2)
Co4	Discuss the various business planning Import procedures&various export promotion schemes	Understand (k2)
Co5	Demonstrate the various export promotion schemes &Types of Export Houses.	Apply (k3)

Suggested Readings

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

INTERNATIONAL BUSINESS STRATEGY

KMBI IB 06   Credits 3   Max Hours: 40 Hrs

Course Objectives:

To understand the business relations of India with different countries and markets is to find out the future prospects of India's Foreign Trade.

Unit – I (Session 08)
Introduction of prospects of FT - History and introduction to FT, promotional measures in FT by Indian government, establish linkages between market and products and design business strategies with global perspective. Agro products: Tea, Rice, Oil seeds, Wheat, Pulses, SEZ. Engineering Products: Metal Manufacturers, Machinery and Instruments, Transport equipments,

Unit – II (Session 08)
Market Study - To study the business environments of each market (Economic, Social, Technological, Political and legal framework) 1. U.S.A. 2. European Union 3. Japan, 4. ASEAN, 5. China 6. South Africa
7. Middle East Also study the geographic, climatic and other conditions which favors Indian exports to thesecountries.

Unit – III (Session 10)
Products Study: Develop a working knowledge of each product category and conduct a general SWOTanalysis for each product category. Also study the geographic, climatic and other conditions
   i)   Software - Differentiate between product v/s Services, Outsourcing, etc.
   ii)   Pharmaceuticals - Product v/s Process Patent, New Drug. Discovery or Generic Productstrategy etc.
   iii) Textiles and Readymade Garments: Cotton or Man made:Yarn,Fabric,RMG.

Unit – IV (Session 08)
Product and Market Strategy: Develop a working knowledge of each product category and conduct a general SWOT analysis for each product category. Also study the geograPrentice Hall of Indiac, climaticand other conditions.
   i)   Gems and Jewellery
   ii) Leather and leather Products

Unit – V (Session 06)
Products Category: Develop a working knowledge of each product category and conduct a general SWOT analysis for each product category. Also study the geographic, climatic and other conditions, Services Sector: Insurance, Banking, consultancies

COURSE OUTCOME

S.No	Course outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
Co1.	Identify the issues in foreign trade for various products.	Applying (k3) Understanding(k2) Remembering(k1)
Co2	Knowledge of different market environment.	Applying (k3) Understanding(k2) Remembering(k1)
Co3	Application of various techniques for various product category.	Applying (k3) Understanding(k2) Remembering(k1)
Co4	Analysis of product and market strategy in international markets.	Applying (k3) Understanding(k2) Remembering(k1) Analysing(k4)
Co5	Understanding and application and working knowledge of different product category.	Applying (k3) Understanding(k2) Remembering(k1)

References:
1. John A. Pearce and Richard B Robinson; Strategic Management; AITBS Publication.
2. Azhar Kazmi; Business Policy; Tata McGraw-Hill Publishing New Delhi,
3. Srivastava; Management Policy and Strategic Management; Himalaya Publishing House Co.
4. Porter M.; Competitive Strategy Techniques for Analyzing Industries and competitors; The Free Press,New York.
5. Thompson and Strickland; Strategic Management – Concepts and Cases; Tata McGraw Hill, NewDelhi.

INTERNATIONAL LOGISTICS MANAGEMENT

KMBI IB 07   Credits 3   Max Hours 36

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

Unit 1 : Foundation Concepts in International Logistics (6 Hours)
Managing the Supply Pipeline for Global Trade Flows, The Global Logistics Operators, Comparison between National and International Logistics, International Transport System, Globalisation and International Trade Environment. Factors Driving Global Supply Chain Management, Customs and Global Supply Chain Management. **Case Studies and Latest Updates**

Unit 2 Export Sales Contract in International Logistics (8 Hours)
Constituents of the Export Sales Contract, Contract of Affreightment: Terms of Delivery & Incoterms standards. International Purchasing Systems- Constituents, Strategy and its Interface with the Management of the Global Supply Chain, Negotiating the Contract, Selecting the International Logistics Operator, Criteria of Selecting the Third-Party Logistics Operator. **CaseStudies and Latest Updates**

Unit 3 Integrating International Logistics with Supply Chain (8 Hours)
Trade-Offs in International Logistics, Multi-Modalism, Key Factors in a Transport Mode(s) & Trade-Off. Considerations of Speed, Frequency, Packing and Insurance in International Transportation. Warehousing & Benchmarking in Global Supply Chain Management, Supply Chain Cycle Time Reduction, Demand-Driven Supply Network in International Logistics. **CaseStudies and Latest Updates.**

Unit 4: International Transport Systems (7 Hours)
Introduction to International Transport System- Basic Terms, Characteristics and Relations, Significance of Transportation Services, Characteristics of Modes of Transports -Road Transportation, Rail Transportation, Maritime Transport, Air Transport. Technical performance & Transport Economic Indicators, Maritime Routing Patterns, The Containerization of Commodities, Transcontinental Bridges. **Case Studies and Latest Updates.**

Unit 5: Cost and Economy of International Logistics (7 Hours)
International Transport and Economic Development, Transportation and Commercial Geography, Components of International Transport Costs, International Transport Supply and Demand, Location Analysis, Market Area Analysis, The Nature of International Transport Policy, International Transport Planning, International Transport Safety and Security, Traffic Counts and Traffic Surveys, Cost / Benefit Analysis. **Case Studies and Latest Updates.**

COURSE OUTCOME

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

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

KMBI IB 08   Credits: 3   Max Hours: 36

Course Objectives

International Trade Law has two objectives: public and private.

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

UNIT 1 (8 Hours)
The World Trade Organization-Part 1: Introduction to International trade and the law of the WTO, Sources of WTO Law, Basic rules and principles of WTO Law, Economic Theories of free trade- Absolute Advantage theory; Comparative Advantage theory; Huckster–Ohlin theory; Leontief Paradox and New trade theory, Evolution of GATT as a trading institution and transition of GATT to WTO; Marrakesh Agreement, Institutional structure of the WTO, WTO Dispute Settlement challenges, Principles of Non- discrimination-Most favored nation treatment and National treatment obligation, Dumping-Anti-dumping Measures

UNIT 2 (8 Hours)
The World Trade Organization-Part 2: WTO jurisprudence on TBT and SPS Agreements-Agreement on Sanitary and Phy, What is the difference between sanitary and phytosanitary, WTO and environment protection, General Agreement on Trade in Services (GATs) - Meaning of trade in services, General obligations, Specific obligations in Financial services, Telecommunication services, India and the GATs.
 Trade-Related Aspects of Intellectual Property Rights (TRIPs), IPRS covered by TRIPs, Indian response to the TRIPs, Agreement on Agriculture, Trade Related Investment Measures (TRIMS)

UNIT 3 (8 Hours)
Transnational, Transactions and Resolution: Transnational Commercial Laws: Meaning and scope of Transnational Commercial Law, Sources of Transnational Commercial Law, Movement towards unification of national commercial laws
.UNIDROIT and UNCITRAL**,** International Carriages- Carriage of goods by sea; Carriage by air; Multimodal transportation, International Sales of goods, The role of International Chamber of Commerce in the development of Transnational Commercial Laws; Uniform Customs and Practices on Documentary Credits. International Commercial Arbitration. UNCITRAL Model Law on International commercial arbitration. Indian Arbitration and Conciliation Act, 1996; Enforcement of foreign arbitral awards.

UNIT 4 (8 Hours)

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

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

UNIT 5 (4 Hours)

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

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

Suggested Readings

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