

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



EVALUATION SCHEME & SYLLABUS

FOR

MBA (INTEGRATED) FOURTH YEAR

AS PER

AICTE MODEL CURRICULUM

[Effective from the Session: 2021-22]

PROGRAMME STRUCTURE AND EVALUATION SCHEME (K series)

**MBA (Integrated) - Fourth Year
Effective from the Session: 2021-22
Semester - VII**

S. No.	Code	Subject	Periods			Evaluation Scheme						Total	Credit
						Internal Evaluation				ESE			
			L	T	P	CT	TA	TOTAL	PS	TE	PE		
1.	KMBI701	Strategic Management	3	2	0	30	20	50	0	100	0	150	4
2.	KMBI702	Innovation And Entrepreneurship	3	2	0	30	20	50	0	100	0	150	4
3.		Specialization Group 1 Elective 1	3	2	0	30	20	50	0	100	0	150	3
4.		Specialization Group 1 Elective 2	3	2	0	30	20	50	0	100	0	150	3
5.		Specialization Group 2 Elective 1	3	2	0	30	20	50	0	100	0	150	3
6.		Specialization Group 2 Elective 2	3	2	0	30	20	50	0	100	0	150	3
7.	KMBI703	MS EXCEL – II	0	0	3	30	20	50	0	0	100	150	2
TOTAL												1050	22

**Effective from the Session: 2021-22
Semester - VIII**

S. No.	Code	Subject	Periods			Evaluation Schemes						Total	Credit
						Internal Evaluation				ESE			
			L	T	P	CT	TA	TOTAL	PS	TE	PE		
1.	KMBI801	Rural Management	3	2	0	30	20	50	0	100	0	150	4
2.	KMBI802	Supply Chain Management	3	2	0	30	20	50	0	100	0	150	4
3.		Specialization Group 1 Elective 3	3	2	0	30	20	50	0	100	0	150	3
4.		Specialization Group 1 Elective 4	3	2	0	30	20	50	0	100	0	150	3
5.		Specialization Group 2 Elective 3	3	2	0	30	20	50	0	100	0	150	3
6.		Specialization Group 2 Elective 4	3	2	0	30	20	50	0	100	0	150	3
7.	KMBI803	Data Analysis Lab – I	0	0	3	30	20	50	0	0	100	150	2
TOTAL												1050	22

Abbreviations used:

- L/T/P: Lecture/Tutorial/Practical

CT/TA: Class Test/Teacher's Assessment

(Dual Specialization)**Note: Every Student shall opt for any two specialization groups.****ELECTIVE PAPERS IN FOURTH YEAR****SPECIALIZATION GROUP: MARKETING****SEMESTER- 7**

Elective No.	Course Code	Course Title
Elective 1:	KMBI MK 01	Consumer Behaviour and Marketing Communication
Elective 2:	KMBI MK 02	Sales and Retail Management

SEMESTER-8

Elective No.	Course Code	Course Title
Elective 3:	KMBI MK 03	Competitive Marketing
Elective 4:	KMBI MK 04	Rural Marketing

SPECIALIZATION GROUP: FINANCE**SEMESTER- 7**

Elective No.	Course Code	Course Title
Elective 1:	KMBI FM 01	Security Analysis and Portfolio Management
Elective 2:	KMBI FM 02	Management of Financial Institutions and Services

SEMESTER-8

Elective No.	Course Code	Course Title
Elective 3:	KMBI FM 03	Behavioural Finance
Elective 4:	KMBI FM 04	Corporate Accounting

SPECIALIZATION GROUP: HUMAN RESOURCE**SEMESTER- 7**

Elective No.	Course Code	Course Title
Elective 1:	KMBI HR 01	Employee Relations and Labour Laws
Elective 2:	KMBI HR 02	Human Resource Development : Strategies and Systems

SEMESTER-8

Elective No.	Course Code	Course Title
Elective 3:	KMBI HR 03	Performance and Reward Management
Elective 4:	KMBI HR 04	Talent Management

SPECIALIZATION GROUP: INFORMATION TECHNOLOGY**SEMESTER- 7**

Elective No.	Course Code	Course Title
Elective 1:	KMBI IT 01	E-Commerce
Elective 2:	KMBI IT 02	Database Management System

SEMESTER- 8

Elective No.	Course Code	Course Title
Elective 3:	KMBI IT 03	System Analysis and Design
Elective 4:	KMBI IT 04	Cloud Computing for Business

SPECIALIZATION GROUP: INTERNATIONAL BUSINESS**SEMESTER- 7**

Elective No.	Course Code	Course Title
Elective 1:	KMBI IB 01	Cross Cultural Business Management
Elective 2:	KMBI IB 02	Global Sourcing and Business Development

SEMESTER- 8

Elective No.	Course Code	Course Title
Elective 3:	KMBI IB 03	Indian Foreign Trade Framework
Elective 4:	KMBI IB 04	International Marketing

KMBI 701: STRATEGIC MANAGEMENT

Credits: 4

Teaching Hours: 36

Course Objectives

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

UNIT 1 (5 Hours)

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

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

UNIT 2 (8 hours)

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

UNIT 3 (9 hours)

Strategy Formulation: Situational Analysis using SWOT approach

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

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

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

Case Studies and Latest Updates.

Unit 4 (9 hours)

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

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

Unit 5 (5 hours)

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

COURSE OUTCOMES

Course Outcomes	Expected Levels of Learning as per Bloom's Taxonomy for Assessment of Course Outcome.
CO1: Formulate organizational vision, mission, goals, and values	Applying (K3) Understanding (K2) Remembering (K1)
CO2. Develop strategies and action plans to achieve an organization's vision, mission, and goals.	Create (K6) Evaluating (K5) Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)
CO3. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.	Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)
CO4. Evaluate and revise programs and procedures in order to achieve organizational goals;	Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)
CO5. Consider the ethical dimensions of the strategic management process;	Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)

Suggested Readings:

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

INNOVATION & ENTREPRENEURSHIP

Code: KMBI 702

Credits: 4

Teaching Hours: 36

COURSE OBJECTIVES:

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

Unit 1

(7 Hours)

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

Unit 2

(6 Hours)

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

Unit 3

(9 Hours)

Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, & financial institutions, financing of small-scale industries in developing countries.

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

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

Unit 4

(9 Hours)

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

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

Unit 5

(5 Hours)

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

COURSE OUTCOMES

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

Suggested Readings

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

KMBI 703: MS EXCEL -II

Max. Hours: 30

This course is to be conducted in a computer lab under a qualified trainer. All the computers to be used for this purpose must have the licensed version of MS Office. The following topics shall be covered under this course –

1. Working with Data:-

Organising, Sorting, Filtering and Formatting the Data; Conditional Formatting; Importing and Exporting the Data; Data Validation; Pivot Tables.

2. Working with Charts and Graphs:-

Bar Chart; Pie Chart; Histogram; Frequency Polygon; Ogive; Pareto Chart; Scatter Plot; Line Chart.

3. Working with Formulas and Functions:-

Financial Functions; Logical Functions; Text Functions; Date and Time Functions; Lookup Functions; Statistical Functions; Macros.

KMBI 801: RURAL MANAGEMENT

Credit 4

Teaching. Hours: 36

Course Objectives:

To understand intricacies of rural businesses, Creation and managing of co-operatives and to understand various issues in rural development.

Unit- I (Session 08)

Introduction to Rural Management: Rural Management and its critical features; Identification of needs of rural producer organization, enterprises, projects and its people; the rural social and political scenario. Features of structure dynamics and changes of rural society and polity in India in post-independence period.

Unit –II (Session 08)

Rural Livelihood System: Overview of the rural resources-land, soil, climate, water and forests; Overview of the production system containing agriculture, horticulture, seri-culture, forestry, animal husbandry and dairying, fisheries, non-farm activities. Concept, processes and relationship among agroclimate and natural resources, production system and livelihood of rural people.

Unit –III (Session 08)

Managing Co-operatives: Managing co-operatives, emergence, endurance and growth of co-operatives; Leadership issues in co-operatives, evolution of co-operative technologies; Co-operative principles; Issues in establishing agricultural co-operatives, democratic governance in co-operatives; co-operative principles and economic rationality; Anand pattern of co-operative-federal structure, causes of sickness, leadership issues and managing boards.

Unit-IV (Session 08)

Creation of Co-operative and their financing: Economic Theory of co-operatives, agency theory, theory of contracts, transaction cost economics, game theory and their reciprocity, welfare economics and their co-operatives.

Unit –V (Session 08)

Rural Development Interventions: Concept, measures and determinants of rural development; Critique of major rural development approach and strategies; growth v/s equity oriented approach; area v/s group based approach; top down vs participatory and people oriented approach to development planning; Contemporary growth and poverty alleviation programme; different interventions for rural social and infrastructure development; Role of Institutions in rural development-PRIs, NGOs etc; success and sustainability of rural development interventions. Managing HR in rural set up.

References:

1. Jonathan Reuvid; Guide to Rural Business; Kogan Page, 2003.
2. Brown Ben; Practical Accounting for Farm and Rural Business; Lavoisier, 2003.
3. Prag P ; A – Rural Diversification; EG Books
4. Gopalaswamy T.P.; Rural Marketing Environment, Problems and Strategies; Vikas Publishing Publications 1st Ed.

KMBI 802: SUPPLY CHAIN MANAGEMENT

Credits: 4

Teaching Hours: 36

Course Objectives:

Understand the framework and fundamentals of Supply Chain Management as the foundation for building and sustaining high performance and effectiveness in the organization.

Develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution of goods and services to meet varying customer demand.

Demonstrate the ability to analyze and apply critical thinking and learning skills related to "real life" problems and situations.

Unit –I (Session 08)

Concept of Supply Chain Management-Evolution, Flows in SCM, Process View of SCM, Drivers of SCM, Macro Process of SCM, Value Chain Analysis, Supply Chain Decision Phases Supply Chain Performance: Competitive and Supply Chain Strategies, Achieving Strategic Fit.

Unit-II (Session 08)

Forecasting in Supply Chain: Forecasting in Supply Chain, Methods of Forecasting, Planning Supply and Demand in a Supply Chain. Inventory Management: Concept of Inventory, Types of Inventory, Inventory Systems, Inventory Modeling: Deterministic and Probabilistic Models (Single Period Decision Model).ABC/VED and other Inventory Control Techniques

UNIT-III (Session 08)

Designing Distribution Network: Role of Distribution in Supply Chain, Factors influencing Distribution Network Design, Design Options for a Distribution Network, Role of Network Design in Supply Chain, Risk Management and Network Design.

Unit-IV (Session 08)

Logistics Management : Role of logistics in SCM, Difference between SCM and Logistics, Logistics Costs, Logistics Models, Bullwhip Effect, 3PL,4PL.Transportation Management: Role of Transportation in SCM, Transportation Decisions, Push vs. Pull System, Cross Docking.

Unit-V (Session 08)

Purchasing Management: Meaning, Functions of Purchase Department, Purchasing Policies.Material Handling System Design and Decision: Warehousing, Store Management Sourcing Decision: Role of Sourcing in Supply Chain, Outsourcing, Vendor Rating and Vendor Management
IT in SCM: Supply Chain Integration, Role of IT in SCM, EDI, ERP, Internet and Intranet, Bar-coding, RFID, Development in SCM: Supply Chain Restructuring,

References:

1. Sunil Chopra and Peter Meindl; Supply Chain Management: Strategy, Planning and Operation; Third edition, Pearson Education, 2009.
2. Rajasekhar and Acharyulu; Logistics and Supply Chain Management; Excel, 2009.
3. Donald J. Bowersox and David J. Closs; Logistical Management: The Integrated Supply Chain Process; Tata McGraw Hills, 2006.
4. Sridhara Bhat; Logistics and Supply Chain Management; Himalaya Publishing House, 2011.
5. John T Mentzer; Supply Chain Management; Sage Publications, 2008.
6. Joel D Wisner; Keong Leong, Keah Choon Tan; Principles of Supply Chain Management – A Balanced Approach; Cengage Learning, 2008.
7. Rahul V Altekhar; Supply Chain Management, Concepts and Cases; Prentice Hall Of India, 2008.

KMBI 803: DATA ANALYSIS LAB- I

Max. Hours: 30

This course is to be conducted in a computer lab under a qualified trainer. All the computers to be used for this purpose must have the licensed version of any of the suitable application software. The following topics shall be covered under this course-

1. Univariate Descriptive Analysis:-

- i) Measures of Central Tendency- Mean, Median, Mode
- ii) Measures of Variability- Range, Variance, Standard Deviation, Co-efficient of Deviation
- iii) Measures of Shape- Skewness and Kurtosis
- iv) Measures of Stability- Standard Error

2. Bivariate Descriptive Analysis:-

- i) Covariance
- ii) Correlation

KMBI MK 01: CONSUMER BEHAVIOR & MARKETING COMMUNICATION

Course Credit: 3

Contact Hours: 36

Course Objectives

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

UNIT-1 (5 Hours)

Introduction: Consumer Behavior & the Marketing Mix, Consumer Goals, **Consumer Decision Making**

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

UNIT-2 (8 Hours)

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

UNIT-3 (10 Hours)

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

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

UNIT-4(9 Hours)

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

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

UNIT 5 (4 Hours)

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

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1. Understand the three major influences on customer choice: the process of human decision making in a marketing context; the individual customers make up; the environment in which the customer is embedded.	Understand (K2)
CO2. Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities	Create (K6)
CO3. Be able to demonstrate how concepts may be applied to marketing strategy.	Apply (K3)
CO4. Apply an IMC approach in the development of an overall advertising and promotional plan.	Apply (K3)
CO5. Enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign	Analyze (K4)

Suggested Readings

1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.
2. Consumer Behaviour : Sethna Zubin & Blythe Jim, SAGE Publishing India
3. Integrated Advertising, Promotion and Marketing Communications: Clow, Kenneth E. & Baack Donald E., Pearson
4. Advertising & promotions an IMC perspective: Kruti Shah & Alan D' Souza, McGraw Hill education
1. 5 Advertising and promotion- An integrated Marketing Communication Perspective, George E Belch & Michael A Belch, McGraw Hill Education
2. 6 Advertising, Brand and Consumer Behaviour, 2020, S. Ramesh Kumar, SAGE Publishing India

KMBI MK 02: SALES AND RETAIL MANAGEMENT**Credits: 3****Teaching Hours: 36****Objectives:**

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

Unit1: (4 Hours)

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

UNIT 2: (7Hours)

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

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

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

UNIT 3: (9Hours)

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

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

UNIT 4: (8 Hours)

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

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

UNIT 5: (8 Hours)

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

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

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1: Students will develop knowledge, understanding and skills in Sales force management.	K1(Remember) K2(Understand)
CO2: Acquainted with better understanding of implementation of sales management strategies.	K1(Understand) K3(Apply) K4(Analyze)
CO3:Develop analytical skills for effective decision alternatives in sales management problems	K4(Analyze) K5(Evaluate) K6(Create)
CO4: Develop the knowledge, understanding and skills in retail management.	K2(Understand) K3(Apply)
CO5: Acquainted with better understanding of implementation	K4(Analyze)

of retail management strategies and develop analytical skills for effective decision alternatives in retail operations.	K5 (Evaluate)
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Suggested Readings

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

KMBI MK 03: COMPETITIVE MARKETING

Credits: 3

Teaching Hours: 36

Course Objectives:

The markets in contemporary times are intensely contested spaces. This course is designed to impart knowledge and skills essential to developing effective marketplaces responses in competitive situations. Specifically, the course is aimed to cultivate skills for analyzing market competition and design competitive marketing strategies to outmanoeuvre competition.

Unit I: (Session 08)

Introduction to competition: price and non-price competition; direct and indirect competition; Different types of markets: commodity, business, and service; Nature of competition; Forces model

Unit II: (Session 08)

Competitive marketing strategies: Understanding the competitor, Outwitting, outmanoeuvring and outsmarting the competition; Competitor learning; Competitor analysis: Marketplace strategy – Scope, posture and goals; Competitive strategic analysis: Activity/value chain, Alliances, Networks, Capabilities and competencies, Assets and Assumptions.

Unit III:

Tools for strategic analysis: GE and BCG matrix; Portfolio Matrix, Porter's Strategies Framework; Ansoff matrix; Balance score card; Warfare framework

Unit IV: (Session 08)

Growth Strategies: Competitive market strategies for emerging industries, strategies for mature and declining brands and fragmented industries; projecting the Competitor's Future Marketplace strategies; Marketing warfare strategies: Market leader strategies, market challenger strategies, market niches strategies

Unit V: (Session 08)

Tactical and operational decisions in managing and outmanoeuvring competition: designing and managing value networks; marketing channels and channel dynamics; managing communication; sales promotion, public relations and direct marketing.

Suggested Readings:

5. Aaker, D. A. (2013). Strategic market management (10th ed.). New York: John Wiley & Sons.
1. Craven, D. W., & Nigel, F. P. (2012). Strategic marketing (10th ed.). McGraw-Hill Higher Education.
2. Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). Marketing (14th ed.). New Delhi: Tata McGraw Hill.
3. Fahey, L. (1999). Competitors: outwitting, outmaneuvering, and outperforming. New York: John Wiley & Sons.
4. Kotler, P., Keller, K., Koshy, A., & Jha, M. (2009). Marketing Management: A South Asian perspective (13th ed.). New Delhi: Pearson Education.
5. Porter, M (1998). Market Signals, Competitive Strategy: Techniques for Analyzing Industries and Competitors. NY: The Free Press.
6. Rao, V. R., & Steckel, J. H. (2006). Analysis for strategic marketing. New Delhi: Pearson Education.

KMBI MK 04: RURAL MARKETING

Credits: 3

Teaching Hours: 36

Course Objectives:

To provide students with an understanding of the Indian rural marketing environment and enable students to plan products and strategies that would help in overcoming the challenges of rural markets

Unit I: (Session 08)

Introduction- Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Rural versus Urban Markets, Rural Market in India – size and scope, Factors contributing to Growth of Rural Markets

Unit II: (Session 08)

Rural Consumer behavior- Characteristics of rural consumers, Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behaviour models, Factors affecting Rural Consumer Behaviour, Consumer Buying Process

Unit III: (Session 08)

Rural Marketing Environment- Rural Environment, Occupation Pattern, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Markets Segmentation, Targeting and Positioning strategies, Four A's of Rural Marketing Mix

Unit IV: (Session 08)

Product and Pricing - Classification of products and services in Rural marketing, Rural Marketing of FMCG's and Consumer durables- issues and challenges, Importance of Branding, Packaging and Labelling, New Product launch techniques for rural markets, Nature of Competition in Rural Markets, Pricing Strategies in Rural Markets.

Unit V: (Session 08)

Distribution, Communication and Future- Accessing Rural Markets, Channels of Distribution, Prevalent Rural Distribution Models, Emerging Distribution Models, Rural Retail System, Rural Communication strategy, Rural Media, Advertising and promotion strategies for rural markets, Challenges in Rural Communication, Future of Rural Marketing in India- Role of Government, Rural Micro Finance, Digitalizing the Indian rural markets.

Suggested Readings:

1. Dogra B., & Ghuman K. (2010). Rural Marketing Concepts and Practices. New Delhi: Tata McGraw-Hill.
2. Gopal Swamy, T. P. (2009). Rural Marketing (3rd ed.). New Delhi: Vikas Publishing House.
3. Kashyap, P., & Raut, S. (2007). Rural Marketing (5th ed.). Wiley India Pvt. Ltd
4. KrishnamaCharyulu, C.S.G., & Ramakrishnan, L. (2011). Rural Marketing Text & Cases (2nd ed.). Pearson Education.
5. Krishnamoorthy R. (2014). Introduction to Rural Marketing, 4th Edition. Himalaya Publishing House.
5. Ramakrishnan, R. (2006). Rural Marketing in India – Strategies and Challenges. New Century Publications.

KMBI FM 01: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits: 3

Teaching Hours: 36

Course Objectives:

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

Unit- I (Session 08)

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 and Approaches of Security analysis.

Unit -II (Session 08)

Risk and Return: Concept of Risk, Component and 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 (Session 08)

Technical Analysis: DOW Theory, Support and Resistance level, Type of charts and 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 (Session 08)

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 (Session 08)

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.

References:

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 E
4. Pandian P; Security Analysis and Portfolio Management; Vikas Publishing, 1st Ed.
5. Bodie, Kane, Marcus and Mohanti; Investment and Indian Perspective; McGraw Hills, 10th Ed
6. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey; Investments; Prentice Hall of India, 6th Ed.
7. Donald E. Fischer and Ronald J.Jordan; Security Analysis and Portfolio Management; Pearson Education, 6th Ed

KMBI FM 02: MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Credits: 3**Teaching Hours: 36****Course Objectives:**

The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial services.

Unit -I (Session 08)

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

Unit- II (Session 08)

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

Unit- III (Session 10)

Securitisation : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance organisations - Their status, types, working and strategies for commercial viability.

Unit- IV (Session 08)

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Unit- V (Session 06)

Concept, Types, Significance of Mutual Funds, NAV, Evolution and Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

References:

1. Fabozzi; Foundations of Financial Markets and Institutions; Prentice Hall, 3rd Ed.
2. Parameswaran; Fundamentals of Financial Instruments; Wiley India
3. Khan M Y; Financial Services; Tata McGraw Hill, 1998
4. Machiraju H R ; Indian Financial System, Vikas Publishing; 2004
5. Bhole L M; Financial Institutions and Markets, Tata McGraw-Hill; 3rd edition, 2003
6. Srivastava , R.M and Nigam Divya; Management of Financial Institutions; Himalaya Publishing House Pvt. Ltd., 2003
7. Gurusamy S; Financial Services and Markets; Thomson .Brooks, 1st Ed.

KMBI FM 03: BEHAVIOURAL FINANCE

Credits: 3

Teaching Hours: 36

Course Objectives:

The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behavior

Unit- I (Session 08)

Behavioural Finance: Nature, Scope, Objectives and Significance and Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory and mental accounting—investors Disposition effect.

Unit- II (Session 08)

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.

Unit- III (Session 08)

Elsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

Unit- IV (Session 08)

External factors and investor behaviour: Fear and Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

Unit- V (Session 08)

Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

References:

1. Finding Financial Wisdom in Unconventional Places; Columbia Business School Publishing
2. Bisen, Pandey; Learning Behavioural Finance; Excel Books.
3. Edward Chancellor; A History of Financial Speculation; Penguin USA.
4. Forbes; Behavioural Finance; Wiley India.
5. Montier; The Little Book of Behavioral Investing; Wiley
6. Robert B. Cialdini; The Psychology of Persuasion; Harper Collins Business Essentials

KMBI FM 04: CORPORATE ACCOUNTING

Credits: 3

Teaching Hours: 36

Course Objectives:

To help the students to acquire the conceptual knowledge of the corporate accounting and to understand the various techniques of preparing the financial statements.

Unit I: Issue of shares and allotment of shares (Session 08)

Fixed price offer and book building methods – meaning and features of book building; SEBI regulations; issue of bonus shares – meaning and SEBI's Guidelines; accounting treatment of bonus issue; accounting for rights issue; underwriting – concept, need and types; accounting treatment thereof.

Unit II: Debentures (Session 08)

Meaning and classification; accounting treatment of issue and redemption of debentures; methods of redemption – installments - out of profits and out of capital, conversion, issue of new shares or debentures, own debentures methods only.

Unit III: Company Final Accounts (Session 08)

Meaning and necessity; provisions of Companies Act relating to maintenance of final accounts; forms of final accounts – vertical and horizontal forms; divisible profits, managerial remuneration, treatment of tax provisions; preparation of financial statements; implications of Accounting Standards – 1, 4, 5, 17, 18 and 22.

Unit IV: Profit prior to incorporation (Session 08)

Meaning and cut-off date; basis of appropriation; preparation of profit and loss account and balance sheet.

Unit V: Accounting for Internal Reconstruction (Session 08)

Accounting for Internal Reconstruction: Meaning of alteration of share capital – increase in capital, consolidation and sub-division; reduction of share capital and forms; provisions and accounting entries; disposal of capital reduction account; preparation of post-reconstruction balance sheet.

Suggested Readings

1. S N Maheswari, Advanced Accounting – Vol. II, Vikas Publishing House, New Delhi.
2. R L Gupta and Radhswamy, Advanced Accountancy – Vol. II, III and IV, Sultan Chand & Sons, New Delhi.
3. Shukla and Grewal, Advanced Accounts – Vol. II, S. Chand & Company, New Delhi.
4. Ashok Sehgal and Deepak Sehgal, Advanced Accounting – Vol. II, Taxmann, New Delhi.
5. J R Monga, Fundamentals of Corporate Accounting, Mayur Paperbacks, Noida.
6. Jain and Narang, Advanced Accounting – Vol. II, Kalyani Publishers, Ludhiana.
7. S Kr Paul, Accountancy – Vol. II, Central Book Agency, Kolkatta.
8. Arunachalam, Advanced Accounting, Himalaya Publishing House, Mumbai
9. Chakraborty, Advanced Accounts, Oxford Press, New Delhi

KMBI HR 01: EMPLOYEE RELATIONS AND LABOUR LAWS

Credits: 3

Teaching Hours: 36

Course Objectives:

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

Unit -I (Session 08)

Introduction: Concept, objectives, functions, significance and 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 and suggestive remedial measures of trade unions

The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy and Participative Management.

Unit -II (Session 08)

Collective Bargaining: Significance, types and Procedure of collective bargaining

Discipline: definition and objectives, Misconduct, Disciplinary Action, Types of punishments, Code of Discipline, Domestic Enquiry.

Grievance Function in IR: Meaning and content presentation of grievances, role of HR department, evaluation of grievance redressal machinery, grievance settlement procedure.

Unit -III (Session 08)

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

Unit -IV (Session 08)

The Payment of Minimum wages act 1936, The Contract Labor (Abolition and regulative) act, The ESI Act, 1948.

Unit-V (Session 08)

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

References:

1. Mamoria CB, Mamoria, Gankar; Dynamics of Industrial Relations; Himalaya Publishing House, 15th Ed.)
2. Singh B.D; Industrial Relations and Labour Laws; Excel, 1st Ed.
3. Srivastava SC; Industrial Relations and Labour Laws; Vikas Publishing, 2000, 4th Ed.
4. Venkata Ratnam; Industrial Relations; Oxford University Press, 2006, 2nd Ed.
5. Monappa Arun; Industrial Relations; McGraw Hill Education

KMBI HR 02: HUMAN RESOURCE DEVELOPMENT : STRATEGIES AND SYSTEMS

Credits: 3

Teaching Hours: 36

Course Objectives:

The objective of the course is to familiarize the students with the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is designed to facilitate the development of knowledge and skills that HR specialists need in performing their strategic role. It is intended to promote an understanding of how concepts and theories can be put into practice in a variety of organizations.

Unit I: (Session 08)

HRD: Evolution and Concepts; Challenges & Goals of HRD; HRD Function and staffing; Roles and Competencies of HR professionals; Role of Line and Staff managers in HRD; HRD Climate; Systems Approach to HRD; HRD System Design Principles.

Unit II: (Session 08)

Design & Administration of Select HRD Systems: Career Management; Workplace Mentoring

Unit III: (Session 08)

Design & Administration of Select HRD Systems: Work-Life Integration; Developing global managers, HRD systems for International managers.

Unit IV: (Session 08)

Applications of HRD: HRD for managing organizational change, HRD for Workers (blue collar employees)

Unit V: (Session 08)

HRD Audit; additional HRD systems with Case Examples

Suggested Readings:

1. Agarwala, T. (2007). Strategic Human Resource Management. New Delhi: Oxford University Press.
2. Dayal, I. (1993). Designing HRD Systems. Concept.
3. Maheshwari, B. L., & Sinha, D. P. (1991). Management of Change Through HRD. McGraw Hill.
4. Mankin, D. (2009). Human Resource Development. Oxford University Press.
5. McCall, Jr. M. W., & Hollenbeck, G. P. (2002). Developing Global Executives: The Lessons of International Experience. Harvard Business School Press.
6. Mello, J. A. (2009). Strategic Human Resource Management (4th ed.). Cengage Learning.
7. Pareek, U. (1992). Managing Transitions: The HRD Response. New Delhi: McGraw Hill.
8. Rao, T. V. (1988). Alternative Approaches & Strategies of Human Resource Development. Rawat.
9. Rao, T. V. (1999). HRD Audit. Response Books.
10. Som, A. (2008). Organization Redesign and Innovative HRM. Oxford University Press.
11. Werner, J. M., & DeSimone, R. L. (2012). Human Resource Development (6th ed.).

KMBI HR 03: PERFORMANCE AND REWARD MANAGEMENT

Credits: 3

Teaching Hours: 36

Course Objectives:

To show students performance management, Reward management and Competency mapping is the most critical function and strong determinant of organizational excellence. To develop and appreciation skills essential for designing and instituting effective performance management, reward management and competency management systems.

Unit- I (Session 08)

Concept, Principles and Contribution of Performance Management–Dangers of poorly implemented performance management system— Contributions of Performance Management– Background to Performance Management–Performance Management and Performance Appraisal- Strategic issues in moving from Performance Appraisal to Performance Management.- Concerns of Performance Management– Ethical considerations– Legal Issues in Performance Management

Unit- II (Session 06)

Performance management and compensation strategies – Job analysis, Job description, Job Employee benefits required by laws – Discretionary major employee benefits – Employee services, Health care, Long term care-Requirements of an effective benefits programme – Concerns of management – Important issues in Executive compensation – International compensation.

Unit- III (Session 10)

Reward Management: Concept, Aims, Components of Reward system– Role of Reward in organisation– Strategic perspectives of Reward–Reward as a motivational tool– Psychological contract–Reward policies Factors determining the rates of Pay–Strategic and Tactical pay related issues–Establishing Job Values and Relativities: Internal and External Equities–Job evaluation schemes, Internal Pay Structure, Reward survey– Designing Pay Level, Pay Mix and Pay Structures–Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive, Designing Incentive Scheme

Unit- IV (Session 08)

Reward for Special groups– Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers –Components of Executive Compensation package. Employee Benefits and Services–Rationale for employee benefits–Types of benefits, Choice of benefits, administering employee benefits, Tax considerations– Flexible benefits/Cafeteria Plans–Pension Schemes–ESOP—Computations of taxable income, overtime, etc.

Unit- V (Session 08)

Concept of Competency and Competence- Constituents of competence-Types of Competencies-Competency Management-Significance of competency-based performance management-Competency based performance management strategy-intervention and drivers. Feedback and Assessment Development Centers, Issues and concerns in Performance Management.

Cases relating to issues discussed in the previous units.

References:

1. T.V. Rao; Performance Management and Appraisal Systems: HR Tools for Global Competitiveness; Response Books, New Delhi, 2004.
2. Premchada; Performance Management: It's about Performance – Not just appraising, Macmillan; New Delhi, 2003 (Reprint-2005)
3. Srinivas Kandula, R.; Strategic Human Resource Development; Prentice Hall of India, New Delhi, 2001.
4. T.V. Rao, Gopla Mahapatra, et al; 360 Degree Feedback and Performance Management System; Vol 2, TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2002, (Reprint 2006).
5. T.V, Rao and Nandhini Chawla; 360 Degree Feedback and Assessment and Development Centres, Vol 3; TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2005.

KMBI HR 04: TALENT MANAGEMENT

Credits: 3

Teaching Hours: 36

Course Objectives:

This course focuses on the attraction, acquisition, and retention of talent in organizations. In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people. Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual. In addition, the course will cover the negotiation problems that managers may face in decision-making processes; for example, the hiring negotiation, the promotion negotiation, the firing decision, and HR-relevant cross-cultural negotiation issues.

Unit – I (Session 08)

Talent Management – Introduction , Concept and objectives, Role of Talent Management, Key Process of Talent Management, Source of Talent Management, Competency Framework for Talent Management.

Unit – II (Session 08)

Talent Acquisition: Job Analysis:- Meaning, Definition, Method of Collecting Information, Product of job analysis, developing job description and job specification.

Human Resource Planning: - Objectives of HRP, Approach to HRP, Developing HR Planning process, Evaluation of factors affecting HRP, Strategic trends in Talent Acquisitions.

Unit – III (Session 08)

Employee Engagement: Strategic view of recruitment and selection, Preparing recruitment plans, E-recruitment, Selecting recruitment source, preparing recruitment budget, selection process, selection errors and minimizing selection errors, Reliability and validity tests, Interview- choosing the types of interviews.

Unit – IV (Session 08)

Employee Retention: Comprehensive Approach to retain employees: Managing, Induction and placement, Turnover, Strategic compensation plan for Talent Engagement, Defining the elements of Total Reward, Sustainable Talent Management and reward Model.

Unit – (Session 08)

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.

References:

1. Dessler Gary; A Framework for Human Resource Management; Pearson Education Publication, 7th Edition.
2. Dessler Gary, Varkkey Biju; Fundamentals of Human Resource Management; Pearson Education Publication, 14th Edition
3. Rao VSP; Human Resource Management, Vikas Publishing; New Delhi
4. K. Aswathappa; Human Resources and Personnel Management; Tata McGraw Hill
5. Robbins SP, Timothy A, Judge and Sanghi Seema; Organizational Behaviour; Pearson Education, New Delhi, 13th edition.
6. Lance A Berger, Dorothy R Berger; Talent Management Hand Book; McGraw Hill Education
7. Hasan, M., Singh, A. K., Dhamija, S.; Talent management in India: Challenges and opportunities; Atlantic Publication

KMBI IT 01: E-COMMERCE

Credits: 3

Teaching Hours: 36

Course Objectives:

The course has been designed to introduce the students with the applications of e-commerce in business processes and its advantages. The course gives an insight to students about the concept of electronic commerce and related infrastructure. The course familiarizes the student with Management Challenges and Opportunities in area of e-commerce.

Unit- I (Session 08)

Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India Network Infrastructure: Introduction, Network Infrastructure- An Overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers and TCP/IP protocols, The Advantages of Internet, World Wide Web

Unit- II (Session 08)

E-commerce Infrastructure: Introduction, E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise e-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model

Unit- III (Session 08)

Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems

Unit- IV (Session 08)

E-Marketing: The scope of E-Marketing, Internet Marketing Techniques Website Design Issues: Factors that Make People Return to Your Site, Strategies for Website Development Consumer Oriented business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine

Unit- V (Session 08)

Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities Future Directions: Software Agents, Technology Behind Software Agents, Types of Software Agents, Characteristics and Properties of Software Agents, Frame-work for Software Agent-based e-commerce, m-commerce, m-commerce Architecture, Areas of Potential Growth and Future for m-commerce

References:

1. Lawrence et al; Internet Commerce: Digital Models for Business; Wiley
2. Kalakota et al; Electronic Commerce: A Manager's Guide; Addison Wesley
3. Kalakota et al; Frontiers of Electronic Commerce; Addison Wesley
4. Minoli et al; Web Commerce Technology Handbook; McGraw Hill
5. Choi et al; The Economics of Electronic Commerce; MacMillan
6. Treese et al, Designing Systems for Electronic Commerce; Addison-Wesley

KMBI IT 02: DATABASE MANAGEMENT SYSTEM

Credits: 3

Teaching Hours: 36

Course Objectives:

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

Unit- I (Session 10)

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

Unit- II (Session 08)

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

Unit- III (Session 08)

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

Unit- IV (Session 06)

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

Unit -V (Session 08)

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

References:

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

KMBI IT 03: SYSTEM ANALYSIS AND DESIGN

Credits: 3

Teaching Hours: 36

Course Objectives:

To help the students in understanding the dynamics of system and system environment. To enable students to understand the life cycle of system development. To develop skills for making feasibility study.

Unit – I (Session 08)

System Concepts and Information Systems Environment: The System Concept: Definition, Characteristics of Systems, Elements of a System, Open and Closed System, Formal and Informal Information Systems, Computer based Information Systems, Management Information System, Decision Support System, General Business Knowledge, and Interpersonal Communicational System.

Unit – II (Session 08)

The System Development Life Cycle: Recognition of needs, Impetus for System Change, Feasibility Study, Analysis, Design, Implementation, Post implementation and Maintenance.

The Role of the Systems Analyst: Historical Perspective, The War Effort, What Does it take to do System Analysis, Academic and Personal Qualifications, The Multifaceted role of the Analyst, The Analyst/User Interface, Behavioral issues.

Unit – III (Session 08)

Systems Planning and Initial Investigation: Strategies for Determining Information Requirement, Problem Definition and Project initiation, Background Analysis, Fact Analysis, Review of Written Documents, Onsite Observations, Interviews and Questionnaires, Fact Analysis, Performance Analysis, Efficiency Analysis, Service Analysis.

Unit – IV (Session 08)

Information Gathering: What Kind of Information do we need? Information about the firms, Information gathering tools, The art of Interviewing, Arranging the Interview, Guides to a Successful Interview, Types of Interviews and Questionnaires, The Structured and Unstructured Alternatives.

The Tools of Structured Analysis: The Dataflow Diagram (DFD), Data Dictionary, Decision Trees and Structured English.

Unit – V (Session 08)

Feasibility Study: System performance, Economic Feasibility, Technical Feasibility, Behavioral Feasibility, Steps in Feasibility Analysis. Input/Output and Forms Design: Input Design, CRT Screen Design, Output Design, Requirements of form Design.

H/W / S/W Selection and Maintenance: The Computer Industry, S/W Industry, a Procedure for H/W / S/W Selection, Major Phases in Selection, Criteria for S/W Selection, The Used Computer, The Computer Contract.

References:

1. Elias M.Awad; Systems Analysis and Design; Galgotia Publication.
2. Hoffer; Modern Systems Analysis and Design; Addison Wesley.
3. Kendall; Introduction to System Analysis and Design; McGraw Hill.

KMBI IT 04: CLOUD COMPUTING FOR BUSINESS

Credits: 3

Teaching Hours: 36

Course Objectives:

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

Unit – I (Session 07)

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

Unit – II (Session 08)

Cloud Deployment Models: Public, Community, Private and 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 – III (Session 08)

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

Unit – IV (Session 10)

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 – V (Session 07)

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

References:

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. Rajkumar Buyya, James Broberg, Andrzej Goscinski Cloud Computing: Principles and Paradigm; Wiley

KMBI IB 01: CROSS CULTURAL BUSINESS MANAGEMENT

Credits: 3

Teaching Hours: 36

Course Objectives:

To provide a thorough understanding of the impact of an international context on management practices based on culture. To explain and evaluate frameworks for guiding cultural and managerial practice in international business.

Unit – I (Session 08)

Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.

Unit – II (Session 08)

Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage –Guanxi–Managing Informal Systems –Implications.

Unit – III (Session 08)

Globalization and Cross Cultural Management: Planning Change: Meaning –Planning for Change –Planning in Different Culture –Planning in an Unstable Environment –Implications. International Strategies – Globalization and Localization –Defining Globalization –Roots –Global-Local Contradictions –Implications.

Unit – IV (Session 08)

Models of Cross Cultural Management: Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese Model: Management. Changes in the Chinese model –Implications.

Unit – V (Session 08)

Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition –Positioning the Company –Implementation –Emergent Strategy –Implications. Head Quarters and Subsidiary: Risk for the Multinational –Control –Implications.

References:

1. Helen Deresky; International Management: Managing across Borders and Cultures; 5th Edition, Pearson Education, 2009
2. Richard M. Hodgetts and Fred Luthans,; International Management, 3rd Edition; Tata McGraw Hill Publications, New Delhi.
3. Hodgetts ,R.,M.,and Luthans F; International Management; Tata McGraw Hill Publications, New Delhi.
4. Hill Charles, Jain Arun; International Business: Competing in the Global Marketplace; (6th Ed) The McGraw-Hill.

KMBI IB 02: GLOBAL SOURCING AND BUSINESS DEVELOPMENT

Credits: 3

Teaching Hours: 36

Course Objectives:

To help the students in understanding the opportunities and challenges in Global Sourcing. Students to assess various markets of different countries. To develop the analytical skills for developing business internationally.

Unit – I (Session 08)

Global Sourcing – procuring from all over the world: Meaning, Opportunities and Challenges in Global Sourcing – Differences between Global Sourcing and other sourcing Strategies - Global Sourcing Process – examples of successful companies profiting from Global Sourcing – General conditions required for efficient Global Sourcing.

Unit – II (Session 06)

The most attractive regions for international procurement: important criteria when selecting country – Significant tools for country assessment – sourcing market: China, India, and Eastern Europe.

Unit – III (Session 10)

Global Sourcing as a profit booster – products suitable for Global Sourcing – Positioning the purchasing department for Global Sourcing – Operational procurement – Strategic procurement management – Clear decision for or against Global Sourcing – Product specification for comparable offers – Suitability for various countries for various products – Search for finding optimal supplier – supplier information for Global Sourcing – Procurement, Controlling.

Unit – IV (Session 08)

Legal aspects of Global Sourcing – basic elements of Global Sourcing contract - Significance of Global Sourcing of the UN convention on contracts for the international sale of goods –Agreements on default – payment terms – securities – Enforcement of claims in International Business – Assessment of country and debtor risk.

Unit – V (Session 08)

Profitable growth and increasing the shareholder value through Global Sourcing - Global Sourcing as a growth booster – Global Sourcing as a value enhancement instrument for private equity houses – Positive effects of Global Sourcing on shareholder value.

References:

1. Gerd Kerkhoff, Global Sourcing –for the future, Wiley publishers.
2. Borstelmann, Kai, Global Sourcing, Wiley publishers.
3. Wolfgang Schneid, Global Sourcing – Strategic Reorientation of purchasing; GrinVerlag Pub.

KMBI IB 03: INDIAN FOREIGN TRADE FRAMEWORK

Credits: 3

Teaching Hours: 36

Course Objectives:

To understand about India's Foreign Trade Investment Patterns, role of promotional measures, importance of documents required for export and import, International Trade terms and credit risk management system in International Trade.

Unit – I (Session 08)

India's Foreign Trade and Investments: Pattern and structure of India's foreign trade; Foreign investment flows; India's balance of payments account and correction policies.

Unit – II (Session 08)

Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Unit – III (Session 08)

EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; getting started in export business.

Unit – IV (Session 10)

International Trade Terms: Trade contract and trade terms; DA Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary credit – Documentary bills for collection –DP and DA; UCPDC .

Unit – V (Session 06)

Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements. Excise duty – Definition, rationale, stages of levying and collection; Type of duties.

References:

1. H, Elhanan; International trade and trade policy; MIT Press.
2. Hazari, R. Bharat; International Trade: Theoretical Issues; New York University Press.
3. Rakesh Mohan Joshi; International Business; Oxford University Press

KMBI IB 04: INTERNATIONAL MARKETING

Credits: 3

Teaching Hours: 36

Course Objectives:

Provide understanding of the decision variables a marketing manager may use in and 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 analyzing a variety of international business scenarios.

Unit – I (Session 08)

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 – II (Session 10)

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 – III (Session 08)

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.

Unit – IV (Session 06)

International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion.

Unit – V (Session 08)

Legal and Ethical Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business. International Promotional Strategies Introduction, Communications Process, principles of communication, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing International e-tailing, concept and types, benefits, segmentation, pricing and promotional strategies in etailing.

References:

1. Nargundkar; International Marketing; Excel Books
2. Czinkota; International Marketing; Thompson, 8th Ed.
3. Kotabe Helson; International Marketing; Wiley, 6th Ed.,
4. Cateora Graham; International Marketing; Tata McGraw Hills, 10th Ed
5. Siddiqui; InternationalMarketing; Wiley Dreamtech
6. Cherunilam F; International Trade and Export Management; Himalaya Publishing House, 2007
7. Varshney R.L, Bhattacharya B; International Marketing Management; Sultan Chand and Sons, 9th Ed.
8. Jain S.; International Marketing; Thomson