Evaluation Scheme & Syllabus for

MBA Second Year

On

Choice Based Credit System

(Effective from the Session: 2017-18)

DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY
LUCKNOW
# MBA Evaluation Scheme for Session 2017 - 2018

## Semester III

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
<th>Periods</th>
<th>Evaluation Scheme</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>1</td>
<td>RMB301</td>
<td>Strategic Management</td>
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<tr>
<td>2</td>
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<td>International Business Management</td>
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<td>100 3</td>
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<td>100 3</td>
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<td>100 3</td>
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<td>100 3</td>
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<td>7</td>
<td></td>
<td>Minor Specialization Group Elective 2</td>
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<td>10 30 70</td>
<td>100 3</td>
</tr>
<tr>
<td>8</td>
<td>RVE301</td>
<td>Universal Human Values and Professional Ethics</td>
<td>3 0 0 20</td>
<td>10 30 70</td>
<td>100 3</td>
</tr>
<tr>
<td>9</td>
<td>RMB351</td>
<td>Summer Training Project Report &amp; Viva Voce</td>
<td>0 0 6 30</td>
<td>30 70 100</td>
<td>100 3</td>
</tr>
</tbody>
</table>

**TOTAL** | **900** | **27**

**ESE-** End Semester Examination  
**CA -** Class Test  
**TA -** Teacher Assessment
Electives for MBA III Semester (2017-18)

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

**Specialization Group: Human Resource**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBHR01</td>
<td>Talent Management</td>
</tr>
<tr>
<td>2</td>
<td>RMBHR02</td>
<td>Performance and Reward Management</td>
</tr>
<tr>
<td>3</td>
<td>RMBHR03</td>
<td>Industrial Relations and Labour Laws</td>
</tr>
</tbody>
</table>

**Specialization Group: Marketing**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBMK01</td>
<td>Sales &amp; Distribution Management</td>
</tr>
<tr>
<td>2</td>
<td>RMBMK02</td>
<td>Consumer Behaviour</td>
</tr>
<tr>
<td>3</td>
<td>RMBMK03</td>
<td>Digital Marketing</td>
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</table>

**Specialization Group: Finance**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBFM01</td>
<td>Security Analysis &amp; Portfolio Management</td>
</tr>
<tr>
<td>2</td>
<td>RMBFM02</td>
<td>Tax Planning &amp; Management</td>
</tr>
<tr>
<td>3</td>
<td>RMBFM03</td>
<td>Financial Market &amp; Commercial Banking</td>
</tr>
</tbody>
</table>

**Specialization Group: International Business**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBIB01</td>
<td>International Marketing</td>
</tr>
<tr>
<td>2</td>
<td>RMBIB02</td>
<td>International Logistics</td>
</tr>
<tr>
<td>3</td>
<td>RMBIB03</td>
<td>Export Import Documentation</td>
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</table>

**Specialization Group: Information Technology**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBIT01</td>
<td>Enterprise Resource Planning</td>
</tr>
<tr>
<td>2</td>
<td>RMBIT02</td>
<td>Web Technology &amp; E-Commerce</td>
</tr>
<tr>
<td>3</td>
<td>RMBIT03</td>
<td>Cloud Computing for Business</td>
</tr>
</tbody>
</table>

**Specialization Group: Operations**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBOP01</td>
<td>Supply Chain Management</td>
</tr>
<tr>
<td>2</td>
<td>RMBOP02</td>
<td>Materials Management</td>
</tr>
<tr>
<td>3</td>
<td>RMBOP03</td>
<td>Production Planning &amp; Control</td>
</tr>
<tr>
<td>S. No.</td>
<td>Subject Code</td>
<td>Course Title</td>
</tr>
<tr>
<td>-------</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>1</td>
<td>RMB401</td>
<td>Corporate Governance : Values and Ethics</td>
</tr>
<tr>
<td>2</td>
<td>RMB402</td>
<td>Entrepreneurship Development</td>
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<tr>
<td>3</td>
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<td>Major Specialization Group Elective 4</td>
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<tr>
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<td>Minor Specialization Group Elective 3</td>
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<tr>
<td>6</td>
<td>RCA405</td>
<td>Cyber Security</td>
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<tr>
<td>7</td>
<td>RMB 451</td>
<td>Research Project Report and Viva Voce</td>
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<td><strong>TOTAL</strong></td>
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</table>
Electives for MBA IV Semester (2017-18)

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

**Specialization Group: Human Resource**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBHR04</td>
<td>Training &amp; Development</td>
</tr>
<tr>
<td>2</td>
<td>RMBHR05</td>
<td>Negotiation &amp; Conflict Management</td>
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</table>

**Specialization Group: Marketing**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBMK04</td>
<td>Marketing of Services</td>
</tr>
<tr>
<td>2</td>
<td>RMBMK05</td>
<td>Integrated Marketing Communication</td>
</tr>
</tbody>
</table>

**Specialization Group: Finance**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBFM04</td>
<td>Working Capital Management</td>
</tr>
<tr>
<td>2</td>
<td>RMBFM05</td>
<td>Financial Derivatives</td>
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</table>

**Specialization Group: International Business**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBIB04</td>
<td>Trading Blocks &amp; Foreign Trade Framework</td>
</tr>
<tr>
<td>2</td>
<td>RMBIB05</td>
<td>Cross Cultural Management</td>
</tr>
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</table>

**Specialization Group: Information Technology**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>RMBIT04</td>
<td>Database Management System</td>
</tr>
<tr>
<td>2</td>
<td>RMBIT05</td>
<td>System Analysis &amp; Design</td>
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</table>

**Specialization Group: Operations**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RMBOP04</td>
<td>World Class Manufacturing &amp; Maintenance Management</td>
</tr>
<tr>
<td>2</td>
<td>RMBOP05</td>
<td>Contract and Project Management</td>
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</table>
RMB351: Summer Training Project Report

1. At the end of second semester examination, it is mandatory for every student of MBA to undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students.

2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible suggestions.

3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.

4. The student, after the completion of training will submit a report to the College/Institute which will form part of third semester examination. However, the report must be submitted by the end of September 30.

5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of minimum 100 pages in standard font size(12) and double spacing. Two neatly typed and soft bound (paper back) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.

7. The Summer Training Project Report will carry 100 marks and will be evaluated by two examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva. The Project Report evaluation will comprise of 30 marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 70 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.

8. The parameters on which both evaluation (1 & 2 mentioned above) would be carried on would be:
Project Report Evaluation:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Relevance of Objectives with topic (10)</th>
<th>Relevance of Research Methodology (10)</th>
<th>Interpretation &amp; Analysis (10)</th>
<th>Total (30)</th>
</tr>
</thead>
</table>

Presentation and Viva Voce Evaluation:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Understanding of Objectives with topic (15)</th>
<th>Understanding of Relevance of Research (15)</th>
<th>Interpretation &amp; Analysis (15)</th>
<th>Presentation &amp; Communication Skill (15)</th>
<th>Query Handling (10)</th>
<th>Total (70)</th>
</tr>
</thead>
</table>

9. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

10. The student shall prepare the Summer Training Project Report as per the format given in the Summer Training Manual as prescribed by the University.
RMB451: Research Project Report

1. In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the department MBA under the supervision of a core faculty member of the department. The Research Project Report will carry 200 marks. The evaluation of the project report will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Project Report(2) Evaluation of Viva on Project. The evaluation of Project Report will comprise of 60 marks and would be evaluated by internal guide. The evaluation of Viva Voce of Project would comprise of 140 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results. The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit two copies of the report to the Head of MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

The parameter on which both evaluation (1 & 2) would be carried on would be on the basis of:

The scheme of evaluation for Project Report

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Relevance of Objectives with topic (20)</th>
<th>Relevance of Research Methodology (20)</th>
<th>Interpretation &amp; Analysis (20)</th>
<th>Total (60)</th>
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</table>

The scheme of evaluation of Viva voce

<table>
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<th>Evaluation Criteria</th>
<th>Understanding of Objectives with Topic (30)</th>
<th>Understanding of Relevance of Research (30)</th>
<th>Interpretation &amp; Analysis (40)</th>
<th>Presentation &amp; Communication skill (20)</th>
<th>Query Handling (20)</th>
<th>Total (140)</th>
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</thead>
</table>

The student shall prepare the Research Project Report as per the format given in the Research Project Report Manual as prescribed by the University.
Strategic Management

Code: RMB 301

Course Credits: 3  Teaching Hours: 36 Hrs

COURSE OBJECTIVES: The objectives of this course:

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

UNIT 1                     (6 Hours)
Introduction: meaning nature, scope, and importance of strategy; and strategic management, Introduction to Business policy, Strategic decision-making, Process of strategic management and levels at which strategy operates, strategic intent: Vision, Mission, Business definition, Goals and Objectives

UNIT 2           (8 hours)

UNIT 3                                                                                                                       (8 hours)

UNIT 4                                                                                                                           (8 hours)
Strategy Analysis: Process, Analysing Strategic alternative, Evaluating and Choosing Among Strategic Alternative, Tools & Techniques of strategic Analysis,
Unit 5                                                                                                                          (6 hours)


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

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

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

Reference Books
1. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw-Hill Education
3. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education

<table>
<thead>
<tr>
<th>Skills</th>
<th>Measuring tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to scan business environment</td>
<td>Case study + Workshop</td>
</tr>
<tr>
<td>Ability to draft strategic intent.</td>
<td>Case study + Workshop</td>
</tr>
<tr>
<td>Ability to draft strategy formulation and Implementation</td>
<td>Case study + Workshop</td>
</tr>
</tbody>
</table>
INTERNATIONAL BUSINESS MANAGEMENT

Code: RMB 302

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives:

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

Unit I (8 hours)
Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry.

Unit 2 (8 hours)
International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory,
International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory
Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit 3 (8 hours)
International HRM: International Staffing Approaches, Expatriate Management,
International Labor Relations

Unit 4 (6 hours)
Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee

Unit 5 (6 hours)
International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD,
Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS
Text Books
2. Cherunilam F - International Business: Text and Cases, PHI

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

Websites:
www.ibef.org
www.cia.gov.in

Course Outcomes:
After going through the course, the student would be able to:
- Get an overview of the key issues and concepts of International Business
- Understand how and why the world’s countries differ.
- Understand the monetary framework in which international business transactions are conducted
- Understand the role of International Organizations and Regional Trade blocks
- Implement the decisions for international operations in a superior manner

**EMPLOYABLE SKILLS**

<table>
<thead>
<tr>
<th>Skill</th>
<th>Measurement Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding of principles of International Business</td>
<td>Group assignment, Case study analysis</td>
</tr>
<tr>
<td>Develop reasoning abilities for applying the theoretical Knowledge</td>
<td>Group assignment, Case study analysis</td>
</tr>
<tr>
<td>Understanding of fundamentals of International Marketing, Finance &amp; HRM</td>
<td>Group project, presentations</td>
</tr>
<tr>
<td>Critical thinking skills for understanding the role of International organizations and Regional Trade Blocks</td>
<td>Quiz, Debate, Case study analysis</td>
</tr>
</tbody>
</table>
CORPORATE GOVERNANCE, VALUES & ETHICS

Code: RMB 401

Course Credits: 3

Teaching Hours: 36 Hrs

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

Unit 1 (6 hours)
Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India.

Unit 2 (8 hours)
Code of Corporate Governance, Audit Committee, Corporate Excellence, Role of Independent Directors, and Protection of Stakeholders, Changing Roles of Corporate Boards with changing times, Corporate Social Responsibility.

Unit 3 (8 hours)
Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Values of Indian Managers; Managerial Excellence through Human Values; Spiritual Values. Modern Business Ethics and Dilemmas, Conflict between personal values and organizational goals.

Unit 4 (8 hours)

Unit 5 (8 hours)
Text books:
1. A C Fernando – Business Ethics & Corporate Governance, 2e, Pearson
2. Ghosh – Business ethics and corporate governance, McGraw-Hill
3. Kumar- Corporate Governance, Oxford University Press

Reference Books:
2) Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
3) Mohapatra, Sreejesh- Case Studies in Business Ethics & Corporate Governance, 1e, Pearson

Websites: www.clearias.com/corporategovernance/
www.managementstudyguide.com/corporate-governance.htm

Course Outcome:
After going through this course the student will be able to:
- Have an insights into various concepts & cases related to Corporate Governance
- Gain a deeper understanding of the various aspects, factors related to role of ethics in Business.

EMPLOYABLE SKILLS

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

Code: RMB 402

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives:

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

Unit 1 (8 Hours)
Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Evolution of entrepreneur, Entrepreneurship, concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur, advantages of becoming an entrepreneur, entrepreneurial decision-process, challenges faced by entrepreneurs, common mistakes in entrepreneurship, and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship.

Unit 2 (9 Hours)
Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries.

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

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

Unit 3 (8 hours)
Unit 4


Unit 5

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

Text Books

2. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.

Reference Books

1. Kumar, Arya; Entrepreneurship; Pearson Education.
2. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing

**Course Outcome:**

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

<table>
<thead>
<tr>
<th>Sn</th>
<th>Entrepreneurial skills</th>
<th>Measuring Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project Report Preparation</td>
<td>Workshop, Discussion, &amp; Exercise</td>
</tr>
<tr>
<td>2</td>
<td>Estimation of Enterprise Finance</td>
<td>Presentation of Financial Feasibility</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Report</td>
</tr>
<tr>
<td>3</td>
<td>New Idea Development and Commercialization</td>
<td>Discussion &amp;Business Plan Presentation</td>
</tr>
</tbody>
</table>
Talent Management

Code: RMB HR 01

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives:

☐ This course focuses on the attraction, acquisition, and retention of talent in organizations.

☐ In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people.

☐ Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one’s own talents as an individual.

☐ In addition, the course will cover the negotiation problems that managers may face in decision-making processes; for example, the hiring negotiation, the promotion negotiation, the firing decision, and HR-relevant cross-cultural negotiation issues.

Unit 1


Unit 2


Unit 3

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

Unit 4


Unit 5

Employability Skills:

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

Text Books:


References:

Performance & Reward Management

Code: RMB HR 02                                                                   Teaching Hours: 36 Hrs
Course Credits: 3                                                                

Course Objectives

☐ Articulate the benefits of using a performance development plan and the consequences of not having one in place.
☐ Distinguish the elements of an effective, integrated performance development system.
☐ Devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and trackable).
☐ To familiarize the students with the concept of competency mapping and understanding its role in career development.
☐ To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

Unit 1:                                                                                      (7 hours)
Introduction to Performance Management System
Meaning, Uses and purpose of performance management, how it differs from performance appraisal, Performance management and its challenges in current scenario, Performance management as a system and process, Establishing performance criterion of developing an effective appraisal system, Criteria (KRA, KSA VS KPI), why performance appraisal,

Unit 2:                                                                                      (6 hours)
Managing Performance Methods of managing performance of all the levels of management- 360 degree performance appraisal, MBO and, Performance analysis for Individual and organizational development,

Unit 3:                                                                                      (6 hours)
Contemporary Issues Potential appraisal, competency mapping & its linkage with career development and succession planning, Balance score card- advantages and applications.

Unit 4:                                                                                      (7 hours)
Reward System Compensation- Definition, Function, significance. Job evaluation, methods of job evaluation, inputs to job evaluation, its practical implication for technical/non technical and executive/managerial positions, and significance of wage differentials.

Unit 5:                                                                                      (7 Hours)

Unit 6:                                                                                      (7 Hours)
Practical: Preparation of pay roll on excel sheet for executive and managerial position. New practices of compensating employees. (Eg flexi wage system) (3 hours)
**Course Outcome**

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

**Employability skills**

<table>
<thead>
<tr>
<th>Skills</th>
<th>Measuring Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to integrate employee performance to business performance</td>
<td>Exercises</td>
</tr>
<tr>
<td>Preparing Pay roll</td>
<td>Workshop, Exercise</td>
</tr>
<tr>
<td>Developing performance appraisal form and performance standards</td>
<td>Exercises</td>
</tr>
</tbody>
</table>

**Reference Books:**


**Text Book:**

**Magazines**

- ICFAI Journals
- Business Manager
- People Matters

**Websites:**

www.shrm.org
INDUSTRIAL RELATIONS & LABOR LAWS

Code: RMB HR 03  
Course Credits: 3  
Teaching Hours: 36 Hrs

Course Objectives:

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

Unit 1:
Introduction: Concept, objectives, functions, significance & aspects of Industrial Relations  
Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, Trade Unionism: Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy & Participative Management

Unit 2:
Collective Bargaining: Significance, types & Procedure of collective bargaining  

Unit 3
The Factories Act, 1948 & The shop & Establishment Act 1948  
The Payment of Wages Act, 1923  
The Workmen’s compensation Act, 1972  
The Industrial Disputes Act, 1947

Unit 4
The Payment of Minimum wages act 1936  
The Contract Labor (Abolition & regulative) act  
The ESI Act, 1948  
The Trade unions act, 1926

Unit 5
The payment of Bonus Act, 1965 The payment of Gratuity Cat, 1972 The Maternity Benefit Act, 1961  
Employee’s Provident fund & Miscellaneous Provisions Act, 1952

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

Reference Books:
3. Monappa Arun, Industrial Relations
Websites:

www.labour.nic.in
www.hrmguide.net

<table>
<thead>
<tr>
<th>Skills</th>
<th>Measuring Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to identify the mandate (about dates) of the laws</td>
<td>Exercise + workshop</td>
</tr>
<tr>
<td>Ability to identify the mandate (Forms) of the laws</td>
<td>Class room discussions</td>
</tr>
<tr>
<td>Ability to have a safeguard from the penalty imposed on employer due</td>
<td>Exercise + workshop</td>
</tr>
<tr>
<td>Legislation</td>
<td></td>
</tr>
</tbody>
</table>
Training & Development

Code: RMB HR 04
Course Credits: 3
Teaching Hours: 36 Hrs

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

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

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

Unit III

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

Unit V
<table>
<thead>
<tr>
<th>Skills</th>
<th>Measuring Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to identify and apply the knowledge of subject practically in</td>
<td>Exercise</td>
</tr>
<tr>
<td>real life situations</td>
<td>Workshop</td>
</tr>
<tr>
<td></td>
<td>Quiz</td>
</tr>
<tr>
<td></td>
<td>Classroom Discussions</td>
</tr>
</tbody>
</table>

**Course Outcomes:**

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

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

**References:**

**Books:**

Negotiation & Conflict Management

Code: RMB HR 05

Course Credits: 3 Teaching Hours: 36 Hrs

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

Unit I (8 Hours)
Conflict: Meaning and Source of Conflict, Types of conflict, patterns, levels, and; traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process, Management of conflict – Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution

Unit II (6 Hours)
Dealing with Conflict: Four myths about conflict, Team Conflict, Understanding individual styles for handling Inter Personal Conflict, Cross – Cultural differences in Approaches to Conflict, Importance of Emotional Intelligence.

Unit III (8 Hours)
The Negotiation Process – Gaining leverage through power & persuasion:

Unit IV (8 Hours)
Negotiation Skills for Effectiveness: Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), What causes Impasse and Intractable Negotiations, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators.

Unit V (6 Hours)
The influence of culture and gender on negotiations: Understanding cultural differences in negotiation; Hofstede’s Cultural Dimensions, GLOBE study on cultural dimensions, Gender issues in negotiations; role of cross-cultural differences in Negotiations; Seven pillars to negotiational wisdom. International Negotiations, Best practices in negotiations.
<table>
<thead>
<tr>
<th>Skills</th>
<th>Measuring Tools</th>
</tr>
</thead>
</table>
| Ability to identify and apply the knowledge of subject practically in real life situations | Exercise  
Workshop  
Quiz  
Classroom Discussions |

**Course Outcome:**

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

**References:**

**Books:**

5. Udai Pareek: Understanding Organizational Behaviour, Oxford Press

**Websites:**

http://www.skillsyouseed.com/ips/negotiation.html

http://www.skillsyouseed.com/ips/conflict-resolution.html
Sales & Distribution Management

Code: RMB MK 01
Course Credits: 3
Teaching Hours: 36 Hrs

Objectives:

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

UNIT 1: (5 Hours)
Introduction to Sales Role of selling in marketing, Personal selling, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesman, Theories of selling, Process of effective selling.

UNIT 2: (5 Hours)
Building Sales Organization Types of sales organizations and their structure, Functions and responsibilities of sales person, filling sales positions, Recruitment, Selection, Training and Development.

UNIT 3: (9 Hours)
Leading Sales Organization Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

UNIT 4: (9 Hours)
Channel Planning Marketing channels, Structure and functions, Marketing channel design, Service output, Supply side channel analysis, Channel flow and efficiency analysis, Channel structure and intensity analysis, Forward and reverse logistics, Gap analysis.

UNIT 5: (8 Hours)
Managing the Marketing Channels Channel incentives and margins, Channel power, Managing channel conflict, Motivating channel members, Channel coordination, Strategic alliances, Vertical integration, Overview of retailing, Wholesaling and franchising.

Text Books
2. Havaldar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw-Hill Education

Reference Books
1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
2. Coughlan, A. T., Anderson, E., Stern, L. W. and El-Ansary, A. I.; Marketing Channels; Pearson Education
4. Futrell, C.M.; Sales Management; Cengage Learning
5. Rosenbloom, B.; Marketing Channels; Cengage Learning
Course Outcomes:

☐ Students will develop the skills in Sales force management and Distribution Channel management.

☐ Acquainted with better understanding of implementation of Sales and Channel management strategies.

☐ Develop analytical skills for effective decision alternatives in Sales and Channel management problems.
CONSUMER BEHAVIOUR

Code: RMB MK 02
Course Credits: 3
Teaching Hours: 36 Hrs

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

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

UNIT-I INTRODUCTION TO CONSUMER BEHAVIOR (8 hrs)
Introduction to Consumer Behaviour; Applications of consumer behaviour knowledge in marketing. Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Consumer Behavior in the Contemporary Environment: Changing face of consumer behavior under the scenario of globalization, technological changes, new retailing environment, etc. Consumer behavior in electronic markets: opportunities, issues and challenges.

UNIT-II CONSUMERS AS INDIVIDUALS (8 hrs)

UNIT-III CONSUMERS IN THE SOCIAL CONTEXT (8 hrs)
UNIT-IV CONSUMER DECISION MAKING (6 hrs)


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


Text Books:

Reference Books
2. Consumer Behavior, Blackwell et al., Thomson.

EMPLOYABLE SKILLS:

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

COURSE OUTCOMES

- Understand the three major influences on customer choice: the process of human decision making in a marketing context; the individual customers make up; the environment in which the customer is embedded;
- Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities
- Be able to demonstrate how concepts may be applied to marketing strategy
DIGITAL MARKETING

Code: RMB MK 03
Teaching Hours: 36 Hrs

Course Credits: 3

Course Objectives:

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

Unit 1  
6 hours
**Introduction to Digital Marketing:** The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer’s digital journey. Marketing strategies for the digital world - latest practices.

Unit 2  
9 hours
**E-Commerce and Internet Marketing:** Introduction to E-marketing, online marketing-mix, online consumer, customer relationship management in the virtual world, online branding, traffic building and E-commerce, Managing content in a digital age – content planning and writing. Consumer buying behaviour in the digital-age, and factors affecting consumer behaviour.

Unit 3  
8 hours
**Acquiring & Engaging Users through Digital Channels:** Understanding the relationship between content and branding and its impact on sales, search marketing, mobile marketing, video marketing, and social-media marketing. Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

Unit 4  
7 hours
**Designing Organization for Digital Success:** Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies.
Unit 5 (6 hours)

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

Text Books

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).

Reference Books


Expected Course Outcomes:

☐ It will develop proficiency in interpreting marketing strategies in the digital age and provide fundamental knowledge for working in an online team.

☐ It will enable them to develop various online marketing strategies for various marketing-mix measures.

☐ It will guide them to use various digital marketing channels for consumer acquisition and engagement.

☐ It will help in evaluating the productivity of digital marketing channels for business success.

☐ It will prepare candidates for global exposure of digital marketing practicesto make them employable in a high growth industry.
MARKETING OF SERVICES

Code: RMB MK 04  
Course Credits: 3  
Teaching Hours: 36 Hrs

COURSE OBJECTIVES

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

UNIT- 1 INTRODUCTION TO SERVICES MARKETING (8 hrs)


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


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

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

UNIT- 4 SERVICE PERFORMANCE (7 hrs)


UNIT – 5 OVERVIEW OF CURRENT TRENDS IN SERVICE INDUSTRIES (7 hrs)

**Text Book**

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

**Reference Books**

1. Services Marketing, Lovelock, Christopher. PrenticeHall.
3. The Essence of Services Marketing, Adrian Payne. PHI.

**COURSE Outcome**

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

**EMPLOYABLE SKILLS**

<table>
<thead>
<tr>
<th>Skill</th>
<th>Measurement tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding of fundamentals of services</td>
<td>Presentations, Quiz</td>
</tr>
<tr>
<td>Understanding of consumer behavior in services</td>
<td>Role Play followed by discussion</td>
</tr>
<tr>
<td>Designing and delivering Services</td>
<td>Group assignment, Case study analysis</td>
</tr>
<tr>
<td>Service quality measurement</td>
<td>Group project, presentations</td>
</tr>
<tr>
<td>Service performance analysis</td>
<td>Quiz, Debate, Case study analysis</td>
</tr>
</tbody>
</table>
Integrated Marketing Communication

Code: RMB MK 05  
Course Credits: 3  
Teaching Hours: 36 Hrs

COURSE OBJECTIVES : The objectives of this course.

☐ To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.

☐ Help to understand what advertising is and its role in advertising and brand promotion.

☐ Understand the importance of message design and the creativity involved in message designing.

☐ Understand the concept of international advertising and media planning and strategy.

☐ Help in exploration of tools of promotion like sales promotion, publicity, public relation etc.

UNIT 1  (5 hours)
Marketing Communication: Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process, Factors contributing to IMC, Role of IMC in branding, IMC Partners, Promotion Mix, Integrating IMC in Marketing Mix, Challenges in IMC.

UNIT 2  (9 hours)

UNIT 3  (8 hours)
Ad Budget, Ad Appropriation, Methods of Budgeting, Measuring Effectiveness of Advertisement, Legal and Ethical concepts and issues in Advertising, Advertising Research. Message Design-The Creative concept development; the creative processes of the different forms of IMC; Source of the message, Message integration

UNIT 4  (8 hours)
International advertising and promotion: global vs local advertising, decision areas in international advertising, role of promotional mix elements in international marketing Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning; Media Strategy; Cross media concept; and media research.

UNIT 5  (6 hours)
Emerging Concepts and Issues in Marketing Communications: Programmatic, native advertising, video, mobile, digital, Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising, Advertisorials and Infomercials. Public Relations – Types & Tools of PR, Sales Promotion – Different types of Sales Promotion, Publicity – Types of Publicity, Personal Selling, Direct marketing, Event Management, Unconventional Promotional methods
COURSE OUTCOMES:

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

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

TEXT BOOK


REFERENCE BOOK

2. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heinemann Publication

<table>
<thead>
<tr>
<th>Skills</th>
<th>Measuring tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of overall promotional plan</td>
<td>Case study + Workshop</td>
</tr>
<tr>
<td>Preparation of advertising budget</td>
<td>Case study + Workshop</td>
</tr>
<tr>
<td>Appropriate message designing</td>
<td>Case study + Workshop</td>
</tr>
</tbody>
</table>
Elective: Finance
Security Analysis & Portfolio Management

Code: RMB FM 01
Course Credits: 3
Teaching Hours: 36 Hrs

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

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

Unit I Investment (08 Hrs)

Unit II Portfolio Theory (10 Hrs)

Unit III Capital Market & Asset Pricing (06 Hrs)

Unit IV (08 Hrs) Bond, Equity and Derivative Analysis:

Unit V Active Portfolio Management (08 Hrs)
SUGGESTED READINGS:

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

**Reference Books**

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

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

<table>
<thead>
<tr>
<th>Mandate to have basic knowledge about NSE and BSE</th>
<th>Glossary at BSE &amp; NSE Site</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exercise +Cases</td>
<td>Exercise +Cases</td>
</tr>
</tbody>
</table>
Tax Planning & Management

Code: RMB FM 02  
Course Credits: 3  
Teaching Hours: 40 Hrs

COURSE OBJECTIVE:

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

Unit I Introduction  (8 Hours)

Unit II Heads Of Income  (10 Hours)

Unit III Corporate Tax  (8 Hours)
Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

Unit IV Central Excise Act, 1944 & Sales Tax  (8 Hours)

Unit V Custom Act, 1962  (6 Hours)
Customs Act 1962 and customs Tariff Act 1975, Basics of Custom Duty, Types of Custom Duty, Calculation of Custom Duty, Special Economic Zones, Principles governing levy and exemptions from customs duties – Classification and valuation of goods, provisions governing import and export of goods, Overview of law and procedure - Clearance of goods from the port, including baggage- Goods imported or exported by post, and stores and goods in transit- Duty drawback provisions

SUGGESTED READINGS:

Text Books:

1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication, Latest Edition according to assessment year)
2. Dr. B.K. Agarwal & Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)

Reference Books & Journals:

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

<table>
<thead>
<tr>
<th>Mandate to know about current income tax Rules</th>
<th>Income tax Rapidex, Current tax Rules Reporter Jodhpur</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandate to know about calculation of Income tax &amp; various heads of Income</td>
<td>Cases + Exercise</td>
</tr>
<tr>
<td>Mandate to know about calculation of custom and excise rates</td>
<td>Exercise + Central Excise Tariff Act-1985 +Custom Tariff Act -1975</td>
</tr>
</tbody>
</table>
Financial Market and Commercial Banking

Code: RMB FM 03
Course Credits: 3
Teaching Hours: 36 Hrs

Course Objective:

☐ To impart knowledge of the financial system of India, the role of important financial institutions, financial markets and financial instruments.

☐ Familiarizing the students with the Indian Capital market, its operations, instruments regulations etc.

☐ Helping students in acquiring analytical skills in the market analysis in the in the context of raising medium and long term funds

☐ Familiarising the students with the operations of secondary market mechanism

☐ Developing an appreciation among the students for the Banking services and products.

SYLLABUS

UNIT I: Introduction (3 Hours)

UNIT II: Financial Institutions (11 Hours)
Reserve Bank of India: organization, management and functions, Recent monetary policy of RBI, Commercial banks: meaning, functions, present structure, types, e-banking and recent developments in commercial banking, NBFC, Sectorial financial institution NABARD, Exim Bank and PFC

UNIT III: Financial Markets (8 Hours)
Money and capital market, Money market: meaning, constituents, functions of money market, Money market instruments: call loans, treasury bills, certificates of deposits, commercial bills, trade bills, Recent trends in Indian money market, Capital market: primary and secondary markets, their role recent developments, Government securities market, SEBI: objectives and functions.

UNIT IV Financial Instruments and Foreign Investments (7 Hours)
An overview of Shares, Debentures, Bonds, Zero-coupon bonds, Deep-discount bonds, Warrants. Derivatives: futures, and options swaps, ADRs, GDRs, IDR. Foreign Investments Trends and implications, Regulatory framework for foreign investments in India.

UNIT V: BANKING (7 Hours)
Banking role and structure of banking in India, Products and services: Credit card ,Debit card Smart card ,Internet banking , mobile banking, Demand and time deposits, Types of collateral Savings account ,current account(CASA), Third party products :Life Insurance ,Mutual fund, Equity ,General Insurance
Text Books

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

Reference Books

1. Singh, S.P.; Indian Financial System; Wisdom Publication
3. Desai, Vasant; Fundamental of Indian Financial System; Himalaya Publishing House

Course Outcomes

☐ The student will be able to know about the functioning and working of various financial institutions in India thus in turn connecting it to the working of Indian economy.

☐ Student will be able to gain knowledge about the working of various financial instruments in the primary and secondary market in India as well as foreign market.

☐ Student will be able to gain knowledge about the banking industry and working of its various products.
Working Capital Management

Code: RMB FM 04
Course Credits: 3
Teaching Hours: 36 Hrs

Course Objectives:

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

Unit- I : Introduction to Working Capital (10 Hrs)

Unit - II : Management of Cash and Marketable Securities (8 Hrs)
Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, Lock Box system and concentration banking, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

Unit - III: Management of Receivables (7 Hrs)
Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.

Unit - IV: Inventory Management (7 Hrs)
Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point , ABC Analysis etc

Unit - V: Working Capital Financing (8 Hrs)
Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India with reference to Government policies, working capital control and banking policy- Deheja study group, chore committee , Tandon Committee.
SUGGESTED READINGS:

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

<table>
<thead>
<tr>
<th>Skills</th>
<th>Measuring tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to prepare cash budget</td>
<td>Exercise + Workshop</td>
</tr>
<tr>
<td>Ability to Appraise various receivable policies</td>
<td>Exercise + Workshop</td>
</tr>
<tr>
<td>Ability to apply and understand inventory management techniques</td>
<td>Exercise + Workshop</td>
</tr>
</tbody>
</table>

Course outcome:

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

Code: RMB FM 05
Course Credits: 3
Teaching Hours: 36 Hrs

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

Unit – 1
Introduction to derivatives market; Definition, Evolution and features of Derivatives, Types of Derivatives, Forward, futures and options market, Forward market transactions, Forward contracts, Forward market in India, Hedging with forwards.

Unit – 2
Forwards and Futures: Forward Contract, features of forward contracts Futures contract, types, functions, distinction between futures and forward, pricing of futures contract, Currency Futures, Hedging in Currency Futures, Speculation and Arbitrage in Currency Futures, Pricing of Futures, Cost of Carry Model, Application of Market Index, Index Futures in the Stock Market, Indian Derivatives Market.

Unit – 3
Introduction to Options, Hedging with Currency Options, Speculation and Arbitrage with Options, Pricing Options, General Principles of Pricing, Black Scholes option pricing Model, Index Options, Hedging with Index Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market, Use of different option strategies to mitigate the risk

Unit – 4
Financial Swaps, Managing Interest Rate Exposure, Interest Rate Swaps, Currency Swaps Interest Rate Futures, Forward Rate Agreement

Employable skills:

<table>
<thead>
<tr>
<th>Skill</th>
<th>Measurement tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Derivatives &amp; Develop a understanding of financial derivatives and associated regulatory Framework, understanding of the derivative tools such as options, futures and their application to hedging.</td>
<td>Case study, Analysis, Quiz, Workshops</td>
</tr>
</tbody>
</table>
References:

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill
4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi, 1997.

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

Course Outcome:

Upon successful completion of this course, the student will:

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

International Marketing

Code: RMB IB 01

Course Credits: 3

Teaching Hours: 36 Hrs

COURSE OBJECTIVES: The objectives of this course are to

☐ Provide understanding of the decision variables a marketing manager may use in an international marketing environment.

☐ To gain experience in developing international marketing strategies.

☐ Provide understanding of product and pricing decisions appropriate for international market.

☐ Develop the basic skills needed to develop an international marketing communications plan and strategy,

☐ Provide opportunities for practical implementation of the relevant concepts through analysing a variety of international business scenarios.

UNIT 1 (6 Hours)
Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process, EPRG framework an overview: influence of physical, economic, socio-cultural, political and legal environments on International marketing information, scanning and monitoring global marketing environment;

UNIT 2 (8 Hours)

UNIT 3 (8 Hours)

UNIT 4 (8 Hours)
International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade Legal and Ethical

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

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

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

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

**TEXT BOOK**

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

**REFERENCE BOOK**

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

<table>
<thead>
<tr>
<th>Skills</th>
<th>Measuring tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare an international marketing plan</td>
<td></td>
</tr>
<tr>
<td>Analyzing the social, political, legal, and economic forces that affect the business performance of international marketing</td>
<td>Workshop+ case study</td>
</tr>
<tr>
<td>Develop a global marketing communication plan to promote the Brand</td>
<td></td>
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</tbody>
</table>
INTERNATIONAL LOGISTICS

Code: RMB 1B 02
Course Credits: 3
Teaching Hours: 36 Hrs

COURSE OBJECTIVES: The objectives of this course are to develop

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

UNIT 1 (6 Hours)

UNIT 2 (8 Hours)
Structure of Shipping Industry, Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company, Shipping Formalities, Conference System, Chartering-Types, principles and practices; Charter party agreement, Transportation: Transport Fundamentals: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing.

UNIT 3 (8 Hours)
Unit 4  
(8 Hours)  
Ports in India, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, benefits of Containerization, I.C.D/CFS. International Air transport: Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

Unit 5  
(6 Hours)  
Information and communication technology in logistics management, Reverse Logistics: Application area and activities involved. Internationalization of SCM. Integrated SCM: Concept, span and process of integrated SCM, Supply Chain performance measurement

COURSE OUTCOMES:

☐ To view logistics as more than an operational function that passively executes a plan, but as a strategic function that creates value and competitive advantage

☐ Develop in the right way the process of organizing and conducting the proceedings relating to the transport and shipping.

☐ Able to carry basic assessment of freight and ports work environment.

☐ the use and impact of e-commerce in logistics

TEXT BOOK

☐ Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, Prentice Hall India, New Delhi.


☐ Johnson J, Wood D- Contemporary Logistics.

REFERENCE BOOK

☐ Reji Ismail- Logistic Management (ExcelBooks)

☐ Dornier- Global Operation & Logistic Management (John Wiley)

☐ Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)

<table>
<thead>
<tr>
<th>Skills</th>
<th>Measuring tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understands international logistics Systems</td>
<td>Case study + Workshop</td>
</tr>
<tr>
<td>Basic assessment of freight</td>
<td>Exercise + Workshop</td>
</tr>
</tbody>
</table>
Export Import Documentation

Code: RMB IB 03
Course Credits: 3
Teaching Hours: 36 Hrs

Course Objectives:

☐ The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management

☐ To promote basic understanding on the concepts of export and import documentations to enable them to realize the impact of documentations.

Unit 1
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
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
Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, xcise clearance Benefit / Rebate, Income Tax Benefit, (IPRS is discontinued), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission

Unit 4
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
Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU’s, Types of Export Houses. (Free trade zones have been changed to SEZ)
Employable Skills:

<table>
<thead>
<tr>
<th>Skill</th>
<th>Measurement tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurial skill</td>
<td>Workshop on business planning</td>
</tr>
<tr>
<td>Managerial competitive Skill</td>
<td>Assignment on SWOT analysis</td>
</tr>
<tr>
<td>Business acumen</td>
<td>Case studies</td>
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</table>

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

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

Journals / Magazines, business world, business today

Books Recommended:

1. New Import Export Policy - Nabhi Publications
2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
4. How to Export – Nabhi Publications
5. Export Management – D.C. Kapoor
Trading Blocks & Foreign Trade Framework

Code: RMB IB 04
Course Credits: 3
Teaching Hours: 36 Hrs

Course Objectives:

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

Unit 1
India’s foreign Trade policy: origin, meaning and importance, determinants of Indian FOREIGN TRADE POLICY (SALIENT FEATURES OF EXIM POLICY), Regional economic integration.

Unit 2
Flow of foreign trade and trade relations, India balance payment, Theory of balance of payment, balance of trade, Performance of India’s external sector and recent trade reforms , sectoral analysis of India’s foreign trade and India’s trade basket, trade liberalization in transition economies, India’s trade agreement with SAARC , European Unions (EU), US, ASEAN and China, BRICS, OPEC. India’s with common wealth countries.

Unit 3
Institutionalization of international trade, Pre GATT scenario, Establishment of WTO, summit of WTO,Regional blocks NAFTA, SAFTA ASEAN etc. Concepts, Objectives ,TRIPs ,Law and procedure ,Trade marks ,Copy rights

Unit 4
Settlement of disputes under WTO, India’s Trade relationship with major Trade Blocs in the world India’s Trade agreements with various blocks.

Unit –5
Foreign investment policy – policy framework for FDI in India. FDI trend of FII and FDI in India.

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<tbody>
<tr>
<td>Entrepreneurial skill</td>
<td>Workshop on business planning</td>
</tr>
<tr>
<td>Managerial competitive skill</td>
<td>Assignment on Trade analysis</td>
</tr>
<tr>
<td>Business acumen</td>
<td>Case studies</td>
</tr>
</tbody>
</table>
Course Outcome: Upon successful completion of this course, the student will be able to:

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

Reference Books:

Journals / Magazines

3. India’s Trade statistics, published by CMIE and DGCIS.
4. RBI Annual Reports,
5. Annual Reports of Ministry of Commerce
CROSS-CULTURAL MANAGEMENT

Code: RMB IB 05
Course Credits: 3
Teaching Hours: 36 Hrs

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

Unit I: Introduction
Understanding culture: Values, world views and socio-cultural systems What is culture and why is it important? How do people react to cultural differences?
Can we measure or graph cultural differences? Is it possible to change a culture? If so, how? What does culture have to do with business? Ways of describing cultural differences Going International, (Assignment): Come to class with an idea for discussion

Unit II: Cultural diversity and multicultural teams:
The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg’s theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture

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

Unit IV: Cultural diversity and multicultural teams
National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams Participatory Strategic Planning and the Technology of Participation Change in corporate culture: the example of quality improvement

Unit V Culture and ethics
Understanding significance of cultural values & ethics in cross border businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC’s , The McDonald's Corporation,
COURSE OUTCOME

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

TEXT BOOKS

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

RECOMMENDED TEXT


Class notes are available at [www.gwu.edu/~umpleby/mgt216](http://www.gwu.edu/~umpleby/mgt216)

For information on group projects see [www.gwu.edu/~rpsol/service-learning](http://www.gwu.edu/~rpsol/service-learning)
Specialization Group: Information Technology

Enterprise Resource Planning

Code: RMB IT 01
Course Credits: 3
Teaching Hours: 36 Hrs

Course Objective:

☐ To impart knowledge about enterprise resource planning, related technologies and its implementation.

☐ Critically reflect upon theoretical approaches and analyse their application to achieve use of enterprise systems to support operations and management practice.

Unit I: (4 Hours)
Introduction Concept of ERP, Advantages of ERP, Growth of ERP.

Unit II: (10 Hours)
ERP and Related Technologies Business process reengineering (BPR), Management information system (MIS); Decision support systems (DSS), Executive support systems (ESS), Data warehousing, Data mining; Online analytical processing (OLAP)- This is OLAP and not OLTP, Supply chain management (SCM), Customer relationship management (CRM), Enterprise Content Management (ECM), Business Process Management (BPM).

Unit III: (8 Hours)
ERP Modules Finance, Production planning, Control and maintenance, Sales and distribution, Human resource management (HRM), Inventory control system, Quality management; ERP Solutions in the markets, sector specific ERP solutions, Business Intelligence.

Unit IV: (9 Hours)
ERP Implementation Life Cycles Evaluation and selection of ERP package, Project planning, Implementation team training and testing, End user training and going live, Post evaluation and maintenance, Issues and challenges in ERP implementation, Business models with vendors, Cloud based ERP offering.

Unit IV ERP Case Studies (5 Hours)
Post implementation review of ERP Packages in manufacturing, services, and other organizations.

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

Reference Books
Course Outcomes:

☐ The student should be able to have a clear and relevant understanding of the definitions, importance, potential business values and relevant technologies of ERP Systems.

☐ The students should be able to analyze important issues in implementing an ERP system in an organization.
Web Technology and E-commerce

Code: RMB IT 02  
Course Credits: 3  
Teaching Hours: 36 Hrs

Course Objective

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

UNIT I  
Introduction to Google analytics  

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

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

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

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

Text Book
2. The Complete Reference to HTML - Thomas Powell 3. Avinash Kaushik, Web analytics; wiley publication
Reference Books

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

Course outcomes

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

Code: RMB IT 03
Course Credits: 3
Teaching Hours: 36 Hrs

Course Objective

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

Unit I (5 Hours)

Unit II (6 Hours)

Unit III (7 Hours)
Information Lifecycle Management and Data Centre Operations Key challenges regarding data lifecycle security, Data centre operations, Implement five principal characteristics of cloud computing, Data centre security recommendations.

Unit IV (10 Hours)

Unit V Cloud Computing for Business (8 Hours)

Text Books

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

2. Reese, George; Cloud Application Architectures: Building Applications and Infrastructure in the Cloud; O’reilly publication

Course outcomes

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

Code: RMB IT 04
Teaching Hours: 36 Hrs

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

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

Unit I (8 Hours)
Introduction to Database: Organization of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

Unit II (6 Hours)
Relational Database Design: Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

Unit III (10 Hours)
Structured Query Language
Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views Snapshots, Indexes & Sequences.Cursor, Triggers, Procedures, Functions & Package.

Unit IV (6 Hours)
Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

Unit V (6 Hours)
Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

SUGGESTED READINGS:

Text Books

Reference Books
1. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
3. KarthikeyanUnderstanding Database Management System (Acme Learning)
SYSTEM ANALYSIS & DESIGN

Code: RMB IT 05  
Course Credits: 3  
Teaching Hours: 36 Hrs

Course Objective

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

UNIT-I  
(8 Hours)
Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

UNIT-II  
(6 Hours)
Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification,

UNIT-III  
(6 Hours)

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

UNIT-V  
(8 Hours)

Suggested Readings: Text Book
1. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)

Reference Books
1. Shah-Software Engineering & SAD(Wiley Dreamtech)
3. AnkitFadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)

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

SUPPLY CHAIN MANAGEMENT

Code: RMB OP 01
Course Credits: 3
Teaching Hours: 36 Hrs

COURSE OBJECTIVES

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

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

UNIT 1

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

UNIT 2

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

UNIT 3

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

UNIT 4

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

UNIT 5

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

Global Supply chain – challenges in establishing global supply chain, Factors that influences designing global chain network.
COURSE OUTCOMES: Upon completion of this course, students will be able to complete the following key tasks

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

Text Books

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
2. Altekar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning Reference Books
3. Ballou, Ronald H.; Supply Chain Management; Pearson Education
4. Sahay, B.S.; Supply Chain Management; Macmillan

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<tr>
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<th>Measuring tool</th>
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<tbody>
<tr>
<td>1. Skills</td>
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<td>2. Designing of supply chain to gain</td>
<td>Case study + Workshop</td>
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<tr>
<td>3. competitive advantage</td>
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<td>4. Able to employ inventory model and Techniques</td>
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<td>5. Evaluate and select transportation</td>
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<td>6. Modes</td>
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Materials Management

Code: RMB OP 02
Course Credits: 3
Teaching Hours: 36 Hrs

Course Objectives:

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

Unit 1: Introduction to materials management

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

Unit 2: Stores Management:
Purpose, location and layout of stores Store system and procedures (receipt, storing, issuing of Material). Codification and standardization: nature and process of codification, advantage of codification, need and benefit of standardization, KODAC and BRISCH systems, Surplus, obsolete and scrap management, disposal of scrap, material handling systems, store accounting and stock verification, Case studies

Unit 3: Purchasing Management:
Purchasing functions and purchasing systems, 8 R’s of purchase, types of purchases, purchase budget, price forecasting techniques, buying seasonal commodities purchasing under uncertainties, purchasing of Capital equipments, purchase policy of High Consumption Value items like raw materials, public buying (DGS&D), Buying through Tenders, Insurance in Buying, Legal Aspects of purchase.

Unit 4: Inventory models:
Meaning of inventory, Types of inventory, Static - risk model of inventory, dynamic - certain EOQ model, ABC Analysis, Cost sensitivity analysis, Q System and P System of Inventory management, The system of calculating maximum minimum order quantity and safety stocks.

Unit 5: International perspective of materials management:
Material requirement planning, Hybrid, MRP, GIT Materials planning, Outsourcing and off shoring, import substitutions, sourcing material internationally (imports), procedure for importing the material and its documentation, ERP in materials management

References:
Materials Management: An Integrated Approach, P Gopalakrishnan, PHI
Production and operations management, Bedi, Oxford University Press
PRODUCTION PLANNING & CONTROL

Code: RMB OP 03
Course Credits: 3
Teaching Hours: 36 Hrs

Course Objectives:

☐ To understand the various fundamentals and functions of production planning and control.
☐ To impart learning on work study procedures and practices.
☐ To generate understanding on the essentials of product/process planning and useful tools to accomplish both.
☐ To develop knowledge and ability to undertake production scheduling procedures.
☐ To know the recent trends in production planning and control such as manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP) and global practices.

UNIT 1 (8 hours)
Introduction: Meaning and objective of Production Planning & Control, functions, roles & responsibilities of PPC manager. Forecasting – different techniques of production forecast.

UNIT 2 (7 hours)
Process of Production Planning and Control – Routing, scheduling and controlling. PPC: Job, batch, Mass (assembly) and continuous, and Master Production Schedule.

UNIT 3 (7 hours)
Aggregate Planning – Meaning, Strategies and Cost, concept of aggregate planning; capital-intensive, labour-intensive, and fashion industries.

UNIT 4 (7 hours)
Waste management, value and waste, types of waste; 5S techniques of eliminating wastes.

UNIT 5 (7 hours)
Control Systems: Product control systems, Gantt Charts, Bar Charts.

Text Books

Reference Books

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

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<th>Sn</th>
<th>Skills</th>
<th>Measuring Tools</th>
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<tr>
<td>1</td>
<td>Product/Process Plan development</td>
<td>Workshop, Discussion, &amp; Exercise</td>
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<td>2</td>
<td>Costing and aggregate planning</td>
<td>Exercises</td>
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<td>3</td>
<td>Production Scheduling tool applications</td>
<td>Exercises</td>
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World Class Manufacturing & Maintenance Management

Code: RMB OP 04
Course Credits: 3
Teaching Hours: 36 Hrs

Course Objectives:

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

Unit 1
Information Age and Global Competitiveness
The Emergence of Information Age; Competition and Business Challenge; Operating Environment; Globalization and International Business; Global Competitiveness and Manufacturing Excellence; World Class Manufacturing and Information Age Competition; Manufacturing Challenges, Problems in Manufacturing Industry

Unit 2
Cutting Edge Technology & Philosophy of World Class Manufacturing
Value Added Engineer in - Hall’s Framework; Schonberger’s Framework of WCM; Gunn’s Model; Maskell’s Model Evolution of WCM; Ohno’s View on WCM; Principles and Practices; Quality in WCM; Deming’s & Shingo’s Approach to Quality Management; Culmination of WCM, Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - PO-P System, TOPP System and Ambite System.

Unit 3:
System and Tools for World Class Manufacturing

Unit 4
Competitive Indian Manufacturing
Manufacturing Performance and Competitiveness - Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure.

Unit 5
Function of maintenance management, dynamics of maintenance organization/ departments, types of maintenance system, maintenance planning and scheduling, universal maintenance practices, total productivity maintenance, emergencies and breakdown processes, Machine life depreciations, maintenance documentations & MIS

Case Studies
Accelerated Fermentation Process – Using World Class Enzymes; Birla Cellulosic Kharach
References & Text books:

1. World Class Manufacturing- A Strategic Perspective by BS Sahay, KBS Saxena& Ashish Kumar, Publisher: Rajiv Beri for Macmillan India Ltd.


3. The Toyota Way by Jeffrey K.Liker, Publisher: Tata McGraw Hill

4. Managing Technology & Innovation for Competitive Advantage by V. K. Narayanan, Publisher: Prentice Hall

5. World Class Manufacturing - The Lesson of Simplicity by Richard J Schonberger, Publisher: Free Press - A Division of Simon and Schuster

Course Outcomes

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

Course: RMB OP 05
Course Credits: 3
Teaching Hours: 36 Hrs

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

Unit 1:
Introduction, objectives make and buy decisions, factors affecting contracting, law of contract in brief, Contract management process cycle, Types of contracts.

Unit 2:
Understanding the project contract, D-B-B (Design, Bid, Build), D-B (Design, Build), B-O-T (Build, Operate, Transfer), Types of Constructions Contract, Cost plus fixed fee contract, Cost plus incentive fee, Cost plus award fee contract, Fixed price level contracts, Procurement processes in contract management.

Unit 3:
Awarding works contracts, Contract management skills, Contract performance management, Incentives and penalties, Procedures for amendment in contracts, Contract and Project audit.

Unit 4:

Unit 5:
Phases of project implementation, Project monitoring and control, Change in Project management process, Tools for changing processes, Project closure, Understanding risk project, Identify risk in project, Key project management process (PMBOK), Monitoring and controlling risk.

Suggested Readings:
1. Chandra, Prasanna; Project Management; McGraw-Hill Education
2. Gopalakrishnan, P.; Project Management; Macmillan
3. Cleland, David I.; Project Management; McGraw-Hill Education
4. Chawla, Rajni; Project Management; Wiley India
5. Lock, Denis; Project Management; Gower Publishing
7. Maylor, Harry; Project Management; Pearson Education.

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