PROPOSED EVALUATION SCHEME & SYLLABUS
FOR
MBA (INTEGRATED) 4th Year
AS PER
CHOICE BASED CREDIT SYSTEM

[Effective from the Session: 2020-21]
# MBA (Integrated) - Fourth Year

**Effective from the Session: 2020-21**

**Semester - VII**

<table>
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<tr>
<th>S. No.</th>
<th>Course Code</th>
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**Effective from the Session: 2020-21**

**Semester - VIII**

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**Abbreviations used:**
- **L/T/P:** Lecture/Tutorial/Practical
- **CT/TA:** Class Test/Teacher’s Assessment
(Dual Specialization)
Note: Every Student shall opt for any two specialization groups.

**ELECTIVE PAPERS IN FOURTH YEAR**

**Specialization Group: Marketing**

**SEMESTER- 7**

<table>
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<th>Elective No.</th>
<th>Course Code</th>
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<td>Elective 1:</td>
<td>RMBI MK 01</td>
<td>Consumer Behaviour</td>
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<tr>
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**SEMESTER-8**

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<td>RMBI MK 03</td>
<td>Sales and Distribution Management</td>
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**Specialization Group: Finance**

**SEMESTER- 7**

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<td>RMBI FM 01</td>
<td>Security Analysis and Portfolio Management</td>
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<td>Management of Financial Institutions and Services</td>
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**SEMESTER-8**

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**Specialization Group: Human Resource**
**SEMESTER- 7**

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<td>Industrial Relations and Labour Laws</td>
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<td>Training and Development</td>
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<td>Performance and Reward Management</td>
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**Specialization Group: Information Technology**

**SEMESTER- 7**

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**Specialization Group: International Business**

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**SEMESTER- 8**

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<td>International Marketing</td>
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RMBI 701: STRATEGIC MANAGEMENT

Max. Hours: 40

Course Objectives:
The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations. Class participation will be fundamental to the development of the skills of the students.

Unit- I (Session 08)

Unit-II (Session 08)
Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness. Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning,

Unit- III (Session 08)

Unit- IV (Session 08)

Unit- V (Session 08)

References:
1. Carpenter; Strategic Management; Pearson International Edition
3. Kachru; Strategic Management; Excel Books
4. Cliff Bowman; Business Policy and Strategy; Prentice Hall of India
5. Trehan, Strategic Management; Wiley
7. Lawrence R.Jauch., Glueck William F.; Business Policy and Strategic Management; Frank Brothers
Course Objectives:
Understand the framework and fundamentals of Supply Chain Management as the foundation for building and sustaining high performance and effectiveness in the organization.
Develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution of goods and services to meet varying customer demand.
Demonstrate the ability to analyze and apply critical thinking and learning skills related to "real life" problems and situations.

Unit –I (Session 08)

Unit-II (Session 08)
Forecasting in Supply Chain: Forecasting in Supply Chain, Methods of Forecasting, Planning Supply and Demand in a Supply Chain. Inventory Management: Concept of Inventory, Types of Inventory, Inventory Systems, Inventory Modeling:Deterministic and Probabilistic Models (Single Period Decision Model).ABC/VED and other Inventory Control Techniques

UNIT-III (Session 08)

Unit-IV (Session 08)
Logistics Management : Role of logistics in SCM, Difference between SCM and Logistics, Logistics Costs, Logistics Models, Bullwhip Effect, 3PL, 4PL. Transportation Management: Role of Transportation in SCM, Transportation Decisions, Push vs. Pull System, Cross Docking.

Unit-V (Session 08)
Purchasing Management: Meaning, Functions of Purchase Department, Purchasing Policies.Material Handling System Design and Decision: Warehousing, Store Management Sourcing Decision: Role of Sourcing in Supply Chain, Outsourcing, Vendor Rating and Vendor Management IT in SCM: Supply Chain Integration, Role of IT in SCM, EDI, ERP, Internet and Intranet, Bar-coding, RFID, Development in SCM: Supply Chain Restructuring,

References:
2. Rajasekhar and Acharyulu; Logistics and Supply Chain Management; Excel, 2009.
This course is to be conducted in a computer lab under a qualified trainer. All the computers to be used for this purpose must have the licensed version of MS Office. The following topics shall be covered under this course –

1. **Working with Data:**

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

2. **Working with Charts and Graphs:**

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

3. **Working with Formulas and Functions:**

   Financial Functions; Logical Functions; Text Functions; Date and Time Functions; Lookup Functions; Statistical Functions; Macros.
RMBI 801: RURAL MANAGEMENT

Max. Hours: 40

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

Unit –I (Session 08)
Introduction to Rural Management: Rural Management and its critical features; Identification of needs of rural producer organization, enterprises, projects and its people; the rural social and political scenario. Features of structure dynamics and changes of rural society and polity in India in post-independence period.

Unit –II (Session 08)
Rural Livelihood System: Overview of the rural resources-land, soil, climate, water and forests; Overview of the production system containing agriculture, horticulture, seri-culture, forestry, animal husbandry and dairying, fisheries, non-farm activities. Concept, processes and relationship among agroclimate and natural resources, production system and livelihood of rural people.

Unit –III (Session 08)
Managing Co-operatives: Managing co-operatives, emergence, endurance and growth of co-operatives; Leadership issues in co-operatives, evolution of co-operative technologies; Co-operative principles; Issues in establishing agricultural co-operatives, democratic governance in co-operatives; co-operative principles and economic rationality; Anand pattern of co-operative-federal structure, causes of sickness, leadership issues and managing boards.

Unit-IV (Session 08)
Creation of Co-operative and their financing: Economic Theory of co-operatives, agency theory, theory of contracts, transaction cost economics, game theory and their reciprocity, welfare economics and their co-operatives.

Unit –V (Session 08)
Rural Development Interventions: Concept, measures and determinants of rural development; Critique of major rural development approach and strategies; growth v/s equity oriented approach; area v/s group based approach; top down vs participatory and people oriented approach to development planning; Contemporary growth and poverty alleviation programme; different interventions for rural social and infrastructure development; Role of Institutions in rural development-PRIs, NGOs etc; success and sustainability of rural development interventions. Managing HR in rural set up.

References:
3. Prag P ; A – Rural Diversification; EG Books
Course Objectives:
This course acquaints the student with the scope and complexity of the hospitality industry by exploring the national and global relationships.

Unit –I (Session 08)
Introduction to hospitality industry, origin, nature and importance, Hospitality Management -Definition of Hotel, Various stages of growth, trends, Classification of Hotels, Relationship between Hotel and Travel Industry. Main and Supplementary accommodations, Hotel organizational structure and its hierarchy, classification of hotels.

Unit-II (Session 06)

Unit-III (Session 06)
Food Production and F&B Operations: Main features of production and service department: hierarchy, various divisions, roles, job description.

Unit-IV (Session 10)

Unit –V (Session 10)
The economics of the hotel business Dimensions of the hotel investment decision, Brand competition, Changes in franchise relationship. Laws and rules pertaining to hospitality industry, Hospitality organisation.

References:
1. Andrew; Hotel Front office Training; Tata McGraw Hill
2. Andrew; Food and Beverage Services; McGraw Hill
3 Andrew; Hotel Housekeeping; Tata McGraw Hill
4. Negi; Hotels for Tourism Development; Metropolitan -India
5. Sudhir Andrews; Hotel Operation Manuals; Tata McGraw Hill
This course is to be conducted in a computer lab under a qualified trainer. All the computers to be used for this purpose must have the licensed version of any of the suitable application software. The following topics shall be covered under this course-

1. **Univariate Descriptive Analysis:**
   
i) Measures of Central Tendency- Mean, Median, Mode  
ii) Measures of Variability- Range, Variance, Standard Deviation, Co-efficient of Deviation  
iii) Measures of Shape- Skewness and Kurtosis  
iv) Measures of Stability- Standard Error

2. **Bivariate Descriptive Analysis:**
   
i) Covariance  
ii) Correlation
Course Objectives:
Objective of this course on Consumer Behaviour is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be focusing on real life case-studies from Indian environment.

Unit – I (Session 08)
Introduction to Consumer Behaviour: Consumer Behavior: Scope, importance and interdisciplinary nature

Unit –II (Session 10)
Consumer Attitude: Functions of Attitude and Sources of Attitude Development, Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance), Attitude Change Strategies, Designing persuasive communications

Unit – III (Session 10)

Unit –IV (Session 06)

Unit –V (Session 06)
Industrial buying behavior: Participants, Characteristics of Industrial markets, Factors influencing industrial markets, stages of industrial buying process.

References:
1. Schiffman, L.G. and Kanuk, L.L.; Consumer Behavior; Prentice Hall of India
2. Loudon, D. and Bitta, D.; Consumer Behaviour; Tata McGraw Hill
3. Assael, H.; Consumer Behaviour in Action; Cengage Learning
RMBI MK 02: INTEGRATED MARKETING COMMUNICATION

Max. Hours: 40

Course Objectives:
To familiarize the students with the different elements of integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

Unit- I (Session 08)
Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management and Planning Model.

Unit- II (Session 08)

Unit- III (Session 08)
Message Design – The Creative concept development; the creative processes of the different forms of IMC; AIDA model. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting.

Unit- IV (Session 08)
Media Management – Media Types and Their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media strategy; Emerging Concepts and Issues in Marketing Communications Sponsorship; POP: Supportive Communication, Role of E-Commerce in Marketing Communication. Corporate Communication.

Unit –V (Session 08)
Public Relations – Types of PR, Sales Promotion – Different types of Sale Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, personal selling, direct marketing and direct response methods, event management.

References:
2. Kenneth Clow and Donald Baack; Integrated Advertising, Promotion, and Marketing Communications; Pearson Education, Limited.
5. Copley Paul; Marketing Communications Management Concepts and theories, Cases and Practices; Butterworth – Heinemann Publicaiton.
Course Objectives:
Objective of this course is to make student aware about the fundamental concepts of sales and distribution management which are helpful in developing a soul sales and distribution policy and in organizing and managing sales force and marketing channels.

Unit- I (Session 08)

Unit- II (Session 08)
Goals in sales Management: Goal setting process in sales Management, Analyzing Market Demand and sales Potential, Techniques of sales Forecasting, Preparation of sales budget, Formulation selling strategies, designing sales territories and sales Quota.

Unit- III (Session 08)
Sales Force Management: Organising the sales Force, Designing the Structure and the Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales contests, Evaluation and Analysis.

Unit- IV (Session 08)
Introduction to Distribution Management: Concept of Distribution Channel, Importance of a channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributing: Policies and Strategies.

Unit- V (Session 08)
Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

References:
1. Donaldson B; Sales Management: Theory and Practice; Palgrave
2. Jobber David And Lancaster Geoff; Selling and Sales Management; Pearson Education
5. Rosenbloom; Marketing Channels; Cengage Learning, 7th Ed.
6. Johnson and Marshall; Sales Force Management; Tata McGraw Hill, 8th Ed.
RMBI MK 04: RETAIL MANAGEMENT

Max. Hours: 40

Course Objectives:
Understand effective methods and strategies required for retail management. Understand how to utilize resources and techniques used in retail management. Understand analysis of store location, merchandising, products and pricing.

Unit – I (Session 06)
Introduction to Retailing – Definition and Concept, Functions of Retailing, Significance of retail industry, marketing retail equations, marketing concepts applied to retailing, Driving Forces for Retailing.

Unit – II (Session 08)
Understanding the Retail Consumers- The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers

Unit – III (Session 10)
Retail Formats and Theories- Theories of retail development, Concept of retail life cycle, Classification of retail stores. Choosing a Store Location: types of locations, steps involving in choosing a location, trade areas and their evaluation)

Unit – IV (Session 10)
Retail Merchandising- The concept of merchandising, the evolution of merchandising function in retail, Store design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics, store brands

Unit – V (Session 06)
Emerging trends in retailing in India: Organized retailing, E- tailing Evolution and Size of retail in India – Drivers of retail change in India, Global retail markets: Challenges and Threats in global retailing.

References:
1. Berman B and Evans J.R; Retail Management; Pearson Education, 9th Ed.
4. Cox; Retailing An introduction; 5e, Prentice Hall of India
5. P. K. Sinha and D. P. Uniyal; Managing Retailing; Oxford University Press.
RMBI FM 01: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Max. Hours: 40

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

Unit- I (Session 08)

Unit -II (Session 08)

Unit -III (Session 08)

Unit- IV (Session 08)

Unit -V (Session 08)

References:
1. Ranganatham; Security Analysis and Portfolio Management; Pearson Education, 2nd Ed.
2. Chandra P; Investment Analysis and Portfolio Management; Tata McGraw Hill, 3rd Ed
3. Bhatt; Security Analysis and Portfolio Management; Wiley, 1st Ed
5. Bodie, Kane, Marcus and Mohanti; Investment and Indian Perspective; Tata McGraw Hills, 10th Ed
7. Donald E. Fischer and Ronald J. Jordan; Security Analysis and Portfolio Management; Pearson Education, 6th Ed
Course Objectives:
The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial services.

Unit - I (Session 08)
Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

Unit- II (Session 08)
Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

Unit- III (Session 10)
Securitisation : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance organisations - Their status, types, working and strategies for commercial viability.

Unit- IV (Session 08)

Unit- V (Session 06)
Concept,Types,Significance of Mutual Funds, NAV, Evolution and Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

References:
1. Fabozzi; Foundations of Financial Markets and Institutions; Pretice Hall, 3rd Ed.
2. Parameswaran; Fundamentals of Financial Instruments; Wiley India
7. Gurusamy S; Financial Services and Markets; Thomson .Brooks, 1st Ed.
Course Objectives:
The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors’ interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behavior.

Unit- I (Session 08)

Unit- II (Session 08)
Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.

Unit- III (Session 08)
Elsberg’s paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

Unit- IV (Session 08)
External factors and investor behaviour: Fear and Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

Unit- V (Session 08)

References:
1. Finding Financial Wisdom in Unconventional Places; Columbia Business School Publishing
2. Bisen, Pandey; Learning Behavioural Finance; Excel Books.
3. Edward Chancellor; A History of Financial Speculation; Penguin USA.
4. Forbes; Behavioural Finance; Wiley India.
5. Montier; The Little Book of Behavioral Investing; Wiley
RMBI FM 04: MICRO FINANCE

Max. Hours: 40

Course Objectives:
To provide a thorough knowledge of the concept of microfinance and how microfinance: institutions work, including the operational aspects of an SHG/ MFI. To build up the financial literacy of the students aspiring careers in microfinance and SME sector.

Unit – I (Session 06)
Perspectives of Microfinance: Microfinance, Need of Microfinance, Evolution of Microfinance in India, Microfinance Product Portfolio, Key Principles of Microfinance Dilemmas in Contemporary Microfinance Functioning India, MDGs and Microfinance

Unit – II (Session 08)
Microfinance Delivery Methodologies: Self Help Group Model, Federated Self Help Group Model, Association Model, Community Banking Model, Grameen Bank Model, Cooperative / Mutually Aided Cooperative Model, Rotating Savings and Credit Association (ROSCA), Non Banking Finance Company (NBFC) Model (BASIX)

Unit – III (Session 08)
Emerging Microfinance Issues: Legal and Regulatory Framework, Emerging Issues Impact Assessments and Social Assessments of MFIs

Unit – IV (Session 10)
Operational aspects of Micro Finance: Accounting and Financial Reporting, Financial Analysis, Revenue Model, Operating Costs and Efficiency, Products and Services, Risk Management, Credit Bureaus and Credit Scoring

Unit – V (Session 08)
Lending and investing in Microfinance: Basics of Banking, Priority Sector Norms of Lending, Commercial Banks as Micro lenders, Payment Systems Building the Market for Investing in Microfinance

References:
1. Indian Institute of Banking and Finance; Micro-Finance: Perspectives and: Operations; Macmillan India Limited.
2. Panda D. K.; Understanding Microfinance; Wiley India Publication.
4. Rana O. C. and Raj Hem; Micro Finance; Himalaya Publishing House
RMBI HR 01: INDUSTRIAL RELATIONS AND LABOUR LAWS

Max. Hours: 40

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

Unit -I (Session 08)
Introduction: Concept, objectives, functions, significance and aspects of Industrial Relations Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country.
Trade Unionism: Development of trade unionism, functions, type and structure, problems and suggestive remedial measures of trade unions
The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy and Participative Management.

Unit -II (Session 08)
Collective Bargaining: Significance, types and Procedure of collective bargaining
Grievance Function in IR: Meaning and content presentation of grievances, role of HR department, evaluation of grievance redressal machinery, grievance settlement procedure.

Unit -III (Session 08)

Unit -IV (Session 08)

Unit-V (Session 08)

References:
1. Mamoria CB, Mamoria, Gankar; Dynamics of Industrial Relations; Himalaya Publishing House, 15th Ed.)
2. Singh B.D; Industrial Relations and Labour Laws; Excel, 1st Ed.
4. Venkata Ratnam; Industrial Relations; Oxford University Press, 2006, 2nd Ed.
5. Monappa Arun; Industrial Relations; McGraw Hill Education
RMBI HR 02: TRAINING AND DEVELOPMENT

Max. Hours: 40

Course Objectives:
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 (Session 08)
Training and Development: Concepts and Rationale of Training and Development; Difference between Training, Development and Education, Types and methods of training and Development; 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 (Session 08)
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 (Session 08)

Unit- IV (Session 08)
Designing, Conducting and Evaluation of Training Program: Areas of training, System’s Approach to Training.
Designing a training program: contents and scheduling, study material, selecting a trainer, deciding method of training, Costing and 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 (Session 08)
Executive Development: Importance of Executive Development, Steps in the organization of a management Development Program/ Executive Development Program, Methods/ Techniques of Management Development Program.

References:
3. Rolf, P., and Udai Pareek; Training for Development; Sage Publications Pvt. Ltd.
6. Dayal, Ishwar; Management Training in Organisations; Prentice Hall of India
Course Objectives:
To show students performance management, Reward management and Competency mapping is the most critical function and strong determinant of organizational excellence. To develop and appreciation skills essential for designing and instituting effective performance management, reward management and competency management systems.

Unit- I (Session 08)

Unit- II (Session 06)

Unit- III (Session 10)

Unit- IV (Session 08)

Unit- V (Session 08)
Cases relating to issues discussed in the previous units.

References:
2. Premchada; Performance Management: It’s about Performance – Not just appraising, Macmillan; New Delhi, 2003 (Reprint-2005)


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

Unit – I (Session 08)

Unit – II (Session 08)
Talent Acquisition: Job Analysis:- Meaning, Definition, Method of Collecting Information, Product of job analysis, developing job description and job specification.

Unit – III (Session 08)
Employee Engagement: Strategic view of recruitment and selection, Preparing recruitment plans, E-recruitment, Selecting recruitment source, preparing recruitment budget, selection process, selection errors and minimizing selection errors, Reliability and validity tests, Interview- choosing the types of interviews.

Unit – IV (Session 08)
Employee Retention: Comprehensive Approach to retain employees: Managing, Induction and placement, Turnover, Strategic compensation plan for Talent Engagement, Defining the elements of Total Reward, Sustainable Talent Management and reward Model.

Unit – (Session 08)

References:
4. K.Aswathappa; Human Resources and Personnel Management; Tata McGraw Hill
6. Lance A Berger, Dorothy R Berger; Talent Management Hand Book; McGraw Hill Education
7. Hasan, M., Singh, A. K., Dhamija, S.;. Talent management in India: Challenges and opportunities; Atlantic Publication
Course Objectives:
The course has been designed to introduce the students with the applications of e-commerce in business processes and its advantages. The course gives an insight to students about the concept of electronic commerce and related infrastructure. The course familiarizes the student with Management Challenges and Opportunities in area of e-commerce.

Unit- I (Session 08)

Unit- II (Session 08)

Unit- III (Session 08)
Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems

Unit- IV (Session 08)
E-Marketing: The scope of E-Marketing, Internet Marketing Techniques
Website Design Issues: Factors that Make People Return to Your Site, Strategies for Website Development
Consumer Oriented business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine

Unit- V (Session 08)
Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities
Future Directions: Software Agents, Technology Behind Software Agents, Types of Software Agents, Characteristics and Properties of Software Agents, Frame-work for Software Agent-based e-commerce, m-commerce, m-commerce Architecture, Areas of Potential Growth and Future for m-commerce
References:
1. Lawrence et al; Internet Commerce: Digital Models for Business; Wiley
2. Kalakota et al; Electronic Commerce: A Manager's Guide; Addison Wesley
3. Kalakota et al; Frontiers of Electronic Commerce; Addison Wesley
5. Choi et al; The Economics of Electronic Commerce; MacMillan
6. Treese et al, Designing Systems for Electronic Commerce; Addison-Wesley
Course Objectives:
The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. The course gives an insight to students about the concept of data mining and warehousing. The course familiarizes the student with the requirement and working of database administrator.

Unit- I (Session 10)
Introduction to Database, Organization of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

Unit- II (Session 08)
Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

Unit- III (Session 08)
Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views Snapshots, Indexes and Sequences. Cursor, Triggers, Procedures, Functions and Package.

Unit- IV (Session 06)
Introduction to data mining and Data Warehousing; Knowledge Extraction through Data Mining.

Unit - V (Session 08)
Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

References:
1. Navathe E; Fundamentals of Database Systems; Pearson Education, 3rd Ed.
2. Majumdar and Bhattacharya; Database Management System; Tata McGraw Hill, 1996
3. Chakrabarti; Advance Database Management System; Wiley Dreamtech
5. Karthikeyan; Understanding Database Management System; Acme Learning
6. Hoffer; Modern Database Management; Pearson Education, 6th edition
Course Objectives:
To help the students in understanding the dynamics of system and system environment. To enable students to understand the life cycle of system development. To develop skills for making feasibility study.

Unit – I (Session 08)

Unit – II (Session 08)

Unit – III (Session 08)

Unit – IV (Session 08)
Information Gathering: What Kind of Information do we need? Information about the firms, Information gathering tools, The art of Interviewing, Arranging the Interview, Guides to a Successful Interview, Types of Interviews and Questionnaires, The Structured and Unstructured Alternatives.

Unit – V (Session 08)

References:
1. Elias M.Awad; Systems Analysis and Design; Galgotia Publication.
2. Hoffer; Modern Systems Analysis and Design; Addision Wesley.
Course Objectives:
To impart knowledge about cloud computing and its application in business and understanding the importance of information management for a business organization.

Unit – I (Session 07)

Unit – II (Session 08)

Unit – III (Session 08)

Unit – IV (Session 10)

Unit – V (Session 07)

References:

1. Mulholland, Andy, Pyke, Jon, and Finger, Peter; Enterprise Cloud Computing: a strategy guide for business and technology leaders; Meghan Kiffer Press
2. Linthicum, David S.; Cloud Computing and SOA Convergence in your Enterprise: A Step-by Step Guide; Addison Wesley Information Technology Series
4. Reese, George; Cloud Application Architectures: Building Applications and Infrastructure in the Cloud; O’reilly Publication
5. Rajkumar Buyya, James Broberg, Andrzej Goscinki Cloud Computing: Principles and Paradigm; Wiley
Course Objectives:
To provide a thorough understanding of the impact of an international context on management practices based on culture. To explain and evaluate frameworks for guiding cultural and managerial practice in international business.

Unit – I (Session 08)

Unit – II (Session 08)

Unit – III (Session 08)

Unit – IV (Session 08)

Unit – V (Session 08)

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

Unit – I (Session 08)
Global Sourcing – procuring from all over the world: Meaning, Opportunities and Challenges in Global Sourcing – Differences between Global Sourcing and other sourcing Strategies - Global Sourcing Process – examples of successful companies profiting from Global Sourcing – General conditions required for efficient Global Sourcing.

Unit – II (Session 06)
The most attractive regions for international procurement: important criteria when selecting country – Significant tools for country assessment – sourcing market: China, India, and Eastern Europe.

Unit – III (Session 10)
Global Sourcing as a profit booster – products suitable for Global Sourcing – Positioning the purchasing department for Global Sourcing – Operational procurement – Strategic procurement management – Clear decision for or against Global Sourcing – Product specification for comparable offers – Suitability for various countries for various products – Search for finding optimal supplier – supplier information for Global Sourcing – Procurement, Controlling.

Unit – IV (Session 08)
Legal aspects of Global Sourcing – basic elements of Global Sourcing contract - Significance of Global Sourcing of the UN convention on contracts for the international sale of goods – Agreements on default – payment terms – securities – Enforcement of claims in International Business – Assessment of country and debtor risk.

Unit – V (Session 08)
Profitable growth and increasing the shareholder value through Global Sourcing - Global Sourcing as a growth booster – Global Sourcing as a value enhancement instrument for private equity houses – Positive effects of Global Sourcing on shareholder value.

References:
2. Borstelmann, Kai, Global Sourcing, Wiley publishers.
3. Wolfgang Schneid, Global Sourcing – Strategic Reorientation of purchasing; GrinVerlag Pub.
Course Objectives:
To understand about India’s Foreign Trade Investment Patterns, role of promotional measures, importance of documents required for export and import, International Trade terms and credit risk management system in International Trade.

Unit – I (Session 08)
India’s Foreign Trade and Investments: Pattern and structure of India’s foreign trade; Foreign investment flows; India’s balance of payments account and correction policies.

Unit – II (Session 08)
Policy Framework and Promotional Measures: India’s foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Unit – III (Session 08)
EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; getting started in export business.

Unit – IV (Session 10)
International Trade Terms: Trade contract and trade terms; DA Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary credit – Documentary bills for collection –DP and DA; UCPDC .

Unit – V (Session 06)
Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements. Excise duty – Definition, rationale, stages of levying and collection; Type of duties.

References:
3. Rakesh Mohan Joshi; International Business; Oxford University Press
Course Objectives:
Provide understanding of the decision variables a marketing manager may use in and international marketing environment. To gain experience in developing international marketing strategies. Provide understanding of product and pricing decisions appropriate for international market. Develop the basic skills needed to develop an international marketing communications plan and strategy. Provide opportunities for practical implementation of the relevant concepts through analyzing a variety of international business scenarios.

Unit – I (Session 08)
Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process, EPRG framework an overview: influence of physical, economic, socio-cultural, political and legal environments on International marketing information, scanning and monitoring global marketing environment;

Unit – II (Session 10)
International Marketing Research Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system International market segmentation, International positioning strategies, International marketing strategies International Market Entry Strategies Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising

Unit – III (Session 08)

Unit – IV (Session 06)

Unit – V (Session 08)

References:
1. Nargundkar; International Marketing; Excel Books
2. Czinkota; International Marketing; Thompson, 8th Ed.
4. Cateora Graham; International Marketing; Tata McGraw Hills, 10th Ed
5. Siddiqui; InternationalMarketing; Wiley Dreamtech
7. Varshney R.L, Bhattacharya B; International Marketing Management; Sultan Chand and Sons, 9th Ed.
8. Jain S.; International Marketing; Thomson