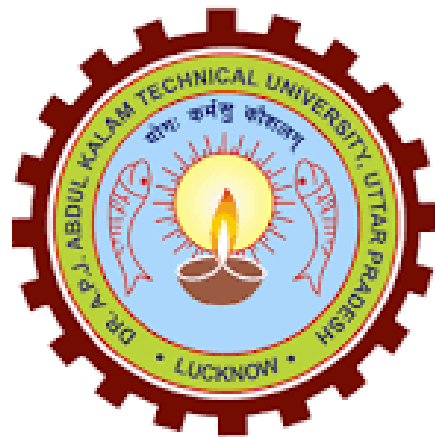


**DR. A. P. J. ABDUL KALAM TECHNICAL
UNIVERSITY, LUCKNOW**



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

[Effective from the Session: 2020-21]

PROGRAMME STRUCTURE AND EVALUATION SCHEME

MBA (Integrated) - Fourth Year

Effective from the Session: 2020-21 Semester - VII

S. No.	Course Code	Course	Periods			Evaluation Scheme						Total	Credit
						Internal Evaluation				ESE			
			L	T	P	CT	TA	TOT	P	Th.	P		
1.	RMBI 701	Strategic Management	4	0	0	20	10	30	0	70	0	100	4
2.	RMBI 702	Supply Chain Management	4	0	0	20	10	30	0	70	0	100	4
3.		Specialization Group 1 Elective 1	4	0	0	20	10	30	0	70	0	100	3
4.		Specialization Group 1 Elective 2	4	0	0	20	10	30	0	70	0	100	3
5.		Specialization Group 2 Elective 1	4	0	0	20	10	30	0	70	0	100	3
6.		Specialization Group 2 Elective 2	4	0	0	20	10	30	0	70	0	100	3
7.	RMBI 703	MS EXCEL – II	0	0	3	10	05	15	15	0	70	100	2
TOTAL												700	22

Effective from the Session: 2020-21 Semester - VIII

S. No.	Course Code	Course	Periods			Evaluation Schemes						Total	Credit
						Internal Evaluation				ESE			
			L	T	P	CT	TA	TOT	P	Th.	P		
1.	RMBI 801	Rural Management	4	0	0	20	10	30	0	70	0	100	4
2.	RMBI 802	Hospitality Management	4	0	0	20	10	30	0	70	0	100	4
3.		Specialization Group 1 Elective 3	4	0	0	20	10	30	0	70	0	100	3
4.		Specialization Group 1 Elective 4	4	0	0	20	10	30	0	70	0	100	3
5.		Specialization Group 2 Elective 3	4	0	0	20	10	30	0	70	0	100	3
6.		Specialization Group 2 Elective 4	4	0	0	20	10	30	0	70	0	100	3
7.	RMBI 803	Data Analysis Lab – I	0	0	3	10	05	15	15	0	70	100	2
TOTAL												700	22

Abbreviations used:

- **L/T/P:** Lecture/Tutorial/Practical
- **CT/TA:** Class Test/Teacher's Assessment

(Dual Specialization)

Note: Every Student shall opt for any two specialization groups.

ELECTIVE PAPERS IN FOURTH YEAR

Specialization Group: Marketing

SEMESTER- 7

Elective No.	Course Code	Course Title
Elective 1:	RMBI MK 01	Consumer Behaviour
Elective 2:	RMBI MK 02	Integrated Marketing Communication

SEMESTER-8

Elective No.	Course Code	Course Title
Elective 3:	RMBI MK 03	Sales and Distribution Management
Elective 4:	RMBI MK 04	Retail Management

Specialization Group: Finance

SEMESTER- 7

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

SEMESTER-8

Elective No.	Course Code	Course Title
Elective 3:	RMBI FM 03	Behavioural Finance
Elective 4:	RMBI FM 04	Micro Finance

Specialization Group: Human Resource

SEMESTER- 7

Elective No.	Course Code	Course Title
Elective 1:	RMBI HR 01	Industrial Relations and Labour Laws
Elective 2:	RMBI HR 02	Training and Development

SEMESTER-8

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

Specialization Group: Information Technology

SEMESTER- 7

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

SEMESTER- 8

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

Specialization Group: International Business

SEMESTER- 7

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

SEMESTER- 8

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

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)

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

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)

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit. SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/Expansion, Diversification, Stability, Retrenchment and Combination Strategy.

Unit- IV (Session 08)

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers and Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

Unit- V (Session 08)

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System. Case Study related to the Entire Syllabus.

References:

1. Carpenter; Strategic Management; Pearson International Edition
2. Kazmi A.; Business Policy and Strategic Management; Tata McGraw Hill, 2nd Ed.
3. Kachru; Strategic Management; Excel Books
4. Cliff Bowman; Business Policy and Strategy; Prentice Hall of India
5. Trehan, Strategic Management; Wiley
6. Mc Carthy D.J.; Minichiello Robert J., and Curran J.R. - Business Policy and Strategy; AITBS
7. Lawrence R.Jauch., Glueck William F.; Business Policy and Strategic Management; Frank Brothers
8. Pearce II John A. and Robinson J.R. and Richard B.; Strategic Management; AITBS

RMBI 702: SUPPLY CHAIN MANAGEMENT

Max. Hours: 40

Course Objectives:

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

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

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

Unit –I (Session 08)

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

Unit-II (Session 08)

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

UNIT-III (Session 08)

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

Unit-IV (Session 08)

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

Unit-V (Session 08)

Purchasing Management: Meaning, Functions of Purchase Department, Purchasing Policies. Material Handling System Design and Decision: Warehousing, Store Management Sourcing Decision: Role of Sourcing in Supply Chain, Outsourcing, Vendor Rating and Vendor Management

IT in SCM: Supply Chain Integration, Role of IT in SCM, EDI, ERP, Internet and Intranet, Bar-coding, RFID, Development in SCM: Supply Chain Restructuring,

References:

1. Sunil Chopra and Peter Meindl; Supply Chain Management: Strategy, Planning and Operation; Third edition, Pearson Education, 2009.
2. Rajasekhar and Acharyulu; Logistics and Supply Chain Management; Excel, 2009.

3. Donald J. Bowersox and David J. Closs; *Logistical Management: The Integrated Supply Chain Process*; Tata McGraw Hills, 2006.
4. Sridhara Bhat; *Logistics and Supply Chain Management*; Himalaya Publishing House, 2011.
5. John T Mentzer; *Supply Chain Management*; Sage Publications, 2008.
6. Joel D Wisner; Keong Leong, Keah Choon Tan; *Principles of Supply Chain Management – A Balanced Approach*; Cengage Learning, 2008.
7. Rahul V Altekar; *Supply Chain Management, Concepts and Cases*; Prentice Hall Of India, 2008.

RMBI 703: MS EXCEL -II

Max. Hours: 30

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

1. Working with Data:-

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

2. Working with Charts and Graphs:-

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

3. Working with Formulas and Functions:-

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

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, sericulture, forestry, animal husbandry and dairying, fisheries, non-farm activities. Concept, processes and relationship among agroclimate and natural resources, production system and livelihood of rural people.

Unit –III (Session 08)

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

Unit-IV (Session 08)

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

Unit –V (Session 08)

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

References:

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

RMBI 802: HOSPITALITY MANAGEMENT

Max. Hours: 40

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)

Front Office Operations: Main features of front office department: hierarchy, various divisions, roles, job description. House Keeping Operations: Main features of housekeeping department: hierarchy, various divisions, roles, job description.

Unit-III (Session 06)

Food Production and FandB Operations: Main features of production and service department: hierarchy, various divisions, roles, job description.

Unit-IV (Session 10)

Various functions of Supporting departments –Human Resource –Training –Engineering –Finance and Accounts –Security Sales –Purchase etc.

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

RMBI 803: DATA ANALYSIS LAB- I

Max. Hours: 30

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

1. Univariate Descriptive Analysis:-

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

2. Bivariate Descriptive Analysis:-

- i) Covariance
- ii) Correlation

RMBI MK 01: CONSUMER BEHAVIOUR

Max. Hours: 40

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
Consumer Research Process: Qualitative and Quantitative research
Market Segmentation: Uses and bases of segmentation
Evolution of Consumer Behaviour: Introduction to Consumer Decision Making Models: Howard-Sheth, Engell Kollat-Blackwell and Nicosia Models of consumer decision-making

Unit –II (Session 10)

Individual Determinants of Consumer Behaviour: Motivation: Nature and Types of Motives, Process of motivation, Types of Needs
Personality: Theories, Product Personality, Self Concept, Vanity
Consumer Perception: Concept and Elements of Perception, Consumer Imagery, Perceived Risk
Consumer Learning: Behavioural and Cognitive Learning Theories
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)

External Influences on Consumer Behaviour: Culture: Values and Norms, Characteristics and Affect on Consumer Behaviour, Types of sub culture, Cross cultural consumer behaviour
Group Dynamics and Reference Groups: Consumer relevant groups, Types of Family: Functions of family, Family decision making, Family Life Cycle
Social Class: Categories, Measurement and Applications of Social Class

Unit –IV (Session 06)

Consumer Decision Making Process
Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy
Diffusion of innovations: Diffusion Process, Adoption Process, Profile of Consumer Innovator.

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
- 4 Blackwell, R.D., Miniard, P.W. and Engel, J.F.; Consumer Behaviour; Thomson 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)

Advertising Management: Meaning, Nature and Scope of Advertising, Advertising – Classification of advertising, Types of advertising, advertising appropriation, advertising campaigns, Advertising Agencies – their role, functions, organization, Remuneration client agency relationship account Planning; Management of Advertising Agencies, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising.

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:

1. Siraj M Joseph and Rahtz Don R; Integrated Marketing Communication – A Strategic Approach; Cengage Learning.
2. Kenneth Clow and Donald Baack; Integrated Advertising, Promotion, and Marketing Communications; Pearson Education, Limited.
3. Borden and Marshall; Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illionis.

4. Chunawala and Sethia; Foundations of Advertising Theory and Practice; Himalaya Publishing House.
5. Copley Paul; Marketing Communications Management Concepts and theories, Cases and Practices; Butterworth – Heinemann Publicaiton.
6. Duncon; Integrated Marketing Communications; Tata McGraw Hills.

RMBI MK 03: SALES AND DISTRIBUTION MANAGEMENT

Max. Hours: 40

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 sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Unit- I (Session 08)

Introduction: Selling as part of Marketing , Sales Management Process, Role of sales manager, Concept of personal selling, Sales Management and salesmanship, The Ones of personal selling ,Process of Personal selling, Qualities of a Successful Salesman.Overview: prospects and its process.

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
3. Spiro; Sales Force Management, Tata McGraw Hill; 11th Ed.
4. Still Richard R, Cundiff Edward W. And Govani Norman A.P.; Sales Management Decisions, Strategies and Case; Pearson Education, 5th Ed.
5. Rosenbloom; Marketing Channels; Cengage Learning, 7th Ed.
6. Johnson and Marshall; Sales Force Management; Tata McGraw Hill, 8th Ed.
7. Coughlan A. T., Stern Louis W. El ; Ansary and Anderson E- Marketing channels; Prentice Hall of India , 6th 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.
2. Michael Levi M and Weitz BW; Retailing Management; Tata McGraw Hill, 5th Ed.
3. Swapna Pradhan; Retailing Management – Text and Cases; Tata McGraw Hill – 2nd edition, 2004
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)

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim and Approaches of Security analysis.

Unit -II (Session 08)

Risk and Return: Concept of Risk, Component and Measurement of risk, covariance, correlation coefficient, Measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

Unit -III (Session 08)

Technical Analysis: DOW Theory, Support and Resistance level, Type of charts and its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

Unit- IV (Session 08)

Valuation of Equity Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates.

Unit -V (Session 08)

Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.

References:

1. Ranganatham; Security Analysis and Portfolio Management; Pearson Education, 2nd Ed.
2. Chandra P; Investment Analysis and Portfolio Management; Tata McGraw Hill, 3rd Ed
3. Bhatt; Security Analysis and Portfolio Management; Wiley ,1st E
4. Pandian P; Security Analysis and Portfolio Management; Vikas Publishing, 1st Ed.

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

RMBI FM 02: MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Max. Hours: 40

Course Objectives:

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

Unit -I (Session 08)

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

Unit- II (Session 08)

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

Unit- III (Session 10)

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

Unit- IV (Session 08)

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

Unit- V (Session 06)

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

References:

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

RMBI FM 03: BEHAVIOURAL FINANCE

Max. Hours: 40

Course Objectives:

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

Unit- I (Session 08)

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

Unit- II (Session 08)

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

Unit- III (Session 08)

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

Unit- IV (Session 08)

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

Unit- V (Session 08)

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

References:

1. Finding Financial Wisdom in Unconventional Places; Columbia Business School Publishing
2. Bisen, Pandey; Learning Behavioural Finance; Excel Books.

3. Edward Chancellor; A History of Financial Speculation; Penguin USA.
4. Forbes; Behavioural Finance; Wiley India.
5. Montier; The Little Book of Behavioral Investing; Wiley
6. Robert B. Cialdini; The Psychology of Persuasion; Harper Collins Business Essentials

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

SHG-Bank Linkage Programme: Overview, Evolution, Need, Models of Linkage between Banks and Self-Help Groups, Impact, Progress, Promotional Initiatives, Issues in SHG – Bank Linkage Programme, Challenges

Unit – IV (Session 10)

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

Unit – V (Session 08)

Lending and investing in Microfinance: Basics of Banking, Priority Sector Norms of Lending, Commercial Banks as Micro lenders, Payment Systems Building the Market for Investing in 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.
3. Rhyne, E.; Microfinance for Bankers and Investors: Understanding the: Opportunities and Challenges of the Market at the Bottom of the Pyramid; Tata McGraw Hill Publication, New Delhi.
4. Rana O. C. and Raj Hem; Micro Finance; Himalaya Publishing House

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

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

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

Unit -III (Session 08)

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

Unit -IV (Session 08)

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

Unit-V (Session 08)

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

References:

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

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)

Learning Theories and Program Design: Introduction to learning, Learning Theories – Reinforcement Theory, Social Learning Theory, Goal Theory, Need Theory, Expectancy Theory, Information Processing Theory, Process of Learning, organizational learning vs. learning organization.

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.

Special Issues in Training and Development – Legal Issues, Cross Cultural Preparation, Managing Workforce Diversity, Sensitivity Training, Succession Planning.

References:

1. Noe, Raymond A. and Amitabh Deo Kodwani; Employee Training and Development; Tata McGraw Hill, 5th Edition, 2012.
2. Rao VSP; Human Resource Management, Excel Books Publication; 3rd Edition. 2013.
3. Rolf, P., and Udai Pareek; Training for Development; Sage Publications Pvt. Ltd.

4. Blanchard, P. Nick, James W. Thacker and V. Anand Ram; Effective Training: Systems, Strategies, and Practices; Dorling Kindersley (India) Pvt. Ltd.
5. Jack J. Phillip; Hand book of Training Evaluation and Measurement Methods; Routledge.
6. Dayal, Ishwar; Management Training in Organisations; Prentice Hall of India

RMBI HR 03: PERFORMANCE AND REWARD MANAGEMENT

Max. Hours: 40

Course Objectives:

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

Unit- I (Session 08)

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

Unit- II (Session 06)

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

Unit- III (Session 10)

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

Unit- IV (Session 08)

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

Unit- V (Session 08)

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

Cases relating to issues discussed in the previous units.

References:

1. T.V. Rao; Performance Management and Appraisal Systems: HR Tools for Global Competitiveness; Response Books, New Delhi, 2004.

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

RMBI HR 04: TALENT MANAGEMENT

Max. Hours: 40

Course Objectives:

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

Unit – I (Session 08)

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

Unit – II (Session 08)

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

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

Unit – III (Session 08)

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

Unit – IV (Session 08)

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

Unit – (Session 08)

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

References:

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

RMBI IT 01: E-COMMERCE

Max. Hours: 40

Course Objectives:

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

Unit- I (Session 08)

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

Unit- II (Session 08)

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

Unit- III (Session 08)

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

Unit- IV (Session 08)

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

Unit- V (Session 08)

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

References:

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

RMBI IT 02: DATABASE MANAGEMENT SYSTEM

Max. Hours: 40

Course Objectives:

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

Unit- I (Session 10)

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

Unit- II (Session 08)

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

Unit- III (Session 08)

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

Unit- IV (Session 06)

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

Unit -V (Session 08)

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

References:

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

RMBI IT 03: SYSTEM ANALYSIS AND DESIGN

Max. Hours: 40

Course Objectives:

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

Unit – I (Session 08)

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

Unit – II (Session 08)

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

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

Unit – III (Session 08)

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

Unit – IV (Session 08)

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

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

Unit – V (Session 08)

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

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

References:

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

RMBI IT 04: CLOUD COMPUTING FOR BUSINESS

Max. Hours: 40

Course Objectives:

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

Unit – I (Session 07)

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

Unit – II (Session 08)

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

Unit – III (Session 08)

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

Unit – IV (Session 10)

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

Unit – V (Session 07)

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

References:

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

RMBI IB 01: CROSS CULTURAL BUSINESS MANAGEMENT

Max. Hours: 40

Course Objectives:

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

Unit – I (Session 08)

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

Unit – II (Session 08)

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

Unit – III (Session 08)

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

Unit – IV (Session 08)

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

Unit – V (Session 08)

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

References:

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

RMBI IB 02: GLOBAL SOURCING AND BUSINESS DEVELOPMENT

Max. Hours: 40

Course Objectives:

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

Unit – I (Session 08)

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

Unit – II (Session 06)

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

Unit – III (Session 10)

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

Unit – IV (Session 08)

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

Unit – V (Session 08)

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

References:

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

RMBI IB 03: INDIAN FOREIGN TRADE FRAMEWORK

Max. Hours: 40

Course Objectives:

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

Unit – I (Session 08)

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

Unit – II (Session 08)

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

Unit – III (Session 08)

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

Unit – IV (Session 10)

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

Unit – V (Session 06)

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

References:

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

RMBI IB 04: INTERNATIONAL MARKETING

Max. Hours: 40

Course Objectives:

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 analyzing a variety of international business scenarios.

Unit – I (Session 08)

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

Unit – II (Session 10)

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

Unit – III (Session 08)

International Product Policy and Planning Introduction, Product Planning in International Markets, Packaging and Labelling, International Product Life Cycle, Branding decisions in international markets: standardization vs Adaptation.

Unit – IV (Session 06)

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

Unit – V (Session 08)

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

References:

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