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Dr. A.P.J. Abdul Kalam Technical University, Lucknow

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IInd Year (IIIrd & IVth Sem.)

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SYLLABUS FOR MBA SECOND YEAR STUDENTS

Code	Name of Papers
	MBA - III Semester
KMB 301	Strategic Management
	Universal Human Values & Professional Ethics**
	Specialization Group: Human Resource
KMB HR 01	Talent Management
KMB HR 02	Performance & Reward Management
KMB HR 03	Employees Relations and Labour Laws
	Specialization Group: Marketing
KMB MK 01	Sales & Retail Management
KMB MK 02	Consumer Behaviour & Marketing Communication
KMB MK 03	Digital & Social Marketing
	Specialization Group : Finance
KMB FM 01	Investment Analysis & Portfolio Management
KMB FM 02	Tax Planning & Management
KMB FM 03	Financial Market and Services
	Specialization Group: International Business
KMB IB 01	International Marketing
KMB IB 02	International Logistics
KMB IB 03	Export Import Documentation
	Specialization Group: Information Technology
KMB IT 01	Enterprise Resource Planning
KMB IT 02	Web Technology & E-Commerce
KMB IT 03	Cloud Computing For Business
	Specialization Group: Operations Management
KMB OP 01	Supply Chain & Logistics Management
KMB OP 02	Operations Planning & Control
KMB OP 03	Quality Toolkit For Managers
	MBA - IV Semester
KMB 401	Project Management
KMB 402	Entrepreneurship Development
	Cyber Security **
Specialization	**Group: Human Resource**
KMB HR 04	Strategic Human Resource Management
KMB HR 05	International Human Resource Management
	Specialization Group: Marketing
KMB MK 04	Marketing of Services
KMB MK 05	Marketing Analytics
	Specialization Group : Finance
KMB FM 04	Working Capital Management
KMB FM 05	Financial Derivatives
	Specialization Group: International Business
KMB IB 04	International Trade Law
KMB IB 05	Cross Cultural Management
	Specialization Group: Information Technology
KMB IT 04	Database Management System
KMB IT 05	System Analysis & Design
	Specialization Group: Operations Management
KMB OP 04	Sourcing Management
KMB OP 05	Management of Manufacturing System

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M.B.A. - IIIrd Semester

Strategic Management (KMB - 301)

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

UNIT 2 : Environmental Scanning: Factors considered, approaches, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

UNIT 3 : Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance, Digitalization Strategies .

Unit 4 : Strategy Analysis : Process, Analysing Strategic alternative, Evaluating and Choosing Among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework. Strategy implementation: Resource allocation, Projects and Procedural issues. Organistion structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

Unit 5 : Strategy Evaluation &Control : Nature, Importance, Organistional systems and techniques of strategic evaluation & control.

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Specialisation Group: Marketing

Sales and Retail Management (KMB - MK 01)

Unit1: Introduction to Sales: Role of selling in marketing, Personal selling, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesman, Theories of selling, Sales management, Process of effective selling.

Unit 2: Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person, filling sales positions, Recruitment, Selection, Training and Development, Development and Conducting Sales training programme.

Unit 3: Leading Sales Organization: Sales force motivation, Designing & Administering Sales force compensation plans, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

Unit 4: Introduction to retailing: Growing Importance of Retailing, Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Modern retail formats in India, Retailing in rural India.

Unit 5: Retail stores and operation management: Setting up Retail organization, Retail location Research and Techniques, Trading Area Analysis, Store Layout, Objectives of Good store Design, Controlling Costs and Reducing Inventories Loss, Responsibilities of Store Manager, Store Record and Accounting System, Coding System, Logistic and Information system, Strategies, Retail Sales Techniques & Promotion, CRM & Brand Management in retailing.

Consumer Behaviour & Marketing Communication (KMBMK02)

Unit I : Introduction to Consumer Behavior & Consumer Decision Making: Introduction to Consumer Behavior; Applications of consumer behavior knowledge in marketing. Consumers and Customer, Consumer Behavior in the Contemporary Environment. Introduction, Problem Recognition, Information Search, Evaluation of Alternatives, Post-Purchase Behavior, Attribution theory and Diffusion of Innovation

U nit II : Consumers as Individuals and in the Social Context: Consumer Perception, Consumer Attitude Formation & Change, Behavioral learning theories and cognitive learning theories to consumer behavior. Reference Groups, Family, Gender & Age Influences, Social Class & Consumer Behavior, Cultural Influences on Consumer Behavior

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Unit III : Marketing Communication: Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process, Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Fundamentals of Advertising Campaigns, The Creative Brief, Advertising Appeal. Advertising Agencies – their role, functions.

Unit IV: Ad Budget, Methods of Budgeting. Measuring Effectiveness of Advertisement , Legal and Ethical concepts and issues in Advertising, global vs local advertising, decision areas in international advertising, Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, ; Media Strategy, Emerging Concepts and Issues in Marketing Communications.

Unit V : Trade Promotion, its nature, types and objectives, Consumer Promotion: coupons, premiums, Contests and sweepstakes, Refunds and rebates, Sampling, bonus packs and price offs.

Digital and Social Marketing (KMBMK03)

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

Unit 2 : Social Media Marketing: Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing Introduction to Face book, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns

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

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

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Unit 5 : Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation.

Specialization Group - Human Resource Management

Talent Management (KMB - HR01)

Unit 1 : Introduction to Talent Management: Concept , Meaning & Objectives, Role of Talent Management in building Sustainable Competitive Advantage to a firm; Key Processes of Talent Management: Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge, Consequences of Failure in Managing Talent, Identifying and Assessing High-Potential Talent: Current Organizational Practices. Case Studies.

Unit 2 : Talent Acquisition: Job Analysis, Questionnaires, Interviews, Developing job Description & Job Specification, Attracting and Recruiting the best Talents, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. HR Planning for Talent Management: Process (using MS-Excel and quantitative tools), Evaluation of factors affecting HR Planning, Strategic view of Recruitment & Selection. Case Studies.

Unit 3 : Recruitment and Selection Process: Introduction, Sources of Recruitment, Use of Assessment Centers, Selection Errors & Minimising Selection Errors, Reliability & Validity of Selection Tests, Choosing suitable types of Interviews, Formulating a recruitment strategy for senior level executives. Employee Engagement: Process and outcomes of Employee Engagement, Ways of Achieving Employee Engagement; Talent Development: Need Analysis, Knowledge Management, Competency Development and Developing Leadership Talent. Case Studies.

Unit 4 : Employee Retention: Comprehensive approach to Employees Retention, Managing Voluntary Turnover, Dealing with Job Withdrawal; Strategic Compensation plan for Talent Engagement: Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model. Career and Succession Planning. Case Studies.

Unit 5 : 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. Case Studies.

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Performance and Reward Management (KMB HR02)

Unit1: Introduction to Performance Management System: Meaning, Uses and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario, Performance management as a System and Process, Establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSA VS KPI). Case Studies

Unit2: Managing Performance: Methods of managing performance of all the levels of Management, 360 degree Performance Appraisal, MBO and Performance analysis for Individual and organizational development. Case Studies

Unit3: Contemporary Issues: Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, Balance score card: Introduction and Applications, Advantages and limitations. Case Studies

Unit 4: Reward System: Compensation- Definition, Function, and significance. Job evaluation: Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/nontechnical and executive/managerial positions and significance of wage differentials. Case Studies.

Unit 5: Compensation: Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Incentive schemes; Methods of payment: Time and piece rate. Fringe benefits & other allowances: Overtime, City compensatory, Travelling etc.

Regulatory compliance: Introductions, Wage and Pay commissions, Overview of minimum wages Act- 1948 and Equal Remuneration Act-1976. Profit Sharing options; Case Studies.

Employee Relations and Labour Laws (KMB HR03)

Unit 1: Employee Relations Management (ERM) & Industrial Relation: Introduction and Importance of Employee Relations Management, Employee Relations Management Tool, Aspects of Industrial Relations, Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, Trade Unionism: Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926: Objective, Recognition and registration, Industrial Democracy & Participative Management. Case Studies

Unit2: Collective Bargaining: Significance, types & procedure of Collective bargaining Discipline: The Industrial Employment

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(Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry, Grievance Handling in IR: Grievance Settlement Procedure, Industrial Disputes, Preventive & Settlement Machinery in India. Employee Participation and Empowerment: Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment. Case Studies

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

Unit 4 : The Payment of Minimum wages act 1936, The Contract Labor (Abolition & regulative) act The ESI Act, 1948 The Trade unions act, 1926, Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment,

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

Specialisation Group : Finance

Investment Analysis & Portfolio Management (KMB FM01)

Unit I Investment : 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 & Approaches of Security analysis.

Unit II Portfolio Theory : Risk & Return: Concept of Risk, Component & 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 Capital Market & Asset Pricing : Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & 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.

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Unit IV : Bond, Equity and Derivative Analysis : 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 Active Portfolio Management : 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.

Tax Planning& Management (KMB FM02)

Unit I- Introduction : Definition: Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year,Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax.

Unit II Heads Of Income : Heads of Income – Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income ,Tax Calculation including Surcharge and Marginal relief,Deduction, Rebate, Relief, Set Off & Carry Forward of Losses – Principles, Meaning, Inter – sources & Inter – head Set Off.

Unit III Tax Planning & Management : Tax Avoidance, Planning, & Evasion, Income Tax Authorities- Their appointment- Jurisdiction- Powers and functions- Provisions relating to collection and recovery of tax- Refund of tax, Offences, penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

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

Unit V Introduction to GST: GST Concepts –Advantages and Limitations of VAT – GST as the preferred Tax Structure. Model of GST. Need for Tax Reforms, GST Principles – Single GST, Dual GST; Transactions covered under GST; Impact of GST. Registration and Filing: – Rates of Tax – Rates in Foreign Countries – In India; Assessment and Administration of GST.

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Financial Market and Services (KMB FM03)

Unit - I : Introduction : Structure of Indian financial system: An overview. Theories of the Impact of financial development and savings; Prior saving theory, Credit creation Theory, Theory of forced savings, Financial regulation theory, Financial liberation Theory.

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

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

Unit - IV Microfinance Development : Overview of micro finance; Types of micro finance; Income generating activities and Micro Enterprise Market (demand) analysis, Technological analysis, Socioeconomic analysis, Environmental analysis. Logical framework, Implementation & Monitoring Credit Delivery Methodology; Strategic Issues in Microfinance: Sustainability.

Unit - V: Banking : Banking role and structure of banking in India, Products and services of Banking: Types, features and its working, Third party products: Life Insurance, Mutual fund, Equity, General Insurance

Specialization Group: International Business

International Marketing (KMB - IB01)

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

Unit - 2 : International Marketing Research: Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing

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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 - 3 : 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 , Protecting brand names

Unit - 4 : International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade Legal and Ethical Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business.

Unit - 5 : International Promotional Strategies: Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing International etailing, concept and types, benefits, segmentation, pricing and promotional strategies in etailing.

International Logistics (KMB - IB02)

Unit - 1 : Introduction to Logistic System: Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, International Logistics development, International trade logistics Chain, Shippers logistics requirement in trade.

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

Unit - 3 : Warehouse Management: Inventory management Ocean freight rates: freight or tariff rates, freight surcharge, freight rebates. Principles of Freight Rates, Linear Freight Structure, Tramp Freight

Structure, Shipping intermediaries: customs broker, freight forwarders, shipping agents, stevedores.

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

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

Export Import Documentation (KMB - IB03)

Unit 1 Introduction : Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing , Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise.(BCMC changed to RCMC) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant& Manufacturer Exports.

Unit 2 : Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin.

Unit 3 : Meaning and importance of letter of credit, Documentation papers of L/CEXPORT incentives, risk and insurance, Benefits of Exports, excise clearance Benefit / Rebate, Income Tax Benefit , (IPRS is discontinued), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

Unit 4 : The organization of exports –imports firms and business planning, Planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback-Advance License, (Replenishment Licenses, Special Interest License is discontinued), Remission Scheme, DEPB Scheme

Unit 5 : Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP,STP& EOU's, Types of Export Houses.

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Specialization Group: Information Technology

Enterprise Resource Planning (KMB - IT01)

Unit 1 : Introduction of Enterprise: Overview of Enterprise Resources & Business Functions, Classifications of Business Processes, Business Process Management System; Information: Characteristics and Value of information in enterprise; Information System: Components of an Information System, Characteristics and uses of Decision Support System, Executive Information System & Management Information System; Business Process Modeling: Automation and Structuring of Business Processes, Business Process Reengineering (BPR). Cross Functional and Integrated Enterprise Systems; Case Studies

Unit 2 : Enterprise Systems and Enterprise Resources Planning (ERP): Characteristics of Enterprise Systems, Enterprise Applications and ERP, Evolution of ERP System, Benefits of an ERP System; ERP Related Technologies: Database & Data Warehouse, Data Mining, On-Line Analytical Processing, Workflow Management Systems. Case Studies

Unit 3 : ERP Modules: Finance, Production planning, Sales & Distribution, Human resource management (HRM), Inventory Control System, Quality Management, ERP in Supply Chain Management and Customer Relationship Management. ERP Solutions in the markets and ERP Domains: Sector specific ERP Solutions, Introduction and Characteristics of SAP, BAAN and Oracle ERP. Case Studies

Unit 4: ERP and Value Chain: Impacts of ERP on Value Chain (Porter's Value Chain Model), Competitive Advantages of ERP; Future Directions in ERP: New Trends in ERP, ERP to ERP II, ERP and ebusiness, SOA Factors in ERP; ERP Implementation: Evaluation and Selection of ERP Package, Project Planning, Testing & End User's Training, Post Evaluation and Maintenance, Issues and Challenges in ERP Implementation, Latest ERP Implementation Methodologies; Case Studies

Unit 5 : ERP Project Team: Composition, Organization and Working of ERP Implementation Team, Success and Failure Factors in ERP Project. Post ERP Implementation: Organizational Change Management, Post Implementation Review, Post Implementation Support, ERP Security. Case Studies.

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Web Technology & E – Commerce (KMB IT02)

Unit 1 : Growth and potential of Internet: History of Web and Internet, Milestones and Latest Trends, Values of Internet for Business; Website Planning: Strategies and Approaches, Adding Website profiles, Demographics, Visitors, Traffic sources, Content, Setting goals and Custom, Sitemap, Diagnostics for errors; Web Protocols & Technologies: WWW, FTP, HTTP, Search Engine, Social Networking and Analytics. Case Studies

Unit 2 : Web Commerce: Definitions, Scope and Significance of Web Commerce, Emerging trends in Web Commerce; Web Commerce Business Models: Business to Consumer (B2C), Business to Business (B2B), Consumer to Consumer (C2C), Peer to Peer business model, m-Commerce business model, E – Governance (G2C, G2B, G2G); Case Studies.

Unit 3 : e – Marketing and Trade: Understanding Internet Audience and Online consumer behavior, Internet Marketing Technologies, e – retailing, Online Market Research, Online Marketing Communications Online Advertising, Online Branding Strategies, Online Pricing Strategies; e – Customer Relationship Management: Characteristics, Strategies and Technologies; Case Studies.

Unit 4 : Online Payment System: Online Banking, Advantages and Limitations, Mobile Banking, Concept of Digital cash and Plastic money, Debit and Credit cards; Security Aspects of Electronic Payment Systems: Security Threats in Online Environment, Elements of good E-commerce Security, Ecommerce Security Plan; Case Studies.

Unit 5 : Web Page Designing: Introduction to HTML & CSS, Software for Webpage Development, Technologies for using Image, Audio and Videos in Webpage, Implementing Table, Frames and Form Elements; Website Publishing: Domain Registration, Hosting a website, Maintenance & Updation.

Cloud Computing for Business (KMB IT03)

Unit 1: Cloud computing: Introduction, Evolution and Cloud Market; Technological Influences for Cloud Computing: Universal Connectivity, Excess Capacity, Open Source Software. Technology & Service Models for cloud computing: IaAS, PaAS & SaAS.

Unit 2 : Cloud Deployment Models: Public, Community, Private & Hybrid Models, Approaches for Migrating to Cloud. Information Assurance and Data Protection: Phases in Information Lifecycle and

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Key Challenges in Data Lifecycle Security. Data centre: Concept its Operations, Data centre Security Recommendations. Case Studies

Unit 3 : Enterprise Risk Management: Information security governance processes, Enterprise risk management in cloud computing, Enterprise risk management recommendations. Case Studies.

Unit 4 : 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 5 : 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.

Specialization Group: Operations Management

Supply Chain & Logistics Management (KMB OM 01)

Unit 1 - Supply Chain Concepts: Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.

Unit 2 Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.

Unit 3 Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network.

Unit 4 Warehousing: Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics (3PL), Fourth party logistics(4PL).

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Unit 5 Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.

Operations Planning & Control (KMB OM 02)

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

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

Unit 3 - Aggregate Planning– Meaning, Strategies and Cost, concept of aggregate planning; capital intensive,labour-intensive, and fashion industries.

Unit 4 - Waste management, value and waste, types of waste; 5S techniques of eliminating wastes.

Unit 5 - Control Systems: Product control systems, Gantt Charts, Bar Charts.

Quality Toolkit for Managers (KMB - OM 03)

Unit - 1 : Quality Concepts : Evolution of Quality Management, Concepts of Product and Service Quality, Dimensions of Quality, Quality Philosophies: Deming's, Juran's, Crosby's Quality Philosophy, Quality Cost, Quality Leadership

Unit - 2 : Process Quality Improvement : Graphical & statistical techniques, 7 QC tools, Regression Control charts, Process capability analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Process failure mode and effect analysis (PFMEA). SERVQUAL Model with application, case studies.

Unit - 3 : Product Quality Improvement: Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis.

Unit - 4 : Quality Management : Quality Circles, TQM, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development, Design for Six Sigma.

Unit - 5 : Quality Standards : ISO-9000 and it concept of Quality management, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, Benchmarking, Quality Audit, Quality Awards.

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M.B.A. - IVth Semester

Project Management (KMB - 401)

Unit 1 - Introduction of Project: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle. Concepts of Deliverables, Scope of Work and Milestones. Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management: Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management. Case Studies.

Unit II - Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management: Concepts and Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. **Case Studies**

Unit III - Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing. Social Cost Benefit Analysis (SCBA) of Project: Concept & significance of SCBA, Approaches to SCBA. Case Studies

Unit IV - Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) & Responsibility Assignment Matrix. Project Network Design: Identifying the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Introduction to PERT and CPM, Crashing in Projects. Case Studies

Unit V - Project Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart. Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies.

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Entrepreneurship Development (KMB - 402)

Unit 1 - Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set. Common myths to becoming an entrepreneur, and how to overcome them. Corporate entrepreneurship concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur. Family Business, Women entrepreneurship, social and rural entrepreneurship.

Unit 2 - Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDII NIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit 3 - From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowd funding.

Unit 4 - Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility.

Unit 5 - Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

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Specialization Group - Marketing

Marketing of Services (KMB - MK04)

Unit - 1 Introduction to Services Marketing: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment, Services Marketing Mix: Understanding the 7 P's, Strategies for Services Marketing: Segmentation, Targeting & Positioning, Differentiation.

Unit – 2 Understanding Consumer Behavior and Service Design: Understanding Consumer Behavior: Services vis-à-vis goods, Consumer Behavior in Services, Customer Expectations and Perceptions of Services – Evaluation of services. Service Development Design & Standards: New Service Development Process – Basic service to potential service, Customer Defined Service Standards, Demand and Capacity Management.

Unit – 3 Delivering, Pricing and Managing Service Promise: Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries, Service process – Blue printing – Physical evidence. Pricing of Services: Pricing Considerations and Strategies, Revenue Management. Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

Unit – 4 Service Performance: Evaluating Success of Service Offering: Service quality and measurement, Complaint handling, Recovery management, Service Guarantees. Role of CRM, The Gaps Model Of Service Quality.

Unit – 5 Overview of Current Trends in Service Industries: Understanding of Current Trends in Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT enabled Services), Travel & Tourism, e-Services and Professional Services.

Marketing Analytics (KMB MK05)

Unit - 1: Introduction to marketing Analytics: Meaning, characteristics, advantages and disadvantages of marketing analytics, Market data sources (Primary and Secondary) The new realities of marketing decision making Market Sizing: Data sources, Stakeholders, Applications & Approaches (Top-down and Bottom-up).

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Unit - 2: Pricing Analytics: Estimating Demand Curve: Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Using Pricing subjectively to estimate Demand Curves, Pricing Multiple Products Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales

Unit-3: Customer Analytics- Segmentation and Targeting: The segmentation-targeting-positioning (STP) framework, Segmentation, The concept of market segmentation, Managing the segmentation process, Deriving market segments and describing the segments -Cluster analysis, Discriminant analysis, Targeting, The concept of product positioning, Conducting a positioning study, Perceptual mapping using principal components analysis, Incorporating preferences into perceptual maps. Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business

Unit-4: Retailing & Advertising Analysis - Market Basket analysis: Computing two way and three way lift Allocating Retail Space and Sales Resources: Identifying the sales to marketing effort relationship & its modeling, optimizing sales effort Advertising Analysis: Measuring the Effectiveness of Advertising, Optimizing advertising, Pay per Click (PPC) Online Advertising

Unit-5: Sales Forecasting & Conjoint Analysis - Regression model to forecast sales, Modeling trend and seasonality; Ratio to moving average forecasting method, Using S curves to Forecast Sales of a New Product Conjoint analysis: Conjoint analysis as a decompositional preference model, Steps in conjoint analysis, Uses of conjoint analysis,

Specialization Group – Human Resource Management

Strategic Human Resource Management (KMB - HR04)

Unit 1 - Conceptual Framework & Context of strategic: SHRM, Impacts of Globalization on HRM, Changing Nature of Workforce, Development of SHRM, Models of Strategic HRM, Development & delivery of HR strategies, Challenges in Strategic Human Resource Management, Impacts of Strategic HRM, SHRM for Competitive Advantage. Case Studies.

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Unit 2 - Implementation of Strategic HRM: Staffing, Training & Development, Strategic Options of Human Resource Development, Impacts of SHRM on Performance, Practicalities in Measuring SHRM Outcomes, Compensation, and Employee Separation. Case Studies

Unit 3 - HR Strategy: Components of Strategic HRM, Organizational HR strategies, Functional HR strategies, Strategic HRM in Action, Improving Business Performance through Strategic HRM. Employee Engagement and Drivers of Engagement. Case Studies.

Unit 4 - Strategic Knowledge Management, Building Knowledge Management into Strategy Framework, Knowledge Sharing as a Core Competency, HR Dimension to Knowledge Management, Strategic Approach to Industrial Relations, Outsourcing & its HR implications, Human Side of Mergers and Acquisitions three- stage model of M&A. Case Studies.

Unit 5 : Global human resource management, Difference between global HRM & domestic HRM; Strategic HR issues in Global Assignments, Expatriates selection & Repatriation, Building a Multicultural Organization, Multinational Organization, Strategic Choice, Leadership & Strategic issues in International Assignment. Case Studies.

International Human Resource Management (KMB HR05)

Unit 1: International Human Resource Management: Overview, Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, Organisational Structure and HRM, International Human Resource Planning. Case Studies

Unit 2 : Staffing Practices in International Human Resource Management, Recruitment and Selection for Overseas Assignments, Global Staffing Practices, International Transfers and Repatriation Strategies, Training and Development in International Context, International Performance Management, Global Compensation Practices. Case Studies.

Unit 3 : Industrial Relations and International Practices in Industrial Relations, Shifts in IHRM and IR, International Strategic Human Resource Management, International Labour Standards, Global Unions, Regional Integration and Framework Agreements. Case Studies.

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Unit 4 : Equal Opportunity and Diversity Management in Global Context. Sensitivity to Cultural Diversity, Global Organisation Structures, Emerging Trends in Employee Relations and Employee Involvement, Convergence or divergence in personnel management in developed and developing economies, Case Studies

Unit 5 : Emerging Trends in International HRM, HR/IR issues in MNCs and Corporate Social Responsibility, Case Studies.

Specialization Group – Finance

Working Capital Management (KMB FM04)

Unit- I : Introduction to Working Capital : Nature, Scope and Definition of Working Capital, Types of working Capital, Determinants of working capital , Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management.

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

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

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

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

Financial Derivatives (KMB FM05)

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

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

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

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

Specialization Group – International Business

International Trade Law (KMB IB04)

Unit 1 The World Trade Organization

1.1 Introduction to International trade and the law of the WTO, Sources of WTO Law, Basic rules and principles of WTO Law

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1.2. Economic Theories of free trade-Absolute Advantage theory; Comparative Advantage theory; Heckscher–Ohlin theory; Leontief Paradox and New trade theory

1.3. Historical background- of WTO- Evolution of GATT as a trading institution and transition of GATT to WTO; Marrakesh Agreement

1.4. WTO as an International institution- Origin of WTO; Mandate of WTO; Membership of WTO; Institutional structure of the WTO; Decision-making in the WTO; Other Issues-status of WTO; budget of WTO.

1.5. WTO Dispute Settlement - Dispute Settlement Understanding; Principles of dispute settlement; Institutions of WTO settlement; WTO dispute settlement proceedings; Main challenges to the WTO dispute settlement system

1.6. Principles of Non-discrimination-Most favored nation treatment and National treatment obligation.

1.7. Dumping-Anti-dumping Measures

Unit 2 The World Trade Organization - 2

2.1. WTO jurisprudence on TBT and SPS Agreements-Agreement on Sanitary and Phy to Sanitary Measures; Agreement on Technical barriers to Trade

2.2. WTO and environment protection.

2.3. General Agreement on Trade in Services (GATs) - Meaning of trade in services. General obligations, specific obligations. Financial services, Telecommunication services, India and the GAT's.

2.4. Trade-Related Aspects of Intellectual Property Rights (TRIPs) - IPRS covered by TRIPs. Rights of patentees under the TRIPs.Compulsorylicensing.Public health and the TRIPs.Indian response to the TRIPs.

2.5. Agreement on Agriculture

2.6. Trade Related Investment Measures (TRIMS)

UNIT 3 Transnational Transactions and Resolution

3.1 Transnational Commercial Laws: Meaning and scope of Transnational Commercial Law. Evolution of Law Merchant.Sources of Transnational Commercial Law.Movement towards unification of national commercial laws.UNIDROIT and UNCITRAL.

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3.2 International Carriages- Carriage of goods by sea; Carriage by air; Multimodal transportation.

3.3 International Sales of goods- Vienna Convention on Contract for International Sale of Goods; Drafting of International Commercial contracts- an Introduction.

3.4 International Payments- The role of International Chamber of Commerce in the development of Transnational Commercial Laws; Uniform Customs and Practices on Documentary Credits.

3.5 International Commercial Arbitration. UNCITRAL Model Law on International commercial arbitration. Indian Arbitration and Conciliation Act, 1996; Enforcement of foreign arbitral awards.

Unit 4. Introduction to Law and Policy of Export-Import Trade in India

4.2. Foreign Trade (Development and Regulation) Act, 1992.

4.3. Foreign Exchange Management Act, 1999.

4.4. Special Economic Zones and International trade

4.5. Law relating to Customs- Customs Act, 1962

4.6. Foreign Investment in India-Liberalization in the nineties. Foreign Investment Promotion Board.Current issues relating to foreign direct investment.

4.7. The Industries(Development and Regulation) Act and its application.

Unit 5:

5.1 The recent challenges and proposed amendments by third world.

5.2 Role of SARC and B|RICS

Cross-Cultural Management (KMB IB05)

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

Unit II: Cultural diversity and multicultural teams: The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning,

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Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, , Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture

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

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

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

Specialization Group – Information Technology

Database Management Systems (KMB IT04)

Unit I : Database Management System: Introduction, Organization and Components of Database Management Systems, Advantages of DBMS. Database Models: Relational Database Model, Network Database Model, Hierarchical Database Model, Semantic Database Model.

Unit 2 : Relational Database Design: Concepts, E-R Diagram, Integrity Constraints, Functional dependencies, Concept of Normalisation, Physical Database Design, Decomposition of Relation Schema; Object Oriented Database Design: Characteristics and advantages.

Unit 3 : Structured Query Language (Oracle): Creating Tables, Applying column constraints, Inserting Rows, Views Snapshots, Indexes & Sequences, Cursor, Triggers, Procedures; Uses of inbuilt Functions & Package.

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Unit 4 : Data Warehousing: Characteristics, Functionality and Advantages; Metadata: Concepts and classifications; Data mining Techniques: Introduction of Association, Classification and Clustering techniques; Business Applications of Data Mining: Target Marketing, Risk Management, Customer profiling

Unit 5 : Working with DBMS: Database Utilities, Security, Objects, Basic Database Administration, Remote Data Access. Distributed Database: Characteristics and Applications.

System Analysis & Design (KMB IT05)

Unit 1 Introduction : Systems Concept & Characteristics of a System, Elements of System, Types of Systems, Information Management and Information System. System Development Life Cycle: Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance. Case Studies.

Unit 2 : Systems Planning and Investigation: Basis for Planning in Systems Analysis, Dimensions of Planning, Initial Investigation, Needs Identification. Case Studies.

Unit 3 Requirement Specification: Determining the User's Information Requirements, System Requirement Specification. Feasibility Analysis: Study and Considerations in Feasibility Analysis, Feasibility Report. Case Studies.

Unit 4 Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary; Process Modeling: Structured English, Decision Tree & Decision Table; Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

Unit 5 Information Security: Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet; Security Risk Management: Intrusion Detection, Disaster Recovery Plan, Cryptography, Authentication, Information Security Policy, Creating a secure environment, Internet Security Standards. Case Studies.

Specialization Group – Operation Management

Sourcing Management (KMB OM 04)

Unit 1 Sourcing Management: Introduction to Sourcing, Sourcing vs Procurement, Sourcing activities. Purchasing: Purchasing Cycle, Characteristics of a Purchasing Manager, Risks to be Considered by Purchase Manager. Make or Buy Decision: An introduction. Case Studies.

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Unit 2 Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development: Need for Measuring Supplier Performance, Categories of Suppliers, Supplier Evaluation and Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Suppliers Evaluation Methods/ Vendor Rating Methods, Advantages of Vendor/Supplier Rating. Case Studies.

Unit 3 Vendor Process Capability and Material Handling: Introduction to Process Capability, Characteristics of Vendor Process Capability, Handling the Vendor Process Capability, Advantages of Vendor Process Capability. Case Studies.

Unit 4 Price Determination and Negotiation: Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, Negotiation in sourcing: Meaning of Negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. Case Studies.

Unit 5 Legal Aspect of Purchasing Management: An Introduction, The Indian Contract Act, 1872, GST, Law of Carriage of Goods. Public Purchasing: Procurement Process, Fundamental Principles of Public Buying; Tendering: Introduction, Terminologies used in Tendering, Tendering Process, e – Tendering. Case Studies.

Management of Manufacturing System (KMB OM05)

Unit 1 : Manufacturing System: Introduction and components, Importance of Manufacturing for Technological and Socioeconomic developments, Production versus Productivity; Manufacturing Plant: Decisions for Plant location. Plant Layouts and its types. Types of manufacturing System: Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS).

Unit 2 : Manufacturing Support System: Process Planning, Computer Aided Process Planning, Production planning and Control Systems, Aggregate Planning and Master Production schedule, Material Requirement Planning, Capacity Planning ; Shop Floor Control: Introduction, Overview of Automatic Identification and Data capture , Bar Code Technology and Radio Frequency Identification

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Unit 3 : Facility planning: Factors affecting selection of plant location, Factor rating analysis, Load distance model, closeness ratings. Types of plant layout, criteria for good layout, Process layout, Assembly line balancing. Computer based solutions to layout problems.

Unit 4: : Capacity planning: Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies.

Unit 5 : Maintenance System: Maintenance strategies and planning, Maintenance economics: quantitative analysis, optimal number of machines, Replacement strategies and policies, economic service life, opportunity cost, replacement analysis using specific time period, spares management. Maintenance records.

Human Values & Professional Ethics

Module 1: Course Introduction: Need, Basic Guidelines, Content and Process of Value Education

1. Understanding the need, basic guidelines, content and process for value education.
2. Self Exploration – what is it? – its content and process; 'Natural Acceptance' and Experiential Validation – as the mechanism for self exploration.
3. Continuous Happiness and Prosperity – A look at basic Human Aspiration.
4. Right understanding, Relationship and Physical Facilities – the basic requirements for fulfillment of aspirations of every human being with their correct priority.
5. Understanding Happiness and Prosperity correctly – A critical appraisal of the current scenario.
6. Method of fulfill the above human aspirations: understanding and living in harmony at various levels.

Module 2: Understanding Harmony in the Human Being – Harmony in Myself

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'.
8. Understanding the needs of Self 'I' and 'Body' – Sukh and Suvidha

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9. Understanding the Body as an instrument of 'I' (1 being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'.
11. Understanding the harmony of I with the Body " Sanyam and Swastha; correct appraisal of Physical needs, meaning of prosperity in detail.
12. Programs to ensure Sanyam and Swasthya
    – Practice Exercise and Case Studies will be taken up in practice sessions.

Module 3: Understanding Harmony in the Family and Society – Harmony in Human – Human Relationship

13. Understanding harmony in the Family – the basic unit of human interaction.
14. Understanding values in human – human relationship; menaing of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship.
15. Understanding the meaning of Vishwas; Difference between intention and competence.
16. Understanding the meaning of Samman. Difference between respect and differentiation; the other salient values in relationship.
17. Understanding the harmony in the society (society being an extension of family); Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals.
18. Visualizing a universal harmonious order in society-undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha) – from family to world family.
    Practice Exercise and Case Studies will be taken up in practice sessions.

Module 4: Understanding Harmony in the Nature and Existence – Whole existence as Co-existence

19. Understanding the harmony in the nature.

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20. Interconnectedness and mutual fulfillment among the four orders of nature – recyclability and self regulation in nature.
21. Understanding existence as co-existence (Sah – astitva) of mutually interacting units in all pervasive space.
22. Holistic perception of harmony at all levels of existence.
    - Practice Exercise and Case Studies will be taken up in practice sessions.

Module 5: Implications of the above Holistic Understanding of harmony on professional ethics

23. Natural acceptance of human values.
24. Definitiveness of Ethical Human Conduct
25. Basis for humanistic education, humanistic constitution and humanistic universal order
26. Competence in professional ethics:
    a) Ability to utilize the professional competence for augmenting universal human order.
    b) Ability to identify the scope and characteristics of people friendly and eco-friendly production systems.
    c) Ability to identify and develop appropriate technologies and management patterns for above production systems.
27. Case studies of typical holistic technologies, management models and production systems.
28. Strategy for transition from the present state to universal human order:
    a) At the level of individual: as society and ecologically responsible engineers, technologists and managers.
    b) At the level of society: as mutually enriching institutions and organizations.

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Cyber Security

UNIT-1 Introduction to information systems, Types of information Systems, Development of Information Systems, Introduction to information security, Need for Information security, Threats to Information Systems, Information Assurance, Cyber Security, and Security Risk Analysis.

UNIT-2 Application security (Database, E-mail and Internet), Data Security Considerations-Backups, Archival Storage and Disposal of Data, Security Technology-Firewall and VPNs, Intrusion Detection, Access Control.

Security Threats -Viruses, Worms, Trojan Horse, Bombs, Trapdoors, Spoofs, E-mail viruses, Macro viruses, Malicious Software, Network and Denial of Services Attack, Security Threats to E-Commerce- Electronic Payment System, e- Cash, Credit/Debit Cards. Digital Signature, public Key Cryptography.

UNIT-3 Developing Secure Information Systems, Application Development Security, Information Security Governance & Risk Management, Security Architecture & Design Security Issues in Hardware, Data Storage & Downloadable Devices, Physical Security of IT Assets, Access Control, CCTV and intrusion Detection Systems, Backup Security Measures.

UNIT-4 Security Policies, Why Policies should be developed, WWW policies, Email Security policies, Policy Review Process-Corporate policies-Sample Security Policies, Publishing and Notification Requirement of the Policies.

Information Security Standards-ISO, IT Act, Copyright Act, Patent Law, IPR. Cyber Laws in India; IT Act 2000 Provisions, Intellectual Property Law: Copy Right Law, Software License, Semiconductor Law and Patent Law.

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