



**Swami Keshvanand Institute of Technology,
Management & Gramothan, Jaipur**
(An Autonomous Institute Affiliated to Rajasthan Technical University, Kota)

Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Security Analysis & Portfolio Management	Course Code: MSFMPL311	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Concept of Saving and Investment: Concept and relation between savings and investment at macro level, Investment objectives and avenues, Factors affecting savings & investment in India.	5
3	Investing in Securities Market- Overview of primary and secondary market. Stock Market Indices- Nifty and SENSEX (calculation methods used), Concept, types and procedure of Public Issue equity & debentures, criteria to evaluate financial market securities.	5
4	Risk & Return: Concept of risk and return, Risk free return and risk premium, Measurement of risk & return in controlled, regulated and market economy.	4
5	Portfolio Management and Portfolio Analysis: Concept, Elements and types of Portfolio Management, measurement of risk and return in stock and financial markets Theories of Portfolio Management- CAPM, Markowitz Theory of Portfolio Selection, Evaluation of portfolio using Sharpe Measure & Treynor Measure. Portfolio Management in India	7
6	Investment in Fixed Income Securities –Fundamentals of Bond, Risk factors in fixed Income Securities, Yield v/s return, Types of yield, Significance and understanding of Bond rating in Investment decision making, Overview Bond Portfolio Management Strategies.	7
7	Valuation of Equity: Scope of return in from Equity Investing, Models of Equity Valuation – Comparable Approach, Dividend Discount Models, Discounted Cash Flow Valuation Models	6
8	Fundamental Analysis – Concept, EIC Framework Economic, Industry and Company. Inferences and Implication from Fundamental Analysis.	5
9	Technical Analysis -Concept, Types of Charts and formations in charts, Inferences of Charts. Application of Technical Analysis in India.	5
Total		45



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Text Books:

1. Chandra, P. (2021). Investment Analysis and Portfolio Management (6th ed.). McGraw Hill Education.
2. Mukherjee, S. (2022). Security Analysis and Portfolio Management. Vikas Publishing House.
3. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (2017). Fundamentals of Investments (6th ed.). PHI Learning Private Ltd.

Reference Books:

1. Chandra, P. (2021). Investment Analysis and Portfolio Management (6th ed.). McGraw Hill Education.
2. Kevin, S. (2022). Security Analysis and Portfolio Management (3rd ed.). PHI Learning.
3. Pandian, P. (2012). Security Analysis and Portfolio Management. Vikas Publishing House.
4. Fischer, D. E., & Jordan, R. J. (2018). Security Analysis and Portfolio Management (6th ed.). Pearson.
5. Tripathi, V. (2024). Security Analysis & Portfolio Management: Text and Cases. Taxmann Publications Pvt. Ltd.

Prerequisite:

1. Students should have a foundational knowledge of financial concepts such as savings, investment, risk, return, and financial markets.
2. Familiarity with investment avenues, primary and secondary markets, stock market indices, and criteria for evaluating financial securities is necessary.
3. Proficiency in quantitative analysis, including measurement of risk and return, as well as understanding financial theories like CAPM and Markowitz Theory.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: International Financial Management	Course Code:MSFMPL312	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to International Financial Management: Concept, Institutional framework in IFM. Recent trends and challenges in international Finance, Evolution of the International Monetary System.	5
3	Exchange rate regimes: Different exchange rate regimes. Exchange rate mechanism. International Payments Gateway, Exchange Risk Management – hedging	6
4	International investment strategies: FDI and portfolio investment. International Financing sources and cost of foreign Borrowings. Cross currency management.	5
5	Balance of payments: Concept, items, types of transactions, types of accounts and significance of BOPs: Disequilibrium in BOPs: its types. Remedial measures for correcting disequilibrium in BOPs –J curve effect.	7
6	International financial market instruments: ADRs, GDRs, Foreign bonds, euro bonds, floating rate notes, Global bonds, convertible bonds, short- and medium-term instruments – Euro notes, euro commercial papers, medium term euro notes.	5
7	Foreign Exchange Rate: Meaning, types and determinants of foreign exchange rate, Spot market and Forward Market. The Real Exchange Rate, Real Effective Exchange Rate (REER) Cross Rates.	6
8	Exchange Rate Determination: The Purchasing Power parity (PPP) Theory, The absolute form and the relative form, The Fisher Effect (FE) Theory (open and closed proposition), Interest Rate parity Theory. The Balance of Payments Theory.	5
9	Global Financial Markets: Recent developments and Challenges. Global foreign Exchange Markets: characteristics & recent trends, Flow of International Currency and Role of Institutions.	5
Total		45



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Textbooks:

1. Eun, C. S., Resnick, B. G., & Chuluun, T. (2024). International Financial Management (10th ed.). McGraw Hill. McGraw Hill
2. Sharan, V. (2012). International Financial Management (6th ed.). PHI Learning Pvt. Ltd.
3. Kevin, S. (2013). Fundamentals of International Financial Management (2nd ed.). PHI Learning Pvt. Ltd.

Reference Books:

1. Apte, P. G. (2010). International Financial Management (6th ed.). McGraw-Hill Education.
2. Shapiro, A. C., & Hanouna, P. (2019). Multinational Financial Management (11th ed.). Wiley.
3. Levi, M. D. (2018). International Finance (6th ed.). Routledge

Prerequisite:

1. Ability to interpret and analyze financial statements prepared in accordance with International Financial Reporting Standards (IFRS) and reconcile differences with local accounting standards.
2. Ability to identify, measure, and manage risks associated with international financial transactions, including foreign exchange risk, political risk, sovereign risk, and country risk.
3. Capability to analyze cross-border investment opportunities, including foreign direct investment (FDI), portfolio investment, and international project financing.
4. Understanding of international accounting standards and financial reporting requirements for multinational companies operating in multiple jurisdictions.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Marketing of Financial Services	Course Code:MSFMPL313	Credit: 03
Max Marks:100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme:3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Financial services- Concepts, Types of financial services ,Regulatory Framework of Financial Services in India.	3
3	Banking Services: Commercial. Development, Investment and International banking – issues, trends and challenges, Marketing of Banking Services and Insurance companies	3
4	Marketing of Financial Services: Marketing Mix of Financial Services, Financial Products development strategies, Analyzing Marketing Strategies adopted by selected Banks & other financial service providers , Ethical Issues in Marketing of Financial Services.	6
5	Branding in Financial Services Sector: Target Marketing & Customer Retention, Significance of Financial Brands, Targeting and positioning strategies, Impact of Branding on customer perception towards financial service providers, creation of a financial brand.	5
6	Merchant Banking: Overview, Nature, functions, scope and regulation.	6
7	Credit Rating: Meaning, functions and benefits. Credit Rating Agencies in India- CRISIL, ICRA and CARE, Global Credit Rating Agencies- Moody's and Standard & Poor's, Major Factors considered while determining the rating profile of a Security. Credit Rating- Regulatory Framework in India, Credit Rating for Debentures and IPO Grading, Limitations of Rating	7
8	Lease financing: Industry, Size and scope, evaluation of lease transaction, Factoring and Forfaiting. Securitization: Introduction, Mechanism and process of Securitization, Asset Reconstruction Companies, Participants in securitization and their role.	6
9	Mutual Funds: Introduction, Types of Mutual Fund Schemes- Functional Classification, Portfolio Classification, Investment Classification, Benefits of Mutual Funds, Managing Mutual Funds in India- The Sponsor, The Trustees, The Custodians, Asset Management Company.	8
Total		45



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Textbooks:

1. Khan, M. Y. (2019). Financial Services (10th ed.). McGraw Hill Education.
2. Siddaiah T. (2011) Financial Services. Pearson Education India
3. Saunders, A., Cornett, M. M., & Erhemjams, O. (2024). Financial Markets and Institutions (11th ed.). McGraw Hill Education.

Reference Books:

1. Avadhani, V. A. (2019). Marketing of Financial Services (4th ed.). Himalaya Publishing House.
2. Padmalatha, S., & Paul, J. (2018). Management of Banking and Financial Services (4th ed.). Pearson Education India.
3. Pathak, B. V. (2018). The Indian Financial System: Markets, Institutions, and Services (5th ed.). Pearson Education India.

Prerequisite:

- 1. Know Financial Services Inside Out:** Understand different types of financial services like banking, insurance, and mutual funds, along with the rules and regulations that govern them in India.
- 2. Marketing Skills in Finance:** Learn how to market financial services effectively. This means knowing how to create strategies for products, branding, and targeting specific groups of customers. Also, understand how to keep customers happy and the ethical issues involved.
- 3. Understand Financial Products:** Be able to analyze and understand the marketing strategies used by banks and other financial companies. This involves knowing how branding affects what customers think, how to pick the right target audience, and how to make financial services appealing to them.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Corporate Taxation	Course Code:MSFMPL314	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Taxation: Meaning, Types, Principles of Direct and Indirect Taxation; Constitutional provisions related to Distribution of taxation powers between States and the Central Government Basic Concepts – Assesses, Assessment, Person, Assessment Year, Previous Year, Heads of Income, Exemption, Deductions, Rebate and Relief, Gross Total Income and Total Income.	5
3	Computation of Tax: Residential Status of Individual, HUF, Firm and Association of Persons, Company; Relationship between residential status and incidence of tax; ‘Receipt of income’ and ‘Accrual of income’	6
4	Tax Planning: Tax Planning, Tax Evasion, Tax Avoidance and Tax management. Need and Importance of Corporate Tax Planning. Filing of Returns and Assessments, Advance Tax, TDS, TCS, Advance Rulings, Avoidance of Double Taxation	5
5	Tax planning with reference to Financial Management decisions: Capital Structure of a company, Dividend policy and Bonus shares issue, specific Managerial decisions. Tax planning for Depreciation and Business Expenditure	5
6	Capital Gain & Taxation: Basis of charge, Capital asset and Transfer of capital asset, Cost of acquisition, Cost of improvement, Indexation, Simple Problems on Computation of Capital Gains in certain special cases	6
7	Treatment of Losses and Unabsorbed items: Set Off and Carry Forward of Losses. Tax planning in the context of Merger, Amalgamation, Demerger and Employees Remuneration. Penalties and Prosecution, Appeals and Revisions	6
8	Wealth Tax: Charge and scope, Assets – Deemed Assets and Exempted Assets; Valuation of Assets, Computation of Net Wealth.	5
9	GST: General framework of different Acts related to GST, Basic Concepts, Levy and Collection. Supply – Characteristics, Nature and Place of Supply; Time of Supply, Value of Supply Input Tax Credit, Reverse Charge Mechanism, Composition Scheme, Anti-profiteering Measures. Trends in Tax Management: Faceless, Use of Artificial Intelligence in Tax Management, Retrospective tax.	6
Total		45



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Textbooks:

1. Singhanian, V. K., & Singhanian, M. (2024). Corporate Tax Planning & Business Tax Procedures with Case
2. Studies (28th ed.). Taxmann Publications.
3. Ahuja, G., & Gupta, R. (2024). Direct Taxes Law & Practice (16th ed.). Commercial Law Publishers.
4. Lakhotia, R. N. (2007). Corporate Tax Planning (5th ed.). Vision Books.

Reference Books:

1. Panteghini, P. M. (2007). Corporate Taxation in a Dynamic World. Springer.
2. Singhanian, V. K., & Singhanian, M. (2024). Corporate Tax Planning & Business Tax Procedures with Case Studies (28th ed.). Taxmann Publications.
3. Datey, V. S. (2024). Indirect Taxes Law and Practice (42nd ed.). Taxmann Publications.

Prerequisite:

1. Know the difference between tax planning, evasion, and avoidance, and why corporate tax planning is important. Familiarize yourself with various tax management techniques like filing returns, advance tax, TDS, and avoiding double taxation.
2. Understand how financial decisions such as capital structure, dividend policy, depreciation, and business expenditures impact taxes. Learn strategies for tax planning in mergers, demergers, and employee remuneration.
3. Stay updated on trends like faceless assessments, the use of artificial intelligence, and issues like retrospective taxation. These trends influence how taxes are managed and compliance is ensured in modern times.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Banking and Finance	Course Code: MSFMPL315	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction: meaning, evolution and types of banks. Role and functions of Banks: Regulatory provisions / enactments governing banks; Securities for Bank Advances: Different forms of securities and precautions taken by Banks in accepting these securities.	6
3	Banker-Customer Relations- KYC guidelines - Different deposit products - Mandate and Power of Attorney, Banker's Lien, right of set off - garnishee order, attachment order etc. Payment of collection of cheque - duties and responsibilities of paying and collecting banker - protection available to them under NI Act - Endorsements, forged instruments -bouncing of cheques and their implications.	6
4	Documentation Procedure in Banking System: Stamping of documents; Securities: different modes of charging, types of collaterals and their characteristics; Priority sector lending: targets, issues, problems; New products and services, Credit cards / Home loans /personal loans / consumer loans - Ancillary Services - Remittances, Safe Deposit Lockers.	5
5	Banking and Non-banking Institutions – Scheduled commercial banks, NBFCs, regional rural banks, reforms in the banking sector, priority sector lending, Cooperative banking – Urban cooperative banks, Rural cooperative banks, Central cooperative banks, Primary Agriculture Credit Societies.	6
6	Management of Non-performing Assets by Banks – Introduction, Tools of managing NPAs, Risk management in Indian banks.	5
7	Microfinance – Concept, Micro financial institutions, small finance banks, Micro credit, self-help groups, Rural credit and finance, financial inclusion, small finance banks.	5
8	Guarantees: Contract of Guarantee and contract of indemnity, Guarantee as Banker's Security. Banker Customer Relationship; Contemporary Issues in Banking: NPA and Capital Adequacy in Indian Banks.	5
9	E-Banking- Core Banking, Electronic products, electronic payment system, Online Banking, Electronic fund transfer system: RTGS, NEFT & SWIFT etc; Information Technology: Current trends and global developments- Crypto Currency, Fintech, Financial Literacy, Alternate Financial Channels, Online Payment gateways.	6
Total		45



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Textbooks:

1. Indian Institute of Banking & Finance (IIBF). (2023). Principles and Practices of Banking (5th ed.). Macmillan Education India Pvt. Ltd.
2. Shekhar, K. C., & Shekhar, L. (2022). Banking Theory and Practice (21st ed.). Vikas Publishing.

Reference Books:

1. Joshi, V. C. (2009). Managing Indian Banks: The Challenges Ahead (3rd ed.). SAGE Publications.
2. Pathak, B. V. (2011). The Indian Financial System: Markets, Institutions, and Services (3rd ed.). Pearson Education.
3. Sundharam, K. P. M., & Varshney, P. N. (2018). Banking Theory, Law & Practice (20th ed.). Sultan Chand & Sons.
4. Nigam, B. M. L. (2019). Banking Law and Practice. Konark Publishers.
5. Khan, M. Y. (2012). Indian Financial System (7th ed.). Tata McGraw Hill Education.

Prerequisite:

1. The introductory classes of the curriculum will be easier if students have basic banking and finance knowledge. This will build up student understanding of the course.
2. Knowing and understanding some basic banking terms (e.g. saving, deposit, FD, Loan etc.) can help to build new concepts. Knowing the basics terms will help to make the course feel more familiar. Reading news can help you understand basic concepts and how they apply to the real world.
3. Although the student will learn more advanced banking concepts in this course, a lot can be learnt with banking & finance, so that when they begin their syllabus, they will be in a better position to apply what they learnt.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Integrated Marketing Communication	Course Code: MSMMPL311	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction: Overview of marketing communication, Role of I.M.C. in marketing process, Factors affecting the marketing communication mix, Integrated Marketing Communication tools, Models of consumer responses- Communication response hierarchy, A.I.D.A. model, Hierarchy of effect model, Innovation adoption model, Information Processing Model.	5
3	Advertising: Objectives of Advertising, Role of Advertising in the Marketing Process, Types of Advertising, Advertising Planning, Source, Message and selection of advertising channel, factors affecting advertising, Competitive Positioning and advertising,	5
4	Advertising Budgeting and Advertising agency: Advertising budgeting methods, Advertising Agency, functions and types, Departmentalization and remuneration, Criteria for selecting the agencies, client-agency relationship, DAGMAR approach for setting ad objectives. Leading Creative Teams in Advertising.	5
5	Creative Strategy: Creativity in advertising, Creative Process, Creative Strategy- Appeals and execution Styles, Advertising Copywriting, copy principles for print advertising and broadcast copy, Advertising art-Layout-Functions and Types. Crisis Leadership in Advertising Campaigns.	5
6	Media planning & Scheduling: Overview of Media Planning, Establishing Media objectives, Evaluation of Media mix -print, Broadcast (T.V. & Radio), Cinema, Outdoor, Direct Mail and Social Media, Developing and Implementing Media strategies, Media Scheduling.	6
7	Sales-Promotion, Direct Marketing, Personal Selling: Sales-promotion objectives, Consumer-oriented sales promotion tools, Trade-oriented sales promotion tools, Designing the sales promotion program. Direct Marketing objectives, benefits and elements. Personal Selling objectives, strategy and process.	6
8	Event Marketing & Public Relations: Public Relations, Interactive Marketing, Key elements of Event and Sponsorships, Promotion and Pricing, Concepts of promotion and pricing in events. Public relations meaning, objectives, tools of public relations. Interactive Marketing and Social media Marketing -Meaning, Components.	6
9	Monitoring, Evaluation and control: Measuring the effectiveness of the Promotional Program. Evaluating the social, ethical and economic aspects of advertising and promotion. Entrepreneurial IMC for New Product Launches, Influencer Marketing and Brand Partnerships, Future Trends in Advertising: AI, Big Data, and Automation	6
Total		45



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Text Books:

1. Belch, G. E., & Belch, M. A. (2017). Advertising and Promotion: An Integrated Marketing Communications Perspective (11th ed.). McGraw-Hill Education.
2. Shah, K., & D'Souza, A. (2019). Advertising & Promotions: An IMC Perspective (2nd ed.). McGraw-Hill Education.

Reference Books:

1. Juska, J. M. (2021). Integrated marketing communication: advertising and promotion in a digital world. Routledge, 2nd edition.
2. Kumar, S. R. & Krishnamurthy (2020). Advertising, Brands and Consumer Behaviour: The Indian Context, Sage Publications Pvt. Ltd.
3. Clow, K. E. (2018). Integrated advertising, promotion, and marketing communications. Pearson Education India.
4. Jain, S. & Jethwaney, J (2012). Advertising Management, Oxford University Press India; 2nd edition.
5. Schultz, D., & Schultz, H. (2024). Integrated Marketing and Communication Strategies in the Digital Era. Scholar Press.

Prerequisite:

1. **Basic Marketing Knowledge:** The introductory classes of curriculum will be easier if students have basic marketing knowledge. This will build up student understanding of the course.
2. **Knowledge of Marketing terminologies:** Knowing and understanding some basic marketing terms (e.g. marketing mix, difference between marketing and selling) can help to build new concepts. Knowing the basics terms will help to make the course feel more familiar. Reading technology news, can help you understand basic integrated marketing communication concepts and how they apply to the real world.
3. **Understanding Basic marketing research:** Although the student will learn more advanced marketing concepts in this course, a lot can be learnt with marketing research, so that when they begin their syllabus, they will be in a better position to apply what they learnt. For example, reading up on different types of motivational research can give an idea of the scope of the field, and the types of skills that can help students land a job. The creativity in the application would be a fruit in the basket.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Retail Management	Course Code: MSMMPL312	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Overview of Retailing: Evolution of Indian Retail Industry, Importance of Retailing, Retail Organisation and Retail Formats.	6
3	Research in Retailing and Retail Customer: Retail Research – importance and scope, Shopping Behavior of retail customers. Retail Buying Process.	5
4	Store Location and Merchandise Management: Retail Store Location Strategies, Store Design and Layout, Visual Merchandising and Atmospherics, Types of Layouts, Visual Merchandising - Role of Visual Merchandise, Visual Merchandising, Techniques-ideaoriented presentation, style presentation, colour presentation, price lining, vertical merchandising, tonnage merchandising, fixtures. Exteriors, Interiors.	6
5	Marketing Strategies for Retailing: Retail market Strategies, Retail Marketing-Mix Strategies, Retail Pricing strategies, Retail Promotion Mix.	5
6	Managing Retail Business: Customer relationship management, Overview of Human Resource Management in Retail Organisation and Retail.	6
7	Store Management: Responsibilities of Store Manager, Problem at Retail Centers, Store Record and Accounting System–E.D.I. and barcoding, Material Handling in Stores.	6
8	Emergence of Organized Retailing: Organized Retailing and Online Retailing in India, Retailing in rural India, FDI in retailing, Role of I.T. in retailing.	5
9	Franchising: Franchising in India, Types of Franchising Agreements, Strengths and Weaknesses of Franchising, Key Franchising Agreements in India.	5
Total		45



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Text Books:

1. Pradhan, S. (2024). Retailing Management: Text and Cases (7th ed.). McGraw Hill India.
2. Berman, B., Evans, J. R., & Chatterjee, P. (2017). Retail Management: A Strategic Approach (13th ed.). Pearson.
3. Gibson, G. (2017). Retail Management. Pearson

Reference Books:

1. Seshanna, S. (2017). Retail Management. McGraw Hill India.
2. Bajaj, C., Tuli, R., & Srivastava, N. (2016). Retail Management. Oxford University Press.
3. Chaudhary, P. (2016). Retail Marketing in the Modern Age. Sage Publications Pvt. Ltd.

Prerequisite:

1. **Communication Skills:** Effective communication is crucial for interacting with customers, managing staff, and collaborating with other departments.
2. **Problem-Solving Skills:** Retail managers must be able to quickly address issues such as inventory shortages, staffing problems, and customer complaints.
3. **Financial Management Skills:** Understanding budgeting, financial reporting, and profit margins is important for managing a retail operation efficiently.
4. **Leadership Abilities:** As a retail manager, you'll be responsible for leading a team, delegating tasks, and motivating staff. Leadership skills are therefore vital.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Sales Distribution and Logistics Management	Course Code: MSMMPL313	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction: Sales Management, Process, Role of Sales Manager and Salesmanship, Process of Personal Selling. Buyer Seller Dyad.	5
3	Goal Setting: Goal Setting Process in Sales Management, Analysing Market Demand and Sales Potential, Preparation of Sales Budget.	6
4	Sales Strategies: Formulating Selling Strategies, Designing Sales Territories and Sales Quota.	5
5	Sales Force Staffing: Designing the Structure and Size of Sales Force, Recruitment, Selection and Training of Sales Force.	6
6	Compensation & Evaluation of Sales Force: Motivating the Sales Force, Training, Compensating the Sales Force and Evaluating the sales force performance.	5
7	Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Distribution channels.	6
8	Distribution Channel Management: Channel Design and Planning, Managing Marketing Channels, Evaluation of Channel Performance.	6
9	Physical Distribution Management: Components of Physical Distribution- Transportation, Warehousing and Inventory Control System, Logistics Management and I.T. Applications.	5
Total		45



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Text Books:

1. Panda, T.K. & Sahadev, S. (2019). Sales and Distribution Management, Oxford University Press.
2. Malik, R. & Deshwal, R. (2019). Sales And Distribution Management, J.S.R. Publishing House.
3. Richard, R.S. & Cundiff, E.W. (2017). Sales and Distribution Management, Pearson India.

Reference Books:

1. Havaladar K.K. & Cavale, V.M. (2017). Sales and Distribution Management, Mc Graw Hill Publication.
2. Mathur U. C, (2012). Sales And Distribution Management, New Age International (P) Ltd Publishers.
3. Venugopal, P. (2008). Sales and Distribution Management: An Indian Perspective, Sage Publications Pvt. Ltd.
4. Pandian, S. P., & Muthulakshmi, S. (2025). Retail Management – A Global Perspective. Sultan Chand & Sons
5. Levy, M. (2023). Retailing Management (7th Canadian ed.). McGraw-Hill.

Prerequisite:

1. **Basic Business Knowledge:** Understanding of fundamental business concepts such as marketing, finance, operations, and supply chain management is essential.
2. **Customer Relationship Management (CRM):** Knowledge of CRM principles and practices to manage customer interactions and improve sales effectiveness.
3. **Marketing Principles:** Familiarity with marketing concepts and strategies to develop effective sales and distribution plans.
4. **Project Management:** Basic understanding of project management principles to coordinate various activities involved in sales, distribution, and logistics.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Product & Brand Management	Course Code: MSMMPL314	Credit: 03
Max Marks:100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme:3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Setting Product Strategy: Marketing Mix and Product Strategy – Integrated Approach, Levels of a Product, Product Characteristics and Classifications, Product-Mix Decisions, Product-Line Analysis, Product-Mix Pricing, Packaging and Labeling Decisions	5
3	Introducing New Market Offerings and Managing: Product Life Cycle: Product Manager's role in organisation, Managing Product Life-Cycle- Concept and Marketing Strategies, Types of New Products, Management of New Product Development Process, The Consumer-Adoption Process, Leadership in NPD	5
4	Brand Management: Concept of a brand, Selecting Brand Elements, Advantages and disadvantages of Branding, Strategic Brand Management Process	4
5	Brand Resonance and Brand Positioning: Concept of Brand Positioning, Identifying Points-of-Difference and Points-of-Parity, Straddle Positioning, Brand Positioning Strategies, Defining and Designing Brand Mantras, Steps in building a strong Brand, The Brand Value Chain. Effective Communication & Leadership in brand Positioning and Development.	5
6	Brand Identity, Image and Personality: Brand Identity-concept and essence, designing brand identity -Kapferer's Brand Identity Prism, Aaker Brand Identity Framework, Brand Image Definition, Factors building. Brand Image, Concept of Brand Personality, Dimensions of Brand Personality, Building Brand Personality.	6
7	Understanding Brand Equity and Brand Valuation: Brand Equity – Definition and Significance, Sources of Brand Equity, Behaviour-based Brand Valuation Models- (Aaker's Brand Valuation Model, Keller's Model of Brand Valuation) Customer-Based Brand Equity, Young and Rubicam's Model of Brand Valuation, Composite Brand Valuation Models-Interbrand Valuation Model, Measuring brand equity-Cost Based Method, Price Based Method, Customer-based Method.	7
8	Managing Brands Over Time and over Geographic Boundaries: Brand Extension-Meaning, Types, Need, Advantages & Disadvantages, Reinforcing and revitalizing brands- Concept and strategies, Advantages and disadvantages of Global Marketing Programs, Global Brand Strategy. Cross Functional collaboration in Brand Management,	6
9	Emerging Trends in Brand Management: Managing Brand Experience- Experiential Branding, Web Branding, Challenges for managing Digital Brands, Success Factors for Digital Branding. Conflict Management in Brand Strategy, Brand Management in Global Teams, Ethical Branding and CSR.	6
Total		45



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Text Books:

1. Keller, K. L., Swaminathan, V., Parameswaran, A. M. G., & Jacob, I. C. (2020). Strategic Brand Management: Building, Measuring, and Managing Brand Equity (5th ed.). Pearson Education.
2. Dutta, K. (2012). Brand Management- Principles and Practices, First Edition, Oxford University Press.

Reference Books:

1. Minsky, L., Geva, I., (2019). Global Brand Management: A Guide to Developing, Building & Managing an International Brand First Edition, Kogan Page.
2. Miller, D. (2018). Building a Story Brand: Clarify Your Message So Customers Will Listen, Harper Collins.
3. Lehmann, D., Russell W. (2017). Product Management, Fourth Edition, Mc Graw Hill Education.
4. Panda, T.K. (2016). Product and Brand Management, Oxford University Press, First Edition.
5. Chitale, A. K., & Gupta, R. (2025). Product Policy and Brand Management: Text and Cases (4th ed.). PHI Learning.

Prerequisite:

1. **Basic Marketing Knowledge:** The introductory classes of curriculum will be easier if students have basic marketing knowledge. This will build up student understanding of the course.
2. **Knowledge of Marketing terminologies:** Knowing and understanding some basic marketing terms (e.g. marketing mix, difference between marketing and selling, brand) can help to build new concepts. Knowing the basics terms will help to make the course feel more familiar. Reading news can help you understand basic brand management concepts and how they apply to the real world.
3. **Understanding Basic marketing research:** Although the student will learn more advanced marketing concepts in this course, a lot can be learnt with marketing research, so that when they begin their syllabus, they will be in a better position to apply what they learnt. For example, reading up on different types of motivational research can give an idea of the scope of the field, and the types of skills that can help students land a job. The creativity in the application would be a fruit in the basket.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Industrial Marketing	Course Code: MSMMPL315	Credit: 03
Max Marks: 100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Dimensions of Industrial Marketing: Meaning and Scope of Industrial Marketing, Characteristics of Industrial Marketing, Comparison between Business and Consumer Marketing, Economics of Industrial Marketing demand – The Resellers Market – The Industrial Marketing Concept, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement System Characteristics.	6
3	Industrial Buying and Buying Behaviour: Factors affecting industrial buying decisions, Industrial Buying Behavior, Buying centre Process and factors, roles in buying process, structural dimensions, individual factors, Buying objectives, Business Buying process.	6
4	Market Segmentation, Targeting and Positioning: Market Segmentation, requirements for effective segmentation, benefits of market segmentation, segmentation variables, Market Targeting, Differentiation, Positioning Strategies.	5
5	Formulating Product & Service Strategy: Developing Product Strategy, Analysing Industrial Product Life Cycle, New Product Development, Business Service Marketing: Characteristics, Service Marketing mix, Service marketing strategy.	5
6	Formulating Channel Strategy: Industrial Distributor, Types of Distribution, Channel Systems, factors influencing Channel design, Channel Logistics-Components of Logistics, Significance of Logistics, B2B logistical services, Supply Chain Management.	6
7	Pricing Strategies: Characteristics of industrial prices, factors affecting Pricing Decisions, pricing objectives, methods, Pricing Strategies, Competitive Bidding, Leasing.	5
8	Industrial Marketing Communication: Communication Mix, Major decisions in Industrial Marketing Communication, Advertising in Industrial Markets, Message Formulation, policies, media, budgetary support, evaluation of advertising, sales Promotion in Industrial Markets, trade shows and exhibitions, Managing the Industrial Sales Force, Personal Selling Process.	6
9	Recent trends in Industrial Marketing: Partnering/ Relationship Marketing, Account-based Marketing, A.I. Powered Marketing, Digital Marketing.	5
Total		45



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Text Books:

1. Fotiadis, T., Lindgreen, A., Siomkos, G. J., Öberg, C., & Folinas, D. (2023). Industrial Marketing. SAGE Publications.
2. Taylor, H. (2017). B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, First Edition, Kogan Page.
3. Brennan, R., Canning, L., & McDowell, R. (2020). Business-to-Business Marketing (5th ed.). SAGE Publications.

Reference Books:

1. Vitale, R. Pfoertsch, W. Joseph Giglierano, J. (2011). Business to Business Marketing, 1st edition, Pearson.
2. Brennan, R., Canning, L., McDowell, R. (2011). Business-to-Business Marketing, Sage Publications.
3. Zimmerman, A. Blythe, J. (2013). Business to Business Marketing Management: A Global Perspective, Second Edition, Routledge.
4. Reeder, R.R., Brierty, E.G. Reeder, B.H. (2004). Industrial Marketing Analysis, Planning & Control, Prentice Hall of India.
5. Sharma, D., Hutt M.D. & Thomas W.S. (2014). B2B Marketing: A South-Asian Perspective, Eleventh Edition, Cengage Publishing.

Prerequisite:

1. **Basic Marketing Knowledge:** The introductory classes of curriculum will be easier if students have basic marketing knowledge. This will build up student understanding of the course.
2. **Knowledge of Marketing terminologies:** Knowing and understanding some basic marketing terms (e.g. marketing mix, difference between marketing and selling, brand) can help to build new concepts. Knowing the basics terms will help to make the course feel more familiar. Reading news can help you understand basic brand management concepts and how they apply to the real world.
3. **Understanding Basic marketing research:** Students should have the basic knowledge of research.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Training & Development	Course Code: MSHRPL311	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Employee Learning and Development in Organizations: Learning - the forces influencing working & learning, classification of learned capabilities, learning theories, the basic principles of learning, the learning process, mental & physical processes, the learning cycle, age influences on learning.	6
3	Training: Introduction, concept, meaning, designing effective training, training practices, strategic training, training needs assessment. Transfer of Training: implementation of the training programme.	6
4	Training Methods: Traditional training methods: presentation methods, hands-on methods, group building methods. Choosing training methods, E-learning & use of technology in training, developing effective online learning, blended learning, simulations, mobile technology & training methods, systems for training delivery.	5
5	Evaluation of Training & Employee development: Reasons for evaluating training, overview of the evaluation process, evaluation practices, evaluation designs, threats to validity, considerations in choosing evaluation designs, determining ROI, determining costs, measuring human capital & training activity	5
6	Employee Development: Introduction, approaches to employee development, the development planning process, company strategies for providing development, special issues in training & employee development.	6
7	Introduction to OD: Definition, Introduction & Foundations of Organizational Development, Characteristics of OD, Participation & Empowerment, Teams & Teamwork, Parallel learning structures	5
8	OD Components: Components of OD process-Diagnosing the system, its subunits & processes, Programme Management Component, Third Wave Consulting: The Action component: nature of OD intervention, analysing discrepancies.	6
9	Emerging Trends in International HRM, HR/IR issues in MNCs and Corporate Social Responsibility, Equal Opportunity and Diversity Management in Global Context	5
Total		45



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Text Books:

1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 9e, 2013
2. Jean Barbazette – Training Needs Assessment: Methods, Tools, and Techniques Wiley, 2014.
3. Rolf Lynton, Uday Pareek, Training for Development, Sage, 2011.

Reference Books:

1. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2013.
2. Holbeche Linda, Judge-Cheung Yam-Mee, Organizational Development: A Practitioner's Guide for OD and HR, Kogan Page, 2011
3. Steve W.J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010
4. Srinivas R. Kandula – International Human Resource Management, 2018 SAGE Publishing

Prerequisite:

1. Knowledge of Human Resource Management (HRM): HRM forms the basis for understanding the strategic importance of training and development within organizations. Familiarize yourself with HRM principles, functions, and practices.
2. Understanding of Organizational Behavior: Training and development are deeply intertwined with organizational behavior. Knowledge of topics such as motivation, learning theories, leadership, and group dynamics will provide valuable insights into how training programs can effectively influence employee behavior and performance.
3. Research Skills: Developing training and development programs often involves conducting research to identify needs, evaluate effectiveness, and stay updated on best practices.
4. Communication Skills: Effective communication is essential for designing and delivering training programs, as well as for interacting with stakeholders. Develop strong written and verbal communication skills to convey ideas clearly and persuasively.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Strategic Human Resource Management	Course Code: MSHRPL312	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Understanding Strategic HRM: HR as Assets, The VRIO Framework, Factors determining the Investment Perspective of an Organization, Strategic HR vs Traditional HR, Ulrich Framework, Leepak and Snell Employment Models	6
3	Link between HR strategy and Business Strategy: Strategic Fit: A conceptual Framework, Best Fit Approach, Configurationally Approach, Best Practice Approach	6
4	Workforce Utilization and Employment Practices: Efficient utilization of human resource – cross training and flexible work assignment -work teams – non unionization, Dealing with employee shortages, Selection of Employees, Dealing with employee surpluses.	5
5	Human Resource Evaluation: Definition, OverviewScope, Strategic Impact, Level of Analysis, Criteria, Level of Constituents, Ethical Dimensions	5
6	Approaches to Evaluation: Audit Approach, Analytical Approach, Quantitative and Qualitative Measures, Outcome and Process Criteria, Balanced Scorecard, HR Scorecard, Benchmarking	6
7	HRM and Firm performance: Evolving role of HRM and its Measurement, Measures of HRM performance	5
8	Strategies for performance and development: Typology of performance types – marginal performers – under achievers-stars-solid citizens, recruitment and selection strategy typology, Business strategy and compensation	6
9	The Future of SHRM: SHRM practice in the future. Barriers to Strategic HR, Restructuring and SHRM, Competencies of HR Professional in a SHRM Scenario	5
Total		45



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Text Books:

1. Rees, G., & Smith, P. (Eds.). (2021). Strategic human resource management: An international perspective. Sage.
2. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning India Pvt. Ltd. 2019
3. Tanuja Agarwala, Strategic Human Resource Management, 6th Edition, 2009, Oxford University Press.

Reference Book

1. Bohlander, Snell & Sherman, Managing Human Resources, 2012
2. Pearce & Robinson, Strategic Management: Formulation, Implementation & Control, 12th Edition, 2017, Mc Graw Hill
3. Noe, Hollenbeck, Gerhart, Wright-IRWIN, Human Resources Management Gaining a competitive advantage, 13th Edition, 2023

Prerequisite:

1. Understanding of Human Resource Management (HRM): Before delving into SHRM, it's essential to have a strong understanding of basic HRM principles, functions, and practices. Familiarize yourself with topics such as recruitment, selection, performance management, compensation, and employee relations.
2. Knowledge of Organizational Theory: SHRM operates within the broader context of organizational theory. Gain a basic understanding of organizational structures, culture, change management, and dynamics to appreciate how HR strategies align with organizational goals and contribute to competitiveness.
3. Strategic Management Principles: SHRM is inherently strategic, requiring HR professionals to think critically and strategically about how human capital can drive organizational success. Study strategic management concepts such as SWOT analysis, competitive advantage, strategic planning, and resource allocation to understand how HR strategies fit into the broader strategic framework.
4. Research and Analytical Skills: SHRM involves analyzing data, conducting research, and making evidence-based decisions to support strategic HR initiatives. Strengthen your research and analytical skills, including data analysis, statistical methods, and research design, to effectively assess HR practices and outcomes.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Manpower Planning	Course Code: MSHRPL313	Credit: 03
Max Marks: 100	CIE: 40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Manpower Planning : Definition, Scope, and importance of manpower planning, Objectives and benefits of manpower planning, Challenges in manpower planning, Strategic HR planning	5
3	Job Analysis and Job Design : Concept of job analysis and job design, Methods of job analysis ,Techniques of job design ,Job description and job specification	6
4	Human Resource Forecasting : Techniques of forecasting manpower needs, Quantitative and qualitative methods ,Supply and demand analysis , Environmental factors affecting manpower planning	6
5	Recruitment and Selection : Recruitment planning and strategies ,Selection process and methods, Use of technology in recruitment and selection, Legal and ethical considerations in recruitment and selection	6
6	Training and Development : Importance of training in manpower planning ,Training needs analysis, Designing and implementing training programs, Evaluation of training effectiveness	6
7	Performance Appraisal and Management : Concepts of performance appraisal, Techniques of performance appraisal, 360-degree feedback, Linking performance management to organizational objectives	5
8	Succession Planning and Career Development : Concepts of succession planning, Career development frameworks, Aligning career planning with organizational goals, Mentoring and coaching as tools for career development	5
9	Manpower Planning in Different Organizational Contexts : Manpower planning in multinational companies , Manpower planning in SMEs ,Trends and future of manpower planning , Case studies on manpower planning in different sectors	5
Total		45

Text Books:

1. Human Resource Planning" by D.K. Bhattacharyya
2. Human Resource Management: Text and Cases" by K. Aswathappa
3. Manpower Planning and Development" by T.V. Rao

Reference Books:

1. Strategic Human Resource Management by Jeffrey A. Mello.
2. Essentials of Human Resource Management and Industrial Relations" by P. Subba Rao

Prerequisite:

1. Basic Knowledge of Human Resource Management
2. Introduction to Management
3. Quantitative Analysis



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Compensation Management	Course Code: MSHRPL314	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Compensation management: An Introduction: Compensation Management, Compensation and Non compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues	6
3	Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback).	6
4	Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration	5
5	Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation.	5
6	Incentive Schemes: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans	6
7	Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive Plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package	5
8	Managerial Remuneration: Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Performance Linked Compensation; Balancing of Internal and External Equity	6
9	Rewards & Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industry in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy	5
Total		45



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Text Books:

1. Newman, Jerry M., Gerhart Barry, Milkovich, George T. (2020). Compensation, McGraw Hill
2. Sharma, R. C., Sharma Sulabh, (2019). Compensation Management, Sage Publications Inc.
3. Singh, B. D. (2012). Compensation and Reward Management. India: Excel Books

Reference Books:

1. Compensation Management, Bhattacharya (2016). India: Excel Books
2. Macky, K. A., Wilson, M. G. (2013). Rewards, Remuneration and Performance: A Strategic Approach. New Zealand: CCH New Zealand Limited
3. Murlis, H., Armstrong, M. (2019). Reward Management: A Handbook of Remuneration Strategy and Practice. United Kingdom: Kogan Page

Prerequisite:

1. Understanding of Human Resources Management: A foundational understanding of HR principles and practices is crucial. This includes knowledge of recruitment, performance management, employee relations, and other HR functions
2. Knowledge of Compensation Principles: Familiarity with basic compensation principles such as pay structures, salary surveys, job evaluation methods, and benefits administration is essential.
3. Legal and Regulatory Knowledge: Understanding of relevant employment laws and regulations related to compensation, such as the Fair Labor Standards Act (FLSA), Equal Pay Act, and other relevant legislation, is important



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Human Resource Development	Course Code: MSHRPL315	Credit: 03
Max Marks: 100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to HRD Definition, scope, and objectives of HRD, Role of HRD in organizational development Key differences between HRD and traditional HRM	6
3	HRD Frameworks and Models HRD frameworks: Nadler's and T.V. Rao's models, Systems approach to HRD Strategic HRD: Linking HRD with business strategy	6
4	Training and Development Principles and process of training and development, Identifying training needs and training design, Methods of training: On-the-job and off-the-job training Evaluating training effectiveness	6
5	Organizational Learning and Development Concept and importance of organizational learning, Knowledge management and sharing practices, Learning organizations: Characteristics and models	6
6	Career Planning and Development Career planning: Process and importance, Succession planning, Tools for career development	5
7	Performance Management and HRD Linkages between performance management and HRD, Setting performance standards, Coaching and mentoring as HRD tools	5
8	Change Management and HRD Role of HRD in change management, Managing resistance to change, HRD strategies for organizational transformation	5
9	Future Trends in HRD HRD in the era of digital transformation, Emerging trends: AI and technology in HRD Global HRD practices	5
Total		45



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Text Books:

1. Werner, J. M., & DeSimone, R. L.(2011) “Human Resource Development.”
2. Rao, T. V. (2018) “HRD Score Card 2500: Based on the HRD Audit.”
3. Nadler, L. “Developing Human Resources.”

Reference Books:

1. Swanson, R. A., & Holton, E. F. “Foundations of Human Resource Development.”
2. Torraco, R. J. “Theory Building Research Methods for HRD.”
3. Garavan, T. N., Morley, M., & Heraty, N. “International HRD: A Comparative Analysis.”

Prerequisite:

A basic understanding of HRM, organizational behavior, and general management principles.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Leadership & Development	Course Code: MSHRPL316	Credit: 03
Max Marks:100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 03+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Conceptual background of Leadership, Individual Factors and Situational factors, Leadership theories and principles, the Trait theory, the Behavioural theory, the Contingency theory, Transactional and Transformational Leadership	6
3	The Leader Personality, Leadership Assessments; Self introspection, Psychodynamic Approach: Key Concepts and Dynamics Within the Psychodynamic Approach, Developing Leadership Skills, Approaches to Leadership Development: Behavioural modification techniques for Personality Development Parameters of Leader Effectiveness, Assertiveness Training, Experiential Learning	6
4	Leadership Styles, High-Impact Leadership Capabilities, Emotional intelligence and Leadership	6
5	Leadership and group dynamics- building and leading efficient teams and groups, Followership Culture and Leadership, Interpersonal Leadership, Leader as Change Agent; Appreciative inquiry and Appreciative leadership, Conflict Management	6
6	Organizational Leadership- developing and implementing vision and strategy, organizational design and organizational change management, Corporate Governance, Corporate Social Responsibility and Network Interventions	5
7	Contemporary models of leadership: Gender based leadership, Ethical Leadership, Charismatic Leadership, Crosscultural/ Multicultural Leadership, Instrumental Leadership, Authentic Leadership, Spiritual Leadership, Neuro Leadership, Psychological Androgyny Leadership, Everyday leadership and Servant leadership. Dark side of leadership	5
8	Self Awareness : Understanding Your Personality , SWOT Analysis , Identify your leadership style ,Manage your emotions as a leader.	5
9	Strategic Planning : Importance of planning as a leader ,Be Proactive ,Setting short term goals ,Setting long term goals , Make the perfect strategy.	5
Total		45



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Text Books:

1. Leadership: Theory and Practice, Peter G. Northouse Publisher: SAGE, Edition: Seventh ISBN: 978-1-4522-0340-9
2. Leadership in Organizations by Gary A. Yukl (Author), III Gardner, William L.
3. Leadership and management development by Kevin Dalton, Pearson India
4. The Art and Science of Leadership by Afsaneh Nahavandi, Pearson; 7th edition
5. The Leader's Guide to Influence: How to Use Soft Skills to Get Hard Results by Mike Brent (Author), Fiona Dent (Author), Prentice Hall

Reference Books:

1. Leadership Development, by John Mitchell, Natalie Mitchell and Bogdan Gudzenko, 2012.

Prerequisite:

1. **Fundamentals of Management:** Basic understanding of management principles, organizational behavior, and the role of managers in organizations.
2. **Organizational Behavior:** Knowledge of how individuals and groups act within organizations, including topics such as motivation, team dynamics, and organizational culture.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Materials Management	Course Code: MSOMPL311	Credit: 03
Max Marks: 100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Materials Management (MM): Scope of materials management, functions, materials cycle, objectives of MM, organizing for MM and role of materials manager, issues in materials management.	4
3	Inventory Management: Objectives of inventory, functions & classification, factors affecting inventory, inventory modeling, deterministic inventory models: single item, and multi-item inventory models. Inventory models with probabilistic demand: single period models. Inventory control systems: fixed order quantity & periodic review system.	7
4	Materials requirement planning (MRP): Principles of MRP, objectives of MRP system, System inputs and outputs, factors affecting the computation of requirements, processing logic, lot sizing techniques, the use of system outputs. MRP I and MRP II	6
5	Spare Parts Management: Issues, features of spares, categorization, cost reduction approach to spares. Selective inventory control: ABC, VED, SDE, HML, GOLF, SOS, FSN and XYZ analysis. MUSIC 3D approach. Stocking policy for spares. Simulation for spares planning. Material classification, codification, standardization and variety reduction.	6
6	Purchasing Management: Purchasing strategies, make or buy decision, selecting suppliers, negotiation, price determination, forward buying, mixed buying strategy, price forecasting, buying seasonal commodities, purchasing under uncertainty,	5
7	Vendor development, vendor rating methods & share of business determination – vendor quality management, managing supplier relationship, vendor managed inventories, environmentally responsible purchasing	3
8	SAP/ ERP System for Materials management: SAP/ ERP - Introduction, various functional modules of SAP.	7
9	Sustainable Materials Management - Principles of sustainable materials management, Circular economy and waste reduction strategies, Environmental regulations and compliance, Green procurement and eco-friendly materials, Role of technology in achieving sustainability, Key performance indicators (KPIs) in materials management, Benchmarking and continuous improvement strategies	6
Total		45



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Text Books:

1. P. Gopalakrishnan, Abid Haleem, Handbook of materials management 2nd edition, Prentice- Hall of India, 2015.
2. Gupta & Chitle, Materials Management, Text & Cases, PHI, 2012.

Reference Books:

1. J.R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P Gopala Krishnan, Materials Management – Text & cases by Prentice- Hall of India, 2015
3. S. Sadagopan, ERP-A Managerial Perspective, Tata McGraw Hill, 2018 Edition 89
4. F. Robert Jacobs and D. Clay Whybark, Why ERP? A primer on SAP Implementation, McGraw-Hill Higher Education, 2016 Edition
5. Operations Now - Byron J. Finch, 3/e, Tata Mc-GrawHill, 2008.
6. Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India, 2009
7. Gopalakrishna and Sundaresan, “Materials Management”, TMH, 2017
8. K. Datta, “Materials Management: Procedures, Text and Cases”, Pearson, 2011.
9. Ammer, D.S., 1982. Materials Management and Purchasing, Richard Irwin, Ind. Rept. edn., D.B. Taraporevala: Bombay.
10. Tersine, R.J. and Campbell, J.H., 1977. Modern Materials Management, North Holland: New York.
11. Westing, J.H., Fine, I.V., and Zenz, G.J., 1979. Purchasing Management, John Wiley, Ind. Rept. edn., Wiley Eastern Limited: New Delhi.

Prerequisite:

1. Students should have the knowledge of operations management.
2. Students should be aware of the product and service industry.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Total Quality Management	Course Code: MSOMPL312	Credit: 03
Max Marks: 100	CIE:40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Quality Characteristics: Quality Control and Quality Assurance, Total Quality System, Quality Improvement, Management of Quality, Quality and Productivity, Total Quality Management: Basic approach, TQM Axioms, TQM framework, Benefits of TQM	6
3	Philosophy of Quality Leaders and its impact: Characteristics of Quality leaders, Philosophy of Quality Guru's: Deming's PDSA Cycle, Crosby's four absolutes of quality Management, Juran's quality trilogy, Taguchi: Quality loss function, Imai's Kaizen.	6
4	Customer Driven Quality: Customer satisfaction model, customer perception of quality, Translating customer needs into requirements (Kano Model). Quality costs: categories, analysis, Optimum quality cost concept.	6
5	Continuous Improvement Tools: Brainstorming, Affinity diagram, Matrix diagram, Force field diagram, Check sheet, Flow chart, cause and effect diagram, Bar chart, Run charts, histogram, Pareto chart, Scatter Diagram, Criteria rating form, Process decision program chart. Process Quality Improvement: Statistical Process Control, Process Capability and Acceptance sampling, Pre-Control Taguchi's Quality Engineering: Introduction to Orthogonal Arrays, Signal-to-Noise Ratio and Parameter Design.	8
6	Benchmarking: Concept, Process of benchmarking, Types of Benchmarking, Issues in Benchmarking. Six Sigma technique: statistical aspect, six sigma management process, DMAIC, ultimate six sigma.	7
7	Quality Management Systems: Definition, elements of QMS, ISO 9000 & ISO 14000 series standards.	5
8	TQM awards: Deming Prize, Malcolm Baldrige National Quality Award, European Foundation for Quality Management's EFQM Excellence Model, Golden peacock national quality award (GPNQA).	3
9	TQM in manufacturing sector: Implementation, Quality in design, Quality in procurement. TQM in service sector: Implementation, Quality in after sales service.	3
Total		45



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Text Books:

1. Dale H. Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. R. Kesavan, Total Quality management, Publisher Wiley- India, 2014 edition.
3. Evans and Lindsay, An Introduction to Six Sigma & process improvement, Cengage, 2nd Edition, 2016

Reference Books:

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 7th Edition, Wiley India Pvt Limited, 2012.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2010.

Prerequisite:

1. Knowledge of quality management



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Manufacturing Planning & Control	Course Code: MSOMPL313	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 3 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Manufacturing Planning and Control (MPC): The context of MPC, definition of MPC system, framework of MPC system, matching the MPC system with needs of firm, Evolution of MPC system	5
3	Demand Management: Demand management in MPC systems, Demand Management and the MPC Environment: Make-to-Stock (MTS), Assemble-to-Order (ATO), Make (Engineer)-to-Order (MTO), Communicating with Other MPC Modules and Customers, Information use in Demand Management, Providing Appropriate Forecast Information: Forecasting Framework, Forecasting for Strategic Business Planning, Sales Operations Planning, Master Production Scheduling and Control. Producing and Evaluating Detailed Forecasts: Moving Average, Exponential Smoothing. Evaluating and using Forecasts, Considerations for Aggregating Forecast, Pyramid Forecasting, Organizing for Demand Management	6
4	Sales and Operations Planning (SOP): SOP in the Firm, SOP Process: Monthly SOP, SOP displays, strategies for SOP, chase strategy, pure and mixed strategies, basic trade-offs and evaluating alternatives. Management Obligations for SOP: Functional Roles, integrated strategic planning, Controlling the Operations Plan, Organizational aspects of SOP	5
5	Master Production Scheduling (MPS): MPS activity, Techniques of MPS, Bill of materials structuring for MPS, Assembly schedule, Master production scheduler and examples, MPS stability.	4
6	Material Requirements Planning (MRP): MRP in manufacturing planning and control system, Record Processing: Basic MRP record, product structure tree, Bill of materials, gross to net explosion, lead time offsetting, linking MRP records, Technical Issues: Processing frequency, bucketless systems, lot sizing, safety stock and safety lead time, low-level coding, pegging, firm planned orders, service parts, planning horizon, scheduled receipts, planned order release. Using the MRP System and system dynamics	5
7	Just-in-Time (JIT) in MPC: Major elements of JIT, JIT's impact on MPC, JIT Building blocks, Applications: Kanban, Toyota Production System (TPS). Nonrepetitive JIT, JIT software and managerial implications. JIT manufacturing framework.	4



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8	Capacity Planning and Utilization: The Role of Capacity Planning in MPC Systems, Hierarchy of Capacity Planning Decisions, Links to Other MPC System Modules, Capacity Planning and Control Techniques, Capacity Planning Using Overall Factors (CPOF), Capacity Bills, Resource Profiles. Capacity Requirements Planning (CRP), Scheduling Capacity and Materials Simultaneously, Finite Capacity Scheduling, Finite Scheduling with Product Structure, Using APS Systems, Management and capacity planning/utilization: input/output control, managing bottleneck capacity, choosing the measure of capacity.	7
9	Production Activity Control (PAC): Framework for PAC, MPC System Linkages, Linkages between MRP and PMC, Just-in-Time Effect on PAC. Production Activity Control Techniques: Basic Shop-Floor Control Concepts 374 Lead-Time Management, Gantt Charts, Priority Sequencing Rules, Theory of Constraints (TOC) Systems, Vendor Scheduling and Follow-up. Enterprise Resource Planning (ERP): Definition, software imperatives, scope of ERP applications, MPC fit with ERP, Performance metrics to evaluate integrated system effectiveness.	8
Total		45

Text Books:

1. William Berry, Thomas Vollmann, Manufacturing Planning and Control for Supply Chain Management, 6th Edition, 2021

Reference Books:

1. Seetharama, Peter J., Dennis W, Production planning & inventory control, PHI Publication, 2015.
2. Stephen N. Chapman, The fundamentals of production planning and control, Pub., Pearson, Prentice hall, 2006.
3. Production and operation management- S N Chary- Tata McGraw hill, 2017.
4. Aswathappa & Bhat, Production and operation management- HimaLaya Publication House. 2016
5. Buffa, Modern Production & Operation Management –Wiley India, 2012.

Prerequisite:

1. Students should have the knowledge of Operations management.
2. They should be aware about the product and service industry.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Management of Business Process Outsourcing	Course Code: MSOMPL314	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to BPO: BPO Meaning- Benefits of BPO – Growth Drivers -Global Trends and Triggers the Future of BPO- Changes & Challenges. BPO Industry-Employment Opportunities – Employee Structure – Skill Set Required – Compensation Levels – The Future of the BPO Employee.	6
3	Phases of BPO: The Business Imperative for Transformation - The Transformation Journey Standardization- Harmonization-Centralization. Shared Services: The Continuum of Shared Service Models – The benefits of Shared Services. Outsourcing-Business Triggers – Early movers – The Business case	6
4	Types of BPO Services: BPO Models and Types of Vendors - Transaction Processing BPO- Elements of Back– Office Services. Contact Centre BPO – Types of Call Centres – Technology –Components and working of a Call Centre. Offshoring - Offshore BPO – Evolution Destinations – Challenges of Offshoring – BPO Companies in India. Other BPO Destinations	7
5	BPO in Various Domains: Financial Services – Insurance - Human Resource BPO – Reasons for outsourcing HR. Activities involved in HR BPO - HR Outsourcing Trends –Career in HR BPO. Emerging BPO Domains – Media and Entertainment BPO – Publishing BPO.	7
6	Life Cycle of a BPO: The Business Case- Insourcing vs. Outsourcing – RFP-Evaluation and Choice of Partner Contracting. Change Management-Migration/Transition/Knowledge Transfer/Reengineering/Go - Live/Metrics & Governance- Innovation and Continuous Improvement.	6
7	Customer Relationship Management: Introduction to E-CRM, Evolution of CRM, Concepts and relevance of ECRM in Indian Outsourcing industry. E-CRM and Conventional CRM, Benefits of E-CRM Implementation of ECRM in Business.	4
8	Six Sigma Quality in Outsourcing: Concepts, theories and emergence of Total Quality Management and six sigma. Six sigma tools and techniques –DAMIC.	4
9	Outsourcing in Human Resource Function: Introduction, New role of HR outsourcing, benefits of HR outsourcing, in house HR administration and V/s outsourcing, measuring the outsourcing HR function.	4
Total		45



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Text Books:

1. Kulkarni, Sarika. Business process outsourcing. Delhi: Jaico Publishing House

Reference Books:

1. J Brian Heywood, The Outsourcing Dilemma. 2015
2. Rick L Click and Thomas N. D., business process outsourcing, Pub Wiley, 2015
3. K Shridhara Bhat, Business process outsourcing, Pub Himalaya, 2018
4. Madhavi Garikaparthi, E-CRM- Concepts and Cases. ICFAI Publication, 2017
5. David Salomon, Data privacy and security, 2018
6. Bala Bhaskaran P, KPO: A Shifting Paradigm Book Description, 2018
7. Hammonds, Data protection by Click & Duneining, 2016
8. Business Process Outsourcing - The Competitive Advantage. 2013

Prerequisite:

1. Student should have the knowledge of Operations management.
2. They should be aware about the product and service industry.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Export and Import Procedures and Documentation	Course Code: MSOMPL315	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Preliminaries for Export: Meaning of export & import, classification of import and exports, Categories of Exporters, Identifying foreign market, methods of entering international markets, Constraints in entering foreign markets.	4
3	Evolution & Environment and organizations in International trade: Classical theory of international trade, different aspect of demographic, social, cultural economic, political competitive environment, Introduction and features of GATT and WTO.	5
4	Framework for India's Foreign Trade: Introduction of Laws governing India's export – Import trade, A snapshot and major features of foreign trade policy (latest), Brief role and main function of institutions of foreign trade, (DGFT, EPC, IIFT, CB, FEIO, NCIT and STC).	5
5	Export Procedure and Method of Payment : Stepped features and details in obtaining export licence Introduction, brief registration procedure, obtaining IEC number and RCMC , role of custom house agent (CHA), pre-shipment, shipment and post shipment features and requirements, procedure for shipping and custom clearance, procedure for marine insurance policy and procedure of filing insurance claim, Method of Payments and policy assistance, Letter of credit and operation through bankers, Types of letter of credit their features and risk involved Procedure for opening letter of credit, advantages of LC, Role of commercial, EXIM banks.	6
6	INCO Term - 2010 and 2020: Introduction of incoterms, their rules and categories (E, F, C and D) and added features in Incoterm 2020 v/s 2010, Specific features and destination in export and import for Air way- Ex works (EXW), Free carrier (FCA), Carriage paid to (CPT), Carriage and insurance paid to (CIP), delivery at place (DAP), Delivery at place unloaded,(DPU) Delivery duty paid (DDP) Water Way (sea worthy)- EXW, FCA, (same) Free alongside ship (FAS), Free on Board (FOB), cost and freight (CFR), Cost insurance and freight (CIF) and D terms same as air way.	6



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7	International Trade documents: Specific features of aligned document system, categorization of documents as Master document- I and Master document-II (only name and description of documents), International trade documents, their features, specific purpose and standard format, Performa and commercial invoice, packing list, shipping bill, certificate of origin, Consular invoice, Mate receipt, Bill of lading, Guaranteed Remittance (GR) form, bill of exchange, Airway bill, Bill of Entry, Certificate of inspection, Certificate of measurement.	6
8	Incentives and Assistance for Exporters: Duty drawback and Procedure for its claiming , Major features of Export promotion capital goods scheme (EPCG), deemed exports, EOU's, EHTP, STP,SEZ, Agri export zones, Assistance to states for developing Export infrastructure and allied activities (ASIDE).	6
9	Import procedure: brief notes and features: Introduction, categories of import, import licence, import contract, pre import procedure, legal dimensions of import procedures, custom clearance and warehousing of imported goods, Exchange control provisions for import, Import risk and import duty, valuation of Custom duties, Import incentives under special schemes.	6
Total		45

Text Books:

1. C. Rama Gopal, Export Import Procedures- Documentation and Logistics, New Age International.
2. M.I.Mahajan, A guide on export policy, procedures and documentation, snow white

Reference Books:

1. P K Khurana, Export Management, Galgotia Publication.
2. Thomas E Johnson and Donna L, Export Import Management, Export and Import Procedures and Documentations.
3. Handbook of Import-Export Procedures-Ministry of Commerce, Government of India, New Delhi.
4. Export Documentation and procedures, Nabhi publications, New Delhi

Prerequisite:

Basic Knowledge of Logistics and Supply Chain



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Software Engineering	Course Code: MSISPL311	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Software Engineering Fundamentals: Software Engineering - A layered Technology, The importance of software, Software Characteristics, Software myths, Software Engineering Paradigms, Software Components, Role of management in software development.	4
3	Software Process Models: Linear Sequential Model, Prototyping Model, RAD Model, Evolutionary Software Process Models: Incremental Model, Spiral Model, Component Assembly Model, Formal Methods, Fourth-Generation Techniques.	4
4	Software Requirement Engineering : Requirements Engineering, System and software requirements, Types of software requirements: Functional and non-functional requirements, Domain Requirements, User Requirements, Feasibility Study, Requirements Elicitation: Overview of techniques ,Viewpoints, Interviewing , Scenarios, Use-cases	6
5	Software Requirement Specification: Requirement Analysis: Entity Relationship Diagram, Data Dictionary, Requirement Validation, Requirement Documentation, Requirement Management, Requirement Specification: Software requirement Specification (SRS), Structure and contents, SRS format.	6
6	Software Project Planning: Software Project Planning, Size Estimation, Cost Estimation, Models, Static, single variable models, Static, Multivariable Models, COCOMO, Risk Identification and Projection: RMMM, Project scheduling and Tracking.	7
7	Software Design Process: Design concepts: Abstraction, Architecture, Patterns, Modularity, Cohesion, Coupling, Information hiding, Functional independence, Refinement, Design of input and Control, User Interface Design: Elements of good design, Design issues, Features of GUI.	6
8	S/W Testing Fundamentals: Verification and validation, Techniques of testing: Black-box and White-box testing, Inspections, Levels of Testing: Unit Testing, Integration Testing, Interface Testing, System Testing, Alpha and beta Testing, Regression Testing, Design of test cases.	6
9	Software Maintenance & Quality Assurance: Maintainability – maintenance Tasks, Characteristics of a good quality software. Quality management activities, Product and process quality Standards: ISO9000, Capability Maturity Model (CMM).	5
Total		45



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Text Books:

1. Roger S Pressman, Bruce R Maxim, “Software Engineering: A Practitioner’s Approach”, 8th Edition, 2019.

Reference Books:

1. Ian Sommerville,” Software engineering”, Addison Wesley Longman, 9th Edition, 2017.
2. Ali Behforooz, Hudson, “Software Engineering Fundamentals”, Oxford, 2009.
3. Hans Van Vliet ,” Software Engineering Principles and Practice”,3rd Edition,Wiley, 2010
4. Ali Behforooz, Hudson, “Software Engineering Fundamentals”, Oxford, 2009.
5. K.K. Aggarwal, Yogesh Singh, ”Software Engineering”, 3rd Edition, 2008

Prerequisite:

1. Students should have the knowledge of any language.
2. Students should have the knowledge of operations/ functions of a user using software.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: E-Business	Course Code: MSISPL312	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Overview: Definitions of Electronic Commerce, Electronic Business, Characteristics, Elements of e-Business, Categories of e-Business (B2B, B2C, B2A etc.), Role of e-Business, Difference between E-Business and E-commerce, Evolution of e-Business.	3
3	Building Blocks of e-Business: e-Business infrastructure components, Managing e-business infrastructure–Hardware and Software, Technical e-Business challenges, Internet Technology, Web Technologies & Applications, Collaborative Technologies–EDI, Workflow systems, Building e-presence– need of a website.	6
4	Electronic Markets: Definition and use of Electronic Markets, Advantages , Disadvantages, Electronic Market vs Traditional Market, Functions and Working of e-Markets, Electronic Market Success factors, Online Market Place Analysis, Location of Trading in Market Place.	6
5	e-Business Strategies: Introduction, Levels of e-Business Strategy, The changing competitive agenda–Business & Technology drivers, e-Business Models, Strategic Analysis, Theory of competitive strategy, Success factors for implementation of eBusiness Strategies.	6
6	e-Business Applications: e-Procurement, e-Payment Systems, ERP, e-SCM, e-CRM, e-Governance, e-Marketing, e-Advertising, e-Sales, e-Products, Internet Shopping and the e-Shop.	7
7	The Impact of e-Business on Different Fields and Industries: e-Tourism, Employment and Job Market Online, Online Real Estate, Online Publishing and e-Books, Banking and Personal Finance Online, On-Demand Delivery Systems and EGrocers, E-Learning and Online Education.	6
8	Contemporary Issues in e-Business: Reliability for e- Business, Quality requirements, Trust, e – Business Risk, e- Business security mechanism, Designing for Security – Assessing the security needs for the firm, Establishing a good policy, Fulfilling web security needs, Structuring the security environment, Monitoring the system.	5
9	Impact Of e-Business On Society: Issues Related To The Job Market, Current Global Situation, Work Patterns, Skills Required And Continuous Learning, How Local Becomes Global, Positivity Of IS/IT, What Needs To Be Done?	5
Total		45



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Text Books:

1. Chaffey, D., Hemphill, T., & Edmundson-Bird, D. (2024). *Digital Business and E-commerce* (8th ed.). Pearson.
2. Deitel, P., Deitel, H., & Deitel, A. (2012). *Internet & World Wide Web: How to Program* (5th ed.). Pearson.
3. Deitel, H. M., Deitel, P. J., & Nieto, T. R. (2001). *e-Business & e-Commerce: How to Program* (1st ed.). Prentice Hall.

Reference Books:

1. Papazoglou, M. P., & Ribbers, P. (2006). *e-Business: Organizational and Technical Foundations*. Wiley.
2. Combe, C. (2006). *Introduction to e-Business: Management and Strategy*. Elsevier Ltd.
3. Jelassi, T., & Martínez-López, F. J. (2020). *Strategies for e-Business: Concepts and Cases on Value Creation and Digital Business Transformation* (4th ed.). Springer.

Prerequisite:

1. Understanding of basic business principles and practices.
2. Understanding of basic computer operations and internet usage.
3. Ability to analyze and interpret data.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Strategic Management of Information Technology	Course Code: MSISPL313	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction: Key Issues in Information system & Management, the Role of CEO. Sustaining Competitive Advantage of use of IT & Management. I.T. & Intensive Strategic Growth, Introduction to Strategic Management Concept importance of strategic Management, Role of IT in strategic management, strategic management issues, Strategy management for IT services, Stages of IT Strategic Management	6
3	Strategic Planning of IT: Introduction of an IT strategic plan, Components of IT Plan, IT strategic Plan model, phases in development of IT strategic Plan, challenges in implementing an IT Strategy Plan	5
4	Enterprise Architecture: Enterprise IT design, Enterprise integration, Enterprise ecosystem adaptation, Architecture of an enterprise, enterprise architecture development	6
5	IT Landscape Management: Importance of IT Landscape, Landscape Architecture, Business Model Innovation for Sustainable Landscape	5
6	Analyzing Business Environment: Creative Learning, Organizational Learning and Role of Information technology in Business Transformation, Analytical Framework for Strategic IT Initiatives.	4
7	Competitive Strategy And Competitive Advantage In IT: Industry and competitive analysis, strategy and competitive advantage, Strategic Growth of Information Technology , Impact of Competitive Strategy and Information Technology	4
8	Recent Trends In Strategic Management In IT Sector: Introduction, Strategic Thinking, Organizational Culture and its Significance, Organizational Development and Change, Strategic leadership, Models of Leadership Styles and its Roles, Creating effective Organizational designs. Managing innovation and fostering corporate entrepreneurship.	7
9	Technical Standardization: Information Partnerships, Managing in the Market space- National Information Infrastructure and IT Policy at the National Level. Planning for strategic IT Resource. Managing the IT Function. Outsourcing IT Function.	7
Total		45



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Text Books:

1. Hanschke, Inge, “Strategic IT Management: A Toolkit for Enterprise Architecture Management”, 1st edition, Springer publication, 2009.

Reference Books:

1. Hitt, M., Ireland, R. and Hoskisson, R. “Strategic Management: Competitiveness and Globalization – Concepts”, 9th edition, Cincinnati, OH: Southwestern College Publishing, 2010.
2. Anand Thakur, ”Strategic Management”, 1st edition, Excel Books Private Limited, 2018.
3. Pilorget, Lionel, Schell, Thomas, ”IT Management”, 1st edition, Springer Vieweg, Wiesbaden, 2018.
4. Fred R. David ,“Strategic Management: Concepts and Cases”, 16th edition ,Pearson publication, 2017.
5. Ewa, Ziemba, ”Information Technology for Management”,1st edition, Springer publication, 2015.

Prerequisite:

- 1.Students should have the knowledge of strategic management.
- 2.Students should have the knowledge of Information Technology.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Information Security and Cyber Law	Course Code: MSISPL314	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction: Security threats, Sources of security threats, Motives, Target Assets and vulnerabilities – Consequences of threats, E-mail threats, Web threats, Intruders and Hackers, Insider threats, Cyber-crimes. Network Threats: Active/Passive – Interference, Interception, Impersonation, Worms, Virus, Spams, Ad ware, Spy ware, Trojans and covert channels, Backdoors, Bots, IP, Spoofing, ARP spoofing, Session Hijacking, Sabotage, Internal treats environmental threats, Threats to Server security.	5
3	Internet and Web security: Web Servers and Browsers, HTTP, Cookies, Caching, Plug- in, ActiveX, Java, JavaScript, Secure Socket Layer (SSL), Secure Electronic Transaction (SET). E-mail Risks, Spam, E-mail Protocols, Simple Mail Transfer Protocol (SMTP), Post Office Protocol (POP), Internet Access Message protocol (ICMP). Secured Mail: Pretty Good Privacy (PGP), S/MIME (Secure/Multipurpose Internet Mail Extensions)	5
4	Electronic Business and Legal Issues: Evolution and development in Ecommerce, paper vs paper less contracts, Ecommerce models Security. Application area: Business, Taxation, Electronic Payments, Supply Chain, EDI, E-markets, Emerging Trends.	5
5	Authentication: Definitions, Types of authentication, Password Authentication, Password Vulnerabilities & Attacks: Brute Force & Dictionary Attacks. Password Policy & Discipline, Single Sign- on – Kerberos, Alternate Approaches, Biometrics: Types of Biometric Techniques: False Rejection, False Acceptance, Cross over Error Rates.	5
6	Infrastructure and Information Security: Risk Management, Basics of Cybercrime: Digital Evidence and Computer Forensics, Interception, Search and Seizure, and Surveillance	6
7	Cyber Forensic Basics- Introduction to Cyber Forensics, Cell Phone / Mobile Forensics, Computer Ethics and Application Programs, Storage Fundamentals, File System Concepts, Data Recovery	6
8	Cyber Crimes and Cyber Laws- Introduction to IT laws & Cyber Crimes – Internet, Hacking, Cracking, Viruses, Virus Attacks, Pornography, Software Piracy, Intellectual property, Legal System of Information Technology, Social Engineering, Mail Bombs, Bug Exploits, and Cyber Security	6
9	IT acts and Cyber Laws IT Act: Salient Feature of IT Act 2000, Legal Provisions under the Information Technology Act, Recent amendments by the IT (Amendment Act) 2008, ActSection66(A, B, C, D, E, F), IT Act Section 67 (A,B,C)	6
Total		45



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Text Books :

1. Roger S Pressman, Bruce R Maxim, “Software Engineering: A Practitioner’s Approach”, 8th Edition, 2019.
2. William Stallings, “Cryptography and Network Security: Principles and Practice”, 8th Edition, Pearson Education, 2018.

Reference Books:

1. Dave Chaffey, e-Business & e-Commerce Management: Strategy, Implementation, Practice, Pearson Education, 5th Edition, 2013
2. Hanschke, Inge, “Strategic IT Management: A Toolkit for Enterprise Architecture Management”, 1st edition, Springer publication, 2009.

Prerequisite:

1. Students should have the basic knowledge of information technology.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Data Science & Analytics	Course Code: MSBAPL311	Credit: 03
Max Marks: 100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Data Science: Evolution of Data Science, Data Scientists Roles and Responsibility, Career in Business Analytics, Stages in a Data Science Project, Applications of Data Science in various fields, Data Security Issues. Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Operations, Optimization.	5
3	Introduction to Big Data: What is big data, why big data, convergence of key trends, unstructured data, industry examples of big data, web analytics, big data and marketing, fraud and big data, risk and big data, credit risk management, big data and algorithmic trading, big data and healthcare, big data in medicine, advertising and big data, big data technologies, introduction to Hadoop.	6
4	Introduction Evolution of Cloud Computing: Essential Characteristics of cloud computing – Operational models such as private, dedicated, virtual private, community, hybrid and public cloud, Service models such as IaaS, PaaS and SaaS – Example cloud vendors – Google cloud platform, Amazon AWS, Microsoft Azure.	5
5	Machine Learning Foundations: Overview, Design of a Learning System, Types of Machine Learning, Supervised Learning and Unsupervised Learning, Mathematical Foundations of Machine Learning, Applications of Machine Learning.	5
6	Introduction to data analytics: Types of data analytics, Applications of data analytics, Big Data versus Analytics; Analytics trends and the industry trend of leveraging analytics	5
7	Statistical Analysis: Introduction to statistics, Meaning and scope, Limitation of Statistics, Data, Types of data, Methods of data collection, Presentation of data, Tabulation, Frequency Distribution, Graphical Representation	6
8	Descriptive Analytics: Sampling distributions, resampling, statistical inference, prediction error. Regression modeling, Predictive analytics, Demand Forecasting, Prescriptive analytics.	6
9	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	6
Total		45



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Text Books:

1. Anil Maheshwari, “Data Analytics”, McGrawHill Publications, 2017
2. Ramesh Sharda, Dursun Delen & Efraim Turban, “Business Intelligence, Analytics, and Data Science: A Managerial Perspective”, Pearson, 4th Edition, 2017

Reference Books:

1. Foster Provost & Tom Fawcett, “Data Science for Business”, O’ Reilly, 2013.
2. James Warren and Nathan Marz, “Big Data: Principles and Best Practices of Scalable Realtime Data Systems”, Manning Publications, 2015.
3. Toby Velte, Anthony Velte & Robert Elsenpeter, “Cloud Computing, A Practical Approach”, McGraw Hill Education, 2017.
4. Hans Weber, “Big Data and Artificial Intelligence: Complete Guide to Data Science, AI, Big Data and Machine Learning”, Editorial Alex Pubished, Vendedor Draft2Digital, LLC 2020

Prerequisite:

1. Knowledge of basic statistics



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Data Warehousing & Mining	Course Code: MSBAPL312	Credit:03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Databases and Transactions: Classification of Data, Introduction to database system, purpose of database system, Types of database management system, relational databases, database architecture, transaction management	4
3	Data Warehousing: Introduction, Definition, Difference between Data Mining and Data Warehouse, Multidimensional data transformation, OLAP operations, Data Warehouse schema, Data Warehouse Server	6
4	Data Pre-processing: Introduction, Data Cleaning, Descriptive Data Summarization, Data Integration and Transformation, Data Reduction, Data Discretization	6
5	Data Mining: Introduction, Definition, KDD vs. DM, DBMS vs. DM, DM Techniques, Issues and Challenges in DM, DM Applications.	6
6	Association Rules: Generalized association rule, Basic Algorithms, Concepts of Lift, Confidence and Support Parameters, Measuring the Quality of Rules, Market Basket Analysis	6
7	Classification: Parametric and Non-parametric technology, Introduction to classification, Types of classification Artificial Neural Networks The Neuron: Activation Function, Gradient Descent – Stochastic Gradient Descent, Back Propagation – Business Problem	6
8	Clustering: Introduction to Cluster Analysis, Hierarchical and Non-hierarchical Techniques, Similarity and Distance Measures	6
9	Applications and Trends in Data Mining: Data Mining applications , Introduction to Data mining System Products and Tools , Introduction to Web Mining and Text Mining	4
Total		45



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Text Books:

1. Han, J., Kamber, M., & Pei, J. (2011). *Data Mining: Concepts and Techniques* (3rd ed.). Morgan Kaufmann.
2. Taherdoost, H. (2023). *E-Business Essentials: Building a Successful Online Enterprise*. Springer.
3. Berson, A., & Smith, S. J. (1997). *Data Warehousing, Data Mining, and OLAP*. McGraw-Hill.
4. Soman, K. P., Diwakar, S., & Ajay, V. (2006). *Insight into Data Mining: Theory and Practice*. Prentice-Hall of India.

Reference Books:

1. Witten, I. H., Frank, E., Hall, M. A., & Pal, C. J. (2016). *Data Mining: Practical Machine Learning Tools and Techniques* (4th ed.). Morgan Kaufmann.
2. Gupta, G. K. (2014). *Introduction to Data Mining with Case Studies* (3rd ed.). PHI Learning Pvt. Ltd.
3. Larose, D. T. (2006). *Data Mining Methods and Models*. Wiley-Interscience.
4. Schneider, G. P. (2024). *Electronics Commerce*. Springer.

Prerequisite:

1. Familiarity with basic database concepts.
2. Understanding of basic statistical concepts.
3. Ability to interpret and analyze data.
4. Basic programming skills.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Big Data Technologies	Course Code: MSBAPL313	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Understanding Big Data: Introduction, Need, Importance of Big data, Classification of Digital Data, Four Vs, Drivers for Big data, Big data Terminology, Industry examples and Top Challenges Facing Big Data, Responsibilities of data scientists, Technology Challenges for Big data, Convergence of key trends, Big data Architecture.	5
3	Web analytics: big data and marketing, fraud and big data, risk and big data, credit risk management, big data and algorithmic trading, Open source technologies, cloud and big data, Crowd Sourcing Analytics, inter and trans firewall analytics.	5
4	Introduction to Hadoop & Hadoop Ecosystem-I: Introduction to Hadoop, Features of Hadoop, Hadoop Versions, Hadoop Architecture, Hadoop Ecosystem: Introduction to Hadoop Ecosystem, Introduction to Data Management and Data Access tools: Data Management using Flume, Oozie, Zookeeper; Hive, Pig, Avro, SQOOP for data access.	5
5	The Hadoop Ecosystem-II: Introduction to Data Processing and Data Storage tools: MapReduce, YARN, HDFS, HBase.	5
6	HDFS: Introduction to HDFS, HDFS concepts, NameNode, Secondary NameNode and DataNode, Hadoop MapReduce paradigm, Map and Reduce tasks, Job, Design and working of Hadoop distributed file system (HDFS).	6
7	MapReduce: Introduction, MapReduce workflows, Split, map, combine, scheduling, shuffle and sort.Problems & examples in MapReduce.	6
8	NO SQL Data Management: Problem with Relational Database Systems. Introduction to NOSQL, Advantages of NOSQL, SQL versus NOSQL. Aggregate data models, key-value and document data models, relationships, graph databases, schemaless databases.	6
9	Big data Applications: Healthcare, Finance, Advertising, Marketing, Transportation, Education, Government, Cyber Security etc.	6
Total		45



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Text Books:

1. Michele Chambers, Michael Minelli, Ambiga Dhiraj, “Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses”, Wiley, 2013.
2. Anil Maheshwari, “ Big Data”, McGraw-Hill; Second edition, 2019.
3. Subhashini Chellappan Seema Acharya, “Big Data and Analytics”, Wiley, 2019
4. Arshdeep Bahga, Vijay Madisetti, “Big Data Analytics: A Hands-On Approach”, VPT, 2018.

Reference Books:

1. Nandhini Abirami R, Seifedine Kadry, Amir H. Gandomi, Balamurugan Balusamy, “Big Data: Concepts, Technology, and Architecture”, Wiley, 1st edition 2021.
2. EMC Education Services, “ Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data”, 2015.

Prerequisite:

1. Familiarity with basic database concepts.
2. Understanding of basic statistical concepts.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Block Chain Technologies	Course Code: MSBAPL314	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction: Need of Decentralized Ledger System, Advantage and Disadvantage of Centralized Trusted System, Security, Integrity and Privacy Issues of a Decentralized System, Main Barriers to Blockchain Adoption, Use of Blockchain technology.	6
3	Technological and Cryptographic Elements in Blockchain: Public Key & Private Key, Digital Signature & Hash Value, Real-life Scenario Challenges, Key Questions for Blockchain, Transactions, Modify Transactions, Maintain Transactions.	8
4	Classification of Blockchain Platforms: Trustlessness and Immutability of Blockchain Technology, Proof of Work and Proof of Stake, Token, Tokenizing Shares and Fund Raising, Hyperledger.	6
5	Risks and Limitations of Blockchain: The Evil Sides of Blockchains: Ransomware, Money Laundering, Cyber Currencies.	4
6	Cryptocurrency: History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum - Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Side chain, Name coin	6
7	Cryptocurrency Regulation: Stakeholders, Roots of Bit coin, Legal Aspects-Crypto currency Exchange, Black Market and Global Economy.	6
8	Selection Criteria for Blockchain Applications: Blockchain for Supply Chain Financing, Blockchains for Trade Finance, Permissioned Blockchains used in Enterprise Network	4
9	Blockchain Applications: Internet of Things, Medical Record Management System, Domain Name Service and future of Blockchain	4
Total		45



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Text Books:

1. Narayanan, J. Bonneau, E. Felten, A. Miller, S. Goldfeder, “Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction”, Princeton University Press, 2016.
2. Imran Bashir, “Mastering Blockchain: Distributed Ledger Technology, Decentralization and Smart Contracts Explained”, Second Edition, Packt Publishing, 2018.

Reference Books:

1. Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder, “ Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction”, Princeton University Press, 2016.
2. Andreas M. Antonopoulos, “Mastering Bitcoin: Unlocking Digital Cryptocurrencies”, O’Reilly Media, Inc, 2014.
3. Gavin Wood, “ETHEREUM: A Secure Decentralized Transaction Ledger“, Yellow paper Press, 2014
4. Paul Vigna & Michael J. Casey, “ The age of cryptocurrency: How Bitcoin and the Blockchain Are Challenging the Global Economic Order”, Picador, 2015 .
5. Don Tapscott, Alex Tapscott, “Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World”, Notion Press, 2016.
6. David Lee Kuo Chuen, “The Handbook of Digital Currency”, Academic Press, 2015.

Prerequisite:

1. Basic Understanding of Computer Science



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Supply Chain Analytics	Course Code: MSBAPL315	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite.	1
2	Context of today's supply chains (SC) analytics, Definition of supply chain analytics (SCA), Relating Operations Management with Supply chain concepts with SC Analytics The importance of supply chain analytics in the flows involving material, money, information and ownership.	5
3	Linking supply chain strategy with corporate strategy, Global Supply Chain Design, Supply Chain Restructuring, Supply Chain Metrics.	4
4	Bullwhip Effect: Demand-Supply mismatch, causes of bullwhip effect – order, synchronization, order batching, trade promotions and forward buying, and shortage gaming.	4
5	Supply Chain Profitability: Factors affecting supply chain profit, Demand-supply, mismatch and role of inventory, Price discounts, News vendor model and optimal order quantity, Risk Pooling.	6
6	Forecasting and effect of forecast errors, Collaborative forecasting, Postponement and, Quick response system, Vendor managed Inventory, Pricing and revenue management.	6
7	Supply Chain Coordination: Concept of double marginalization, Supply Contracts – buy, back contract, revenue sharing contract, quantity flexibility contract.	6
8	Supply Chain Relationship Management: Importance of relationship management in SC, Supplier relationship management, Purchasing portfolio models, Customer relationship management, Relationship management frameworks	6
9	Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions that require mathematical or interpretative modeling, Understanding of Data and its role in Analytics, Performance management in Supply Chain Management.	7
Total		45



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Text Books:

1. Chopra, S., P. Meindl, D.V. Kalra, Supply Chain Management: Strategy, Planning, Operations, Pearson India, New Delhi.
2. Cachon, G.P., C. Terwiesch, Matching Supply with Demand: An Introduction to Operations Management, Tata McGraw Hill, New Delhi.

Reference Books:

1. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
2. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.

Prerequisite:

1. Basic understanding of Mathematical techniques.
2. Basic understanding of Statistics.
3. Basic knowledge of data interpretation.
4. Basic knowledge of Operations management.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Summer Training Project Report	Course Code: MSCCPT360	Credit: 03
Max Marks:200	CIE:120	SEE:80
End Term Exam Time: 00 Hrs	Teaching Scheme: 0L+0T+6P	

Summer Training Project offers an opportunity to put learning into practice and it also serves as an important experiential channel for students to move towards finalizing their preferences on various specializations.

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

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

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

The student, after the completion of training will submit a report to the College/Institute which will form part of the third semester examination. The report must be submitted after three weeks of Summer Internship completion. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. It should reflect in depth study of an organization where the student undergoes training.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance, products/services and problem faced. This chapter will form Part 1 of the report. Part 2 of the report will contain the study of problem undertaken during training. The average size of report ordinarily will be of minimum 100 pages in standard font size (12) and double spacing. Two neatly typed (one sided only) and soft bound copies of the report will be submitted to the College/Institute. The report will be typed on A-4 size paper.

The report will have three certificates, one by the Head of the Department, another by the Faculty guide and third one from reporting officer of the organization where the student has undergone training. These three certificates should be attached in the beginning of the report.

The Summer Training Project Report comprises of 200 marks and will be evaluated by two examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva Voce. The Project Report evaluation will comprise of 120 sessional marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 80 marks and would be evaluated by two examiners (1 external and 1 internal).



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Details of STPR Report

Preliminary Planning

Involves writing of a report with in depth understanding of the true nature of the desired end products.

Collecting Material

Factual material counts principally of data obtained through tests and measurements, investigations, studies, surveys, observation and analysis of such data, calculation and prediction and recommendations too.

Making an Outline

After the material has been collected, it must be organized and written upon in a well- ordered pattern. To achieve this, the student must decide which topic should be discussed first, which next and so on. The plan for this sequence is the outline.

Writing a Rough Draft

When the trainee has collected and sorted the material and completed the outline, this initial writing step will produce the first version of the report. It will however, be seen only as a piece of connected prose derived from the mass of notes and other material.

Revision and Rewriting

This is the improvement phase for correcting the mistakes in the rough draft, adding items, which were forgotten, or which have lately been suggested, removing items, which have been proved irrelevant or superfluous.

Final Draft

Prepare the last version of the report by putting all the material together. Illustration must be inserted, pasted or drawn onto the pages of the final draft itself.

Index or a list of contents is prepared with pagination and chapter names and numbers. Ensure that chapterization is strictly in accordance with the outline of the report and no sections/sub- sections have been left out



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Evaluation Criteria

S. No.	Internal Evaluation Tools	Percentage Marks
1	Interaction with Mentor/Faculty Supervisor	20
2	Project Daily Activity Record	20
3	Understanding of Objectives and Relevance of Topic	15
4	Research Methodology	15
5	Data Analysis and Interpretation	15
6	Conclusion and Recommendations	15
7	Presentation and query Handling	20
Total		120

S. No.	External Evaluation Tools	Marks
1	Understanding of Objectives and relevance with topic	15
2	Research Methodology	15
3	Data Analysis & Interpretation	15
4	Conclusion and Recommendations	15
5	Presentation & Query handling	20
Total Marks		80

Prerequisite:

1. Project Scope and Objectives: Before starting the project, student should have a clear understanding of what they are trying to achieve. Define the scope of their project and establish specific objectives. This will be the foundation of the report.
2. Research: Depending on the nature of the project, it may need to conduct research. Gather relevant literature, articles, and data to support your project.
3. Data Collection: If the project involves data, surveys, or experiments, ensure student should have to collect all the necessary data and information.
4. Project Plan: Develop a project plan that outlines the tasks, timeline, and responsibilities. This will help student to stay organized and meet deadlines.
5. Documentation: Keep detailed records of project activities, including notes, photographs, and any other relevant documentation.
6. Data Analysis (if applicable): If project involves data analysis, ensure to conduct a thorough analysis and have clear results and conclusions.
7. Draft of the Report: Start working on the initial draft of report. This will make the final report-writing process smoother.



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8. **Guidance and Feedback:** Seek guidance and feedback from the project supervisor or mentor throughout the project. They can help student to stay on track and provide valuable input.
9. **Formatting Guidelines:** Be aware of any specific formatting or style guidelines required for the report. This might include things like font, margins, citations, and references.
10. **Report Structure:** The report should typically have an introduction, literature review, methodology, results, discussion, and conclusion.
11. **References:** Maintain a list of references, and make sure to properly cite all sources the student use in the report.
12. **Appendices:** Use supplementary materials such as raw data, questionnaires, or additional information that is important but doesn't fit in the main report, include them in appendices.
13. **Proofreading and Editing:** Review and edit the report for grammar, spelling, and clarity. It's often a good idea to have someone else review it as well.
14. **Abstract and Executive Summary:** Write a concise abstract and executive summary that give an overview of the project and its key findings.
15. **Table of Contents:** Create a table of contents to make it easy for readers to navigate your report.
16. **Acknowledgments:** If there are individuals or organizations that supported project, acknowledge them in the report.
17. **Final Review:** Before submitting the report, do a final review to ensure that everything is in order.
18. **Submission Requirements:** Be aware of the specific requirements for submitting report, including deadlines and formats.
19. **Presentation:** Summer training project also requires an oral presentation. Prepare the necessary presentation material for the summer training project.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Major Lab (Functional Area I) Major Lab (Functional Area II)	Course Code: MSXXPP311, MSXXPP312,	Credit: 01+01
Max Marks:100	CIE:60	SEE:40
End Term Exam Time: 0 Hrs	Teaching Scheme: 0L+0T+2P	

Course Overview:

The Major Functional Lab is designed to integrate and apply the knowledge acquired throughout the MBA program. It consists of a comprehensive viva-voce, a term paper, hands-on practice with software, and a book review. This lab aims to enhance the student's understanding and ability to articulate management concepts, prepare research-based documents, utilize industry-relevant software, and critically analyze literature in the domain of management studies.

Course Components:

The Major Functional Lab work would comprise of a total four Practical Components.

i) **Comprehensive viva-voce:** The aim of the viva is to make student to go through the conceptual framework of all that has been learnt in the course of two years of MBA program and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva inter alia will enable students to face any job interview with confidence. The successful completion of the viva should signal firm grasp of all the subjects learnt in the entire program of MBA

ii) **Term Paper:** The aim is to develop research skills and contribute to the body of knowledge in management. Students can choose any topic related to their area of specialization or interest. The paper should include an abstract, introduction, literature review, methodology, findings, discussion, and conclusion. Evaluation is based on the originality of the work, depth of research, analytical rigor, clarity, and contribution to the field.

iii) **Hands on Practice of any one software:** The aim is to gain practical skills in industry-relevant software. Students can work on SPSS or any other relevant open source software available in their respective area of specialization. For assessment students should submit the report of the performance & work done on the software.

Some suggested Software are:

- SPSS
- Racker RMS CRM
- R Software
- Digital Marketing Boot
- Orange HR



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- Enterprise WMS and Interchange EDI
- MS-Excel
- CASE Tools
- Data Melt
- any other available open source software

iv) **Book Review (any one):** The aim is to critically analyze and articulate insights from a key management book. Students can choose any book related to management, leadership, strategy, innovation, marketing strategies, life based skills or any books available in the institute library based on his area of specialization. For assessment students should submit the report of the book review comprising a summary of key points, critical analysis, personal insights, and implications for management practice. It helps to develop critical thinking and the ability to synthesize and communicate key insights.

Some suggested books are:

Title	Author	Publisher
THE CEO FACTORY: Management Lessons from Hindustan Unilever	Sitapati S.	Juggernaut.
Pandeymonium	Piyush P	Penguin Random House India
The Intelligent Investor	Benjamin Graham	Harper Business
The Psychology of Money	Morgan Housel	Jaico Publishing House
Coffee Can Investing The Low Risk Road to Stupendous Wealth, Portfolio	Saurabh Mukherjea	Penguin Random House.
HR from the Outside In: Six Competencies for the Future of Human Resources	Dave Ulrich, Jon Younger	McGraw-Hill Education
The Great Indian Dream	Chaudhary & Chaudhary	Macmillan
Managing for the future	Drucker F Peter	Elsevier
Success Getting rich with integrity	Roazzi	Macmillan
Managing People in the new Economy	Thite Mohan	Wiley
Adventures in management	Abey	Sage
Wings of fire	Kallam APJ	Up
The Successful Business Plan	Abvams Rhonda	PHI
Winning the talent War	Day carson	PHI
Business and Information System	Nickerson Robert	PHI
Need for cognitive change	Swami dayananda	AVC
Management with a Difference	Anubha & Kumar	ABI
Succeed for Yourself	Denny Richard	Kogan
Take Change of your destiny	Donovan Jim	Meharas
Rich dad poor dad	Keoski RobertT	Manjul
The 7 Sense	Nippani Kalyan	Viva
You are the Answer	Tamura Michael	Jaico



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The Accidental Managers	Topchik Gary	PHI
India's Financial Sector	Basu Priya	Macmillan
The Difference Maker	Maxwell John	Ppearson
How to Run a Company	Bossidy Larry	CROWN
Globality: Competing with everyone from everywhere for everything	Sirkin Harold & Bhattacharya	Headline

General Guidelines:

A. Duration of Work: The Major Functional lab Work shall be done during the third semester. Students are expected to prepare themselves as per the schedule given.

The Lab work would comprise of a total four Practical Components of Dual Majors opted by a student in III Semester. For example student has opted for first major as Finance and second major as Marketing then the student need to prepare separate report for MSFMPP311 and MSMMPP312. Thus, a student will work on 02 software and 02 book reviews and 02 term paper as per his area of specialization.

B. No two students of an institute shall work on the same term paper.

C. Submission of report: Students should submit the report of the work done by them in each of dual majors. Report should be of Minimum of 30 pages not exceeding 50 pages.

Evaluation Guidelines

Evaluation Criteria for Major Functional Lab I & II					
Internal Marks (Out of 60)			External Marks (Out of 40)		
S. No.	Internal Evaluation Tools	Marks	S. No.	External Evaluation Tools	Marks
1	Attendance & Class Participation	10	1	Comprehensive Viva Voce	40
2	Comprehensive Viva-Voce	10	Total Marks		40
3	Term paper/ Research Paper	15			
4	Hands on practice on any one software	15			
5	Book Review (Any one)	10			
Total Marks		60			



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Schedule to be followed during Major Functional Lab

Activity	Time-line	Remarks
Introduction and Planning	1 st week and 2 nd week of semester.	<ul style="list-style-type: none">• Course introduction and objectives• Guidance on preparing for the comprehensive viva-voce• Selecting topics for the term/research paper• Introduction to software options
Comprehensive Viva-Voce Preparation	3 rd and 4 th week of semester.	<ul style="list-style-type: none">• Review sessions on key MBA subjects• Mock viva sessions
Term Paper	5 th and 7 th week of semester.	<ul style="list-style-type: none">• Discussion with internal guide to decide on suitable design for the research• Literature review and topic refinement• Research methodology and data collection techniques
Software Training	8 th and 11 th week of semester.	<ul style="list-style-type: none">• Introduction to selected software• Hands-on practice sessions• Application of software to a project• Student presentations regarding the term paper in the classes.
Book Review	12 th and 13 th week of semester.	<ul style="list-style-type: none">• Book selection and reading• Writing and refining the book review• Student presentations regarding the book review
Final Submissions	14 th week of semester.	Submission of report



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Managerial Skills Development Lab	Course Code: MSCCPP320	Credit: 1
Max Marks:100	CIE:60	SEE:40
End Term Exam Time:03 Hrs	Teaching Scheme: 0L+0T+2P	

Module No.	Contents	Hours
1	Personal Branding: Converting hobby into passion: Introduction to personal branding, Choosing the best social media network, brand maintenance, online identity, creating relationship with the professional network to create a professional personal brand. Using social media platforms Refining Online and Offline CVs.	2
2	Etiquette: Business Etiquette: Grooming, Positive impression, Communication, Social Imaging. <i>E-Mail Etiquette:</i> Professional Behaviour at work, Subject line, CC-BCC, professional e mail address and other basic dos and don'ts. <i>Phone etiquette:</i> Tone of voice, receiving and dialling, phone language, eliminating distraction, basic etiquette and dos and don'ts. WhatsApp/messaging etiquette, social etiquette, Business meeting etiquette, cubicle manners, dining etiquette, social media etiquette	3
3	Presentation Research and Prep: Pre-Presentation Prep, preparing slides and Yourself, Delivering the Presentation, Practical- Individual Presentations and Extempore, dos and don'ts in presentations, using graphics, images and videos, saving presentations, importance of research.	4
4	Team Building: Activities, team building games, team processes. Laws of teamwork Case study approach to teamwork, The law of significance, the law of the big picture, the law of the niche. Work ethics, receiving and giving positive and negative feedback.	2
5	Online Meeting: Demonstrate conduction of Online Meetings / Video conferencing with the help of Google Meet, WebEx, Microsoft Teams etc. in the class. Mock meeting of students in the class. Meeting notice, agenda, and minutes of the meeting.	3
6	Stress Management: Knowing the reasons, living a relaxed life, Being Emotionally Wise, Inner self integration technique, Meditation, types and importance.	4
7	Mock GD-Mock PI Sessions	9
8	LinkedIn: basics, Do's and don'ts, Naukri.com, leaving online footprints, dos and don'ts of using and uploading content, Creating digital CVs. Creating ATS compatible CVs.	3
TOTAL		30



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Text Books

1. Murphy, H. A. (2001). *Effective business communication* (7th ed.). Tata McGraw-Hill.
2. Chaturvedi, P. D., & Chaturvedi, M. (2011). *Business communication: Concepts, cases, and applications*. Pearson Education.
3. Mehra, S. K. (2012). *Business etiquette: A guide for the Indian professional*. HarperCollins Publishers.
4. Stone, D., Patton, B., & Heen, S. (2023). *Difficult conversations: How to discuss what matters most* (3rd ed.). Penguin Books.
5. Alex, K. (2009). *Soft skills: Know yourself and know the world*. Sultan Chand & Sons.
6. Donahue, W. E. (2022). *Developing Effective Leadership in Organizations: A Practical Guidebook for Professional Development*.
7. KMcGonigal, K. (2011). *The willpower instinct: How self-control works, why it matters, and what you can do to get more of it*. Avery.

Reference Books:

1. Allen, D. (2015). *Getting things done: The art of stress-free productivity* (Revised edition). Penguin Books.
2. Deckers, E., & Lacy, K. (2012). *Branding yourself: How to use social media to invent or reinvent yourself* (2nd ed.). Pearson.
3. Tracy, B. (2017). *Eat that frog!: 21 great ways to stop procrastinating and get more done in less time* (Revised edition). Berrett-Koehler Publishers.
4. Gallo, C. (2010). *The presentation secrets of Steve Jobs: How to be insanely great in front of any audience*. McGraw-Hill Education.
5. Gallo, C. (2014). *Talk like TED: The 9 public-speaking secrets of the world's top minds*. St. Martin's Press.
6. Allcott, G. (2024). *Kind: The Quiet Power of Kindness at Work*. Icon Books.
7. Walsh, R. (2008). *Time management: Proven techniques for making every minute count*. AMACOM.
8. Jesuthasan, R., & Kapilashrami, T. (2024). *The Skills-Powered Organization: The New Way to Drive Business Success*. McGraw-Hill Education.
9. Maxwell, J. C. (2001). *The 17 indisputable laws of teamwork: Embrace them and empower your team*. Thomas Nelson.

Prerequisite:

1. Self-Awareness: Students should have a clear understanding of their strengths, weaknesses, values, and goals.
2. Digital literacy: Familiarity with online platforms and social media is necessary for managing online profiles and content.
3. Professional development awareness: Students should recognize the importance of personal branding in career advancement and professional growth.
4. Openness to feedback: Students should be receptive to constructive criticism and willing to incorporate feedback into their lives.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: III
Course Name: Audit Course	Course Code: NP99.XX	Credit: 0
Max Marks:100	CIE:40	SEE:60
End Term Exam Time:03 Hrs	Teaching Scheme: 0L+0T+0P	

Audit Courses: In addition to the core and elective courses, students can take one audit course in each semester covering subjects of developing desired attitude among the learners. The enrollment in such a course will permit a student to attend without being evaluated for credit. These courses will be termed as MBA Common Courses. The same can be facilitated through seminars, workshops, Industry visits, assignments, case studies, MOOC's platform.

MBA Mandatory Common Courses: Audit Courses (Non-Credit)^{##}

S. No.	Course Title	Course Code	Non- Graded Units
1	English for Research Paper Writing	NP99.01	2
2	Disaster Management	NP99.02	2
3	Sanskrit for Technical Knowledge	NP99.03	2
4	Value Education	NP99.04	2
5	Constitution of India	NP99.05	2
6	Pedagogy Studies	NP99.06	2
7	Stress Management by Yoga	NP99.07	2
8	Personality Development through Life Enlightenment Skills	NP99.08	2
9	Indian Ethos and Business Ethics	NP99.12	2

^{##}Students may take one audit course in each semester.



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Teaching and Examination Scheme

II Year IV Semester: MBA

S.No	Course Code	Course Name	Category #	Teaching Scheme			Exam Hrs	Marks			Credit
				L	T	P		CI E	SE E	Total	
1	MSFMPL411	Financial Derivatives	PEC	3	-	-	3	40	60	100	3
2	MSFMPL412	Financial System, Institutions and Instruments	PEC	3	-	-	3	40	60	100	3
3	MSFMPL413	Mergers, Acquisitions and Corporate Restructuring	PEC	3	-	-	3	40	60	100	3
4	MSFMPL414	Behavioural Finance	PEC	3	-	-	3	40	60	100	3
5	MSMMPL411	Consumer Behavior	PEC	3	-	-	3	40	60	100	3
6	MSMMPL412	Services Marketing	PEC	3	-	-	3	40	60	100	3
7	MSMMPL413	International Marketing Management	PEC	3	-	-	3	40	60	100	3
8	MSMMPL414	Rural Marketing	PEC	3	-	-	3	40	60	100	3
9	MSMMPL415	Digital and Social Media Marketing	PEC	3	-	-	3	40	60	100	3
10	MSMMPL416	Customer Relationship Management	PEC	3	-	-	3	40	60	100	3
11	MSHRPL411	Employee Relations & Labour Laws	PEC	3	-	-	3	40	60	100	3
12	MSHRPL412	Performance Management System	PEC	3	-	-	3	40	60	100	3
13	MSHRPL413	Cross Cultural Human Resource Management	PEC	3	-	-	3	40	60	100	3
14	MSHRPL414	Human Resource Analytics	PEC	3	-	-	3	40	60	100	3
15	MSHRPL415	Team Dynamics at Work	PEC	3	-	-	3	40	60	100	3
16	MSOMPL411	Supply Chain and Logistics Management	PEC	3	-	-	3	40	60	100	3
17	MSOMPL412	Project Management	PEC	3	-	-	3	40	60	100	3



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18	MSOMPL413	Service Operations Management	PEC	3	-	-	3	40	60	100	3
19	MSOMPL414	Technology Management	PEC	3	-	-	3	40	60	100	3
20	MSISPL411	Software Project Management	PEC	3	-	-	3	40	60	100	3
21	MSISPL412	Managing Digital Innovation and Transformation	PEC	3	-	-	3	40	60	100	3
22	MSISPL413	Artificial Intelligence for Managers	PEC	3	-	-	3	40	60	100	3
23	MSISPL414	Emerging Technologies in Database Management	PEC	3	-	-	3	40	60	100	3
24	MSBAPL411	Data Mining for Business Decisions	PEC	3	-	-	3	40	60	100	3
25	MSBAPL412	Data Visualization for Managers	PEC	3	-	-	3	40	60	100	3
26	MSBAPL413	Business Forecasting	PEC	3	-	-	3	40	60	100	3
27	MSBAPL414	Marketing Analytics	PEC	3	-	-	3	40	60	100	3
28	MSBAPL415	Healthcare Analytics	PEC	3	-	-	3	40	60	100	3
29	NP499XX	Audit Course	MCC	1	-	-	3	40	60	100	0
30	MSXXPP411	Major Lab (Functional Area I)	PEC	-	-	3	-	60	40	100	1.5
31	MSXXPP412	Major Lab (Functional Area II)	PEC	-	-	3	-	60	40	100	1.5
32	MSCCPD450	Research Project Report	REW	-	-	6	-	60	40	100	3
Total Credit											

Mention appropriate category from the following: PCC,PEC, MCC, REW, SODECA



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Financial Derivatives	Course Code: MSFMPL411	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Financial Derivatives: Definition, types and classification of financial derivatives, Difference between Forwards and Futures and Futures and Options, Participants in the Derivative Markets.	5
3	Forward Market: Forward Contracts, Concept and Features, Classification of Forward Contracts, Forward Trading Mechanism.	5
4	Futures Markets: Futures Market Trading Mechanism Specifications of a Futures Contract, The Operation of Margins, Clearing House, Lot Size, Tick Size, Open Interest, Closing out a futures position.	5
5	Pricing of Derivatives: Pricing of Forwards/Futures, Index Futures, Currency Futures, Commodity Futures using Cost of Carry Model, Relationship between Spot Price and Futures Price, Contango and Normal Backwardation Market.	5
6	The Indian Scenario of Derivatives Markets: Introduction, Evolution of Derivatives in India. Regulation: Structure of the Derivatives Market, Derivatives Regulation in Indian Stock Market, L.C Gupta committee recommendations.	5
7	Interest Rate Futures: Introduction, Short Term Interest Rate Futures, Pricing A T-Bill future. Long Term Futures Contracts: Application of Interest Rate Futures, Long Hedge, Short Hedge	7
8	Swaps: Introduction, Features and mechanics of Swaps, Major types of Financial Swaps, Valuation of Interest Rate Swaps and Currency Swaps.	5
9	Options: Introduction, Options terminology, Types of options, payoffs from options positions, Option valuation: Intrinsic and time value of an option. Pricing of options: Determinants of Option Prices, The Black-Scholes Option Pricing Model, One Step Binomial Option Pricing Model.	7
Total		45



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Textbooks:

1. Hull, J. C., & Basu, S. (2021). Options, futures & other derivatives (11th ed.). Pearson.
2. Gupta, S. L. (2017). Financial derivatives: Theory, concepts and problems (2nd ed.). PHI Learning.

Reference Books:

3. Kevin, S. (2024). Commodity and financial derivatives (3rd ed.). PHI Learning.
4. Janakiramanan, S. (2023). Derivatives and risk management (2nd ed.). Pearson.
5. Srivastava, R. (2014). Derivatives & risk management (2nd ed.). Oxford University Press.
6. Kumar, S. S. S. (2007). Financial derivatives (1st ed.). PHI Learning.

Prerequisite:

1. The introductory classes of the curriculum will be easier if students have basic finance and stock knowledge. This will build up student understanding of the course.
2. Knowing and understanding some basic derivatives terms (e.g. Hedge, Speculation, Swap, Future etc.) can help to build new concepts. Knowing the basics terms will help to make the course feel more familiar. Reading news can help you understand basic concepts and how they apply to the real world.
3. Although the student will learn financial derivative concepts in this course, so that they will be in a better position to apply what they learnt. For example, reading up on different types of cases & legal procedures can give an idea of the scope of the field, and the types of skills that can help student land a job. The creativity in the application would be a fruit in the basket.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Financial System, Institutions and Instruments	Course Code: MSFMPL412	Credit: 3
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 3 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Indian Financial System: Introduction, Components of the Formal Financial System, functions of a financial system, key elements of a well-functioning financial system, Role of leadership in financial institutions and organizations.	6
3	Financial institutions: Definition of financial institutions, Types of financial institutions – Banking, NBFCs, Development financial institutions, Mutual funds, pension funds Insurance and Housing finance companies, Examples of CSR initiatives in banking and other financial organizations.	5
4	Money Market: Introduction and meaning, Call/Notice money market, Money market intermediaries, tools for managing liquidity in the money market, money market derivatives.	6
5	Money market instruments: Call/Notice money, T bills, Commercial bills, Commercial papers, Certificate of deposits.	4
6	Capital Market: Primary Market - Methods of raising funds from capital market- Public issue, Rights issue, Private Placement, Preferential Issue. Secondary market – NSE and BSE, Secondary market - Role of stock exchanges in India, Depositories and custodians, depository participant.	8
7	Capital market instruments: Meaning, primary and secondary securities, Equity shares, Debentures, preference shares, Leadership roles in banking, insurance, and mutual fund management. Derivatives, GDR's, ADR's, IDR's Other quasi equity instruments – Subordinated loans, Convertible bonds, senior debt, Mezzanine financing.	6
8	Debt Market: Introduction, private corporate debt market, PSU Bonds market Government securities market.	4
9	Emerging Issues and Challenges: Low liquidity and shallowness in financial markets, Ethical issues in Merchant Banking, Effectiveness of regulators like RBI and SEBI in controlling Money market and Capital market.	5
Total		45



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Textbooks:

1. Pathak, B. V. (2024). *The Indian Financial System* (6th ed.). Pearson.
2. Khan, M. Y. (2019). *Indian Financial System* (11th ed.). McGraw Hill Education.
3. Chakrabarti, R., & De, S. (2010). *Capital Markets in India*. SAGE Publications.

Reference Books:

1. Sarkhel, J., & Salim, S. (2018). *Indian Financial System & Financial Market Operations*. McGraw Hill Education.
2. Bhole, L. M., & Mahakud, J. (2017). *Financial Institutions and Markets: Structure, Growth and Innovations* (6th ed.). McGraw Hill Education.
3. Taxmann & NISM. (2023). *Equity Derivatives – Insights into Strategies, Risk Management & Regulatory Norms*. Taxmann Publications.

Prerequisite:

1. Ability to identify, assess and manage financial risks, including credit risk, market risk, liquidity risk, operational risk and systemic risk.
2. Ability to conduct financial ratio analysis, trend analysis, and comparative analysis to evaluate financial performance and identify investment opportunities.
3. Ability to stay updated on regulatory developments, changes in laws, and emerging risks to ensure compliance and mitigate regulatory risks.
4. Familiarity with different types of financial institutions, such as commercial banks, investment banks, mutual funds, hedge funds, and insurance companies.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Mergers, Acquisitions and Corporate Restructuring	Course Code:MSFMPL413	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme:3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Corporate Restructuring: Meaning of corporate restructuring, significance of corporate restructuring, Classification of corporate restructuring. Corporate Restructuring practices adopted in India, Role of SEBI, RBI and Competition Commission of India	7
3	Introduction to Mergers and Acquisition: Meaning and definition of Merger and Acquisition, Motives of Merger and Acquisitions, Expectations of different stakeholders from Merger and Acquisition deals, Reasons for buying a Business, Reasons for selling a Business, Types of Mergers and Acquisitions, Difference between Merger and Acquisitions, Factors contributing to success and failure of Merger & Acquisition Deal.	6
4	Execution Process of Merger & Acquisition Deals : Process of Mergers & Acquisitions Due diligence – Concept and significance of Due Diligence in Merger and Acquisition Deal. Process of Due Diligence- Steps in Due Diligence- Planning Phase, Data Collection Phase, Data Analysis Phase, Data Reporting & Discussion Phase Deal Negotiation – Factors discussed before and after finalizing the deal, Causes of Dispute at time of negotiation and execution of terms of deal	5
5	Corporate Valuation-An Introduction: Concept of Valuation, Objectives of Corporate Valuation, Corporate V/s Equity Valuation, Factors influencing value of a business, Principles of Business Valuation, Over Valuation and Under Valuation, Different types of values - Fair Market Value, Fair Value, Book Value, Intrinsic Value, Replacement Value, Liquidation Value, Going Concern Value, Equity Interest Value, Insurable Value.	5
6	Corporate Valuation (Practical Perspective): Approaches of Business Valuation- Asset-based approaches, Earning value approaches, Market value approaches Exchange Ratio-Concept & Significance of Swap Ratio, Determinants of Swap Ratio, Methods of Calculation of Swap Ratio.	5
7	Post-Merger Integration Planning and & Legal Considerations: Factors considered in Post-merger Integration Planning – HRM issues, Political and cultural compatibility, management interdependencies and autonomy, Problems faced in integration, rules for effective integration post-merger Basic understanding Regulatory Framework for Merger and Acquisitions in India (only introductory overview).	7



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8	Takeovers: Concept, Classification of Takeover, Benefits and Limitations of takeover, Friendly v/s Hostile Takeover, Defensive strategies for hostile takeover, regulatory framework of Substantial Acquisition of Shares and Takeover in India (case study based).	4
9	International Merger & Acquisition: Overview of International M&A activity, Opportunities and threats involved in International M&A, Contribution of International M&A in growth and expansion of businesses, Impact of various macro factors on International M&A Deals. Benefits and Limitations of International M&A deals, recommendation for effective cross-border M&A.	5
Total		45

Textbooks:

1. Aurora, R. S., Shetty, K., & Kale, S. R. (2011). Mergers and acquisitions. Oxford University Press.
2. Godbole, P. G. (2013). Mergers, acquisitions, and corporate restructuring (2nd ed.). Vikas Publishing.
3. Ray, K. G. (2022). Mergers and acquisitions: Strategy, valuation, and integration (2nd ed.). PHI Learning Private Limited.

Reference Books:

1. DePamphilis, D. (2021). Mergers, acquisitions, and other restructuring activities (11th ed.). Elsevier India.
2. Kar, R. N., & Minakshi. (2022). Mergers acquisitions & corporate restructuring: Strategies & practices (3rd ed.). Taxmann Publications.
3. Weston, J. F., Mitchell, M. L., & Mulherin, J. H. (2003). Takeovers, restructuring, and corporate governance (4th ed.). Pearson Education.

Prerequisite:

1. Ability to analyze financial data, market trends, and industry benchmarks to determine the fair value of the target company or companies.
2. Ability to identify potential financial risks, liabilities, and contingencies that may impact the transaction, and assess their implications.
3. Ability to navigate complex legal documents and contracts, and interpret laws and regulations to ensure compliance.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Behavioural Finance	Course Code: MSFMPL414	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Meaning, nature, scope and history of Behavioural Finance; Comparison between Behavioural Finance and Standard Finance; Are financial markets efficient? Limits to arbitrage-Fundamental Risk, Noise Trader Risk, Behavioural Finance scenario in India.	5
3	Behaviour and Decision Making: Cognitive Bias, Emotional Bias, Concept of bounded rationality. beliefs and heuristics-Preferences: Prospect Theory, Ambiguity aversion, Loss aversion, Framing, Non consequentialism: Disjunction Effect.	6
4	Theories of Behavioural Finance: Asymmetric information, Ego centrality, Human Behavioral Theories. Heuristics: Familiarity, Ambiguity Aversion Diversification, Functional Fixation Status Quo, Endowment Effect Representativeness: Innumeracy, Probability matching and conjunction fallacy, Base Rate Neglect, Availability and Salience, Anchoring.	6
5	Bias: Interaction amongst biases Outcomes of biases Dealing with biases Overcoming the biases and debiasing Cognitive Biases: Self-Deception, Framing, Overconfidence, Miscalibration, better than average effect, overoptimism Causes: illusion of knowledge, control, understanding, skill, Selfattribution, Confirmation, Representativeness, Recency. Emotional Biases: Regret, Hindsight, Denial, Loss aversion, Affinity, Self-control.	6
6	Behavioural aspects of Investing: Behavioural Portfolio theory, Psychographic models, Sound Investment Philosophy.	5
7	Value Investing: Central tenets of value investing Evidence and prospects of value investing. Neuro finance: Neural processes during financial decision-making Future of Neuro finance Adaptive Market Hypothesis.	6
8	Anomalies: Fundamental anomalies, Accounting Based Anomalies, Calendar Anomalies, Technical anomalies: Value v/s Growth, size, equity premium myopia.	5
9	Market Bubbles: Identification and causes, investor behaviour during bubbles, case study of prominent market bubbles/scams.	5
Total		45



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Text books:

1. Chandra, P. (2020). *Behavioral Finance* (2nd ed.). McGraw Hill Education (India) Private Limited.
2. Kapoor, S., & Prosad, J. M. (2019). *Behavioural Finance*. SAGE Publications India Pvt Ltd.
3. Sulphrey, M. M. (2014). *Behavioural Finance*. PHI Learning Private Limited.

Reference Books:

1. 1.Parag Parikh, Value Investing and Behavioural Finance, McGraw Hill, 2009. 2nd edition.
2. 2. James Montier, Behavioural Finance: Insights into Irrational Minds and Markets, Wiley Finance, 2008.
3. 3. Tripathi, T., Dash, M. K., & Agrawal, G. (Eds.). (2019). Behavioral Finance and Decision-Making Models.
4. 4. Praharaj, P., & Pradhan, N. (2022). Your Everyday Guide to Behavioural Finance.

Prerequisite:

1. Foundation in Finance and Psychology: Understanding of basic financial concepts and psychological principles is essential.
2. Critical Thinking Abilities: Proficiency in critical analysis to evaluate theories and concepts in finance and psychology.
3. Quantitative and Market Awareness: Competency in quantitative methods and awareness of market dynamics, including anomalies and investor behavior.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Consumer Behavior	Course Code: MSM MPL411	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Consumer Behavior: Introduction to Consumer Behavior, Nature & Psycho-Demographics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers and Benefits of consumerism.	5
3	Individual Determinants of Consumer Behavior I: Motivation, Personality, Consumer Perception.	5
4	Individual Determinants on Consumer Behaviour II: Learning theories and their applications, Brand loyalty, Brand extensions. Consumer behaviour and society.	6
5	Social and Cultural Determinants: Indian Perspective on Culture Factors affecting culture, Role of customs, values and beliefs on Consumer Behaviour. Subculture: Cross-cultural consumer analysis: Problems and Strategies in India.	5
6	Group Influences: Family buying decision & marketing implications. Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference groups, Celebrities, Endorsements and Marketing Implications.	6
7	Consumer Decision Making Models: Models of decision making, Diffusion of innovations: Diffusion Process, Adoption Process.	6
8	Organisational Buying: Differences between Industrial Markets and Consumer Market, Differences between Organizational and Consumer Buying, Buying Decisions in Organizational Buying Process; Types of Decision Making, Organization Buyer's Decision-Making Process.	5
9	Consumer Behavior Analysis and Marketing Strategy: Consumer Behavior and Product Strategy, Pricing Strategy, Distribution Channel Strategy, Promotion Strategy.	6
Total		45



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Text Books:

1. Solomon, M.R. (2020). Consumer Behavior: Buying, Having, Being, Pearson Publication.
2. Sethna, Z. & Blythe, J. (2020). Consumer Behaviour, Sage Publications Pvt. Ltd.
3. Sethna, Z. & Blythe, J. (2019). Consumer Behaviour, Sage publication

Reference Books:

1. Mothersbaugh, D.L., Hawkins, D.I. & Mookerjee, A. (2019). Consumer Behavior: Building Marketing Strategies, Mc Graw Hill publication.
2. Kapoor, Nnamdi, R.O., Madichie (2017), Consumer Behaviour, Mc Graw Hill publication.
3. Solomon, (2015). Consumer Behaviour, Pearson India.
4. Solomon, M. R., & Russell, C. A. (2023). Consumer Behavior: Buying, Having, and Being (14th ed.). Pearson.
5. Sethna, Z., & Blythe, J. (2022). Consumer Behaviour (5th ed.). SAGE Publications Ltd.

Prerequisite:

- 1. Basic Marketing Knowledge:** The students must have basic marketing knowledge for better comprehension. This will build up student understanding of the course.
- 2. Knowledge of Marketing terminologies:** Knowing and understanding some basic marketing terms (e.g. Motivation, Personality, Consumer Perception.) can help to build new concepts. Knowing the basics terms will help to make the course feel more familiar.
- 3. Understanding Basic marketing research:** Learn about market research methodologies, including qualitative and quantitative research techniques, survey design, data analysis, and interpretation. Market research is essential for understanding consumer preferences, attitudes, and behavior.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Services Marketing	Course Code: MSMMPL412	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services, Service Encounters.	6
3	Service Market Segmentation, Targeting & Positioning: Process of market segmentation, Targeting and Positioning, service value addition to the service product, planning and branding service products, new service development, concept of flower of Service.	5
4	Pricing Strategies for Services: Service pricing, revenue Management, pricing objectives, Challenges in Pricing.	5
5	Service Promotion: The role of marketing communication, Implication for communication strategies, setting communication objectives, marketing communication mix, role of Digital Marketing and social media marketing.	5
6	Place & Process Decisions: Methods of Service Delivery, Role of Intermediaries, Franchising, Service Process, Developing a Service Blueprint, Application of Service Blueprint.	6
7	People & Physical Evidence: Frontline Service Employees, People Management Strategies, Service Leadership & Service Climate, Service Environment, Servicescape Model, Designing Servicescapes. Strategic responses to the intangibility of service performances.	6
8	Service Excellence: Enabling Service Excellence, Delivering Value, Service Failure & Recovery, Service Quality, SERVQUAL Model, Customer Loyalty.	5
9	Trends in Service Marketing: Relationship Marketing, understanding customer needs and expectations, Corporate Social Responsibility (CSR) in Services Marketing, Legal and Ethical Issues in Digital Services, Global Service Innovations, Managing Service Teams for Effective Delivery, Service Design Thinking.	6
Total		45



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Text Books:

1. Chatterjee, J. Lovelock, C. & Jochen Wirtz, J. (2021). Services Marketing, 8/e Eighth Edition, Pearson Education.
2. Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Mende, M. (2024). Services Marketing: Integrating Customer Focus Across the Firm (8th ed.). McGraw-Hill Education.
3. Dutta, K. & Vinnie Jauhari, V. (2017). Services Marketing: Text and Cases Oxford University Press; Second edition.

Reference Books:

1. Hoffman, K.D and Bateson, J.E.G. (2024). Services Marketing: Concepts, Strategies and Cases, Cengage India Private Limited; Fifth edition.
2. Verma, H. (2017). Service-Marketing: Text and Cases, 2/Ed, Pearson Education India; 2nd edition.
3. Chowdhary, N. & Chowdhary, M. (2005). Textbook of Marketing of Services: The Indian Experience, Macmillan India Ltd.
4. Swartz, T. A., & Iacobucci, D. (Eds.). (2024). Handbook of services marketing and management. Sage Publications.

Prerequisite:

1. **Basic Marketing Knowledge:** The introductory classes of curriculum will be easier if students have basic marketing knowledge. This will build up student understanding of the course.
2. **Knowledge of Marketing terminologies:** Knowing and understanding some basic marketing terms (e.g. marketing mix, difference between product and service) can help to build new concepts. Knowing the basics terms will help to make the course feel more familiar. Reading technology news, can help you understand basic integrated marketing communication concepts and how they apply to the real world.
3. **Understanding Basic marketing research:** Although the student will learn more advanced marketing concepts in this course, a lot can be learnt with marketing research, so that when they begin their syllabus, they will be in a better position to apply what they learnt. For example, reading up on different types of motivational research can give an idea of the scope of the field, and the types of skills that can help students land a job. The creativity in the application would be a fruit in the basket.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: International Marketing Management	Course Code: MSMMPL413	Credit: 03
Max Marks:100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	International Marketing: Concept, Domestic Vs. International Marketing, E.P.R.G. Framework, International Trade Environment, Political Environment, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment.	6
3	International Market Environment: Identifying and analysing opportunities in the international trading environment, understanding the changes in the world trading environment-IMF, W.T.O., impact on international marketing.	5
4	International Marketing Research: Concept of Marketing Research, International Marketing Research Process, market surveys, marketing information system, International Product Life Cycle, Selecting Market Entry Modes.	6
5	International Product Policy and Planning: International new Product Development, International Product Planning, Product Adoption and Standardisation, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing.	5
6	Managing International Pricing: Environmental influences on Pricing Decisions - Grey Market goods, Transfer pricing, Pricing Strategies.	6
7	International Promotional Strategies: Introduction, Communications Process, communication principles, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing, Value Based Leadership in Marketing.	5
8	International Distribution and Logistics: International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging.	5
9	Evaluating and Controlling: Evaluating and controlling international marketing strategy, Legal and Ethical Issues in International Marketing, ethical Consideration in International Marketing.	6
Total		45



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Text Books:

1. Paul, J. and Kapoor, R. (2012). International Marketing-Text and Cases, Tata McGraw Hill.
2. Joshi, R.M. (2014). International Marketing, Oxford University Press
3. Green, M.C. & Keegan, W.J. (2020). Global Marketing, 10th Edition, Pearson.

Reference Books:

1. Jain, K.S. (2014). Export-Import Procedures and Documentation, Himalaya Publishing House.
2. Philip, C.R. & John, G.L. (2019). International Marketing, McGraw Hill; 18th edition.
3. Mathur, U.C. (2008) INTERNATIONAL MARKETING MANAGEMENT Text and Cases, Sage Publications Pvt. Ltd.

Prerequisite:

- Basic Marketing Concepts: Familiarize yourself with the fundamental principles of marketing, including the marketing mix (product, price, place, promotion), market segmentation, targeting, and positioning.
- Understanding of Business Environment: Gain knowledge about the global business environment, including economic, political, legal, cultural, and technological factors that impact international marketing decisions
- Digital Marketing Skills: Given the importance of digital channels in global marketing, it's essential to have a basic understanding of digital marketing techniques, including social media marketing, search engine optimization (SEO), and online advertising.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Rural Marketing	Course Code: MSMMPL414	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Rural Marketing: Definition, concept and scope of rural marketing, Features of rural markets, classification of rural markets, Rural Marketing Mix- 4 A's concept, Opportunities and Challenges, Difference between Urban and Rural Markets.	5
3	Rural marketing environment: Evolution of Rural Marketing, Rural Environment: Demographic environment, Social & Cultural environment, Technological environment, Physical environment, political environment, Rural economic environment and economic structure, Rural Development Programme and Schemes of Government.	5
4	Rural Consumer behaviour: Factors affecting Consumer Behaviour, Cultural factors, social factors, Personal Factors, Psychological factors, Consumer Buying Decision Process, Role of Opinion Leaders	5
5	Researching, Segmenting and Targeting Rural Markets: Rural Marketing Research Process, Tools used in Rural Marketing Research, Bases of Segmentation, Thomson Rural Market Index, Evaluation, Selection and coverage of Segments, Identifying, selecting, developing and communicating the positioning concept.	6
6	Rural Product and Pricing Strategies: Rural Product classification, Product decisions and strategies, Rural product designing and new product development, Brand building in Rural India, Packaging and after-sales service for rural markets, Fake Brands, Pricing in rural India, Price setting strategies.	6
7	Rural Distribution Strategies: Rural Channel members, Channel behaviour, Conventional Distribution Models in Rural Markets, Rural retail environment, Rural specific Distribution Models, Rural Logistics: Hub & Spoke System, Syndicated Distribution	6
8	Communication strategies for Rural Markets: Challenges in Rural Communication, The Communication Process, Designing the message, Creating an advertisement for rural audiences, Rural media- Conventional and NonConventional Media, Role of Social Media in Rural Marketing.	6
9	Rural Services Marketing and future of Rural Marketing: Telecommunications and I.T. in Rural India, Financial Services, Rural healthcare services, Future of Rural Marketing in India.	5
Total		45



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Text Books:

1. Kashyap, P. (2023). Rural Marketing, Third Edition, Pearson Education India.
2. Puri, S.S.(2020). Rural Market Unleashed: Position Yourself in the Rural Market Effectively, First Edition, Notion Press.
3. Kumar, D., Gupta, P. (2019). Rural Marketing: Challenges and Opportunities, SAGE Publications.

Reference Books:

1. Krishnamacharyulu. (2010). Rural Marketing: Text and Cases, Second Edition, Pearson Education India.
2. Kumar D. & Gupta P. (2017). Rural Marketing Challenges and Opportunities, Sage Publications Pvt. Ltd.
3. Dogra, B., Ghuman, K.(2007) Rural Marketing: Concepts and Practices, First Edition, McGraw Hill Education.
4. Gupta, D., Gupta, M., & Mukul, P. (2023). Rural marketing and management. PHI Learning.

Prerequisite:

1. Understanding of Rural Environment: Familiarity with the unique characteristics, challenges, and opportunities present in rural areas is essential. This includes knowledge of rural demographics, culture, infrastructure, and socio-economic factors.
2. Market Research Skills: Proficiency in conducting market research, including gathering data, analyzing trends, and interpreting consumer insights, is essential for developing targeted marketing campaigns.
3. Digital Literacy: While rural areas may have limited internet connectivity, digital marketing channels such as mobile phones and social media are increasingly relevant. Basic digital literacy skills can help students leverage these channels effectively.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Digital and Social Media Marketing	Course Code: MSMMPL415	Credit: 03
Max Marks:100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Digital Marketing: Evolution of Digital Marketing from traditional to the modern era, Role of Internet; Current trends, Info-graphics, implications for business & society; Emergence of digital marketing as a tool; Digital marketing strategy; Paid, Owned, Earned Media (P.O.E.M.)framework, Digital marketing plan.	5
3	Internet Marketing and Digital Marketing Mix – Internet Marketing, opportunities and challenges; Digital marketing framework; Digital Marketing mix, Impact of digital channels on I.M.C.; Search Engine Advertising: - Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating Ad Campaigns, Display marketing: - Types of Display Ads - Buying Models - Programmable Digital Marketing - Analytical Tools - YouTube marketing, online branding.	6
4	Social Media Marketing: Introduction to social media platforms, penetration & characteristics; Building a successful social media marketing strategy, Meaning, Purpose, types of social media websites. Blogging: Types of blogs, Blogging platforms & recommendations. Social Media Engagement, Sharing content on social media, advantages and disadvantages of social media.	6
5	Social Media Tools: Facebook Marketing-Introduction, Anatomy of an Ad Campaign, Role of Adverts-Types & Targeting. Linkedin Marketing: Introduction and Importance of Linkedin Marketing, Framing Linkedin Strategy, Lead Generation through Linkedin, Content Strategy, Analytics and Targeting. Twitter Marketing: Introduction to Twitter Marketing, framing content strategy, Twitter Advertising Campaigns. Instagram and Snapchat: Digital Marketing Strategies through Instagram and Snapchat. Mobile Marketing: Mobile Advertising, Forms of Mobile Marketing, Features, Mobile Campaign Development.	6



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6	Introduction to SEO: Web Analytics, Mobile Marketing, Trends in Digital Advertising– - Introduction and need for SEO, application of internet & search engines; search engine and its working pattern, On-page and off-page optimisation, SEO Tactics - Introduction to Search Engine Marketing (S.E.M.). Web Analytics: Google Analytics & Google Adverts; data collection for web analytics, multi-channel attribution, Universal analytics, Tracking code.	5
7	E-Marketing Management: Product – Products on Internet, Creating Customer Value Online– Product Benefits, E-Marketing Enhanced Product Development, Price – Change in Pricing Strategies, Payment Options, Pricing Strategies, Distribution– Online Channel Intermediaries – Distribution Channel Length and Functions, Channel Management and Power, Distribution Channel Metrics.	5
8	E-Marketing Research: Data Drive Strategy, Marketing Knowledge Management, Monitoring Social Media, Technology-Enabled Approaches, Real-Space Approaches – Marketing Databases and Data Warehouses – Data Analysis and Distribution, Knowledge Management Metrics. Data Analytics: Introduction, Key terms and concepts. Working with data., setting objectives, goals and KPIs, tracking and collecting data. Analysing data.	6
9	Customer Relationship Management: Concept of CRM, goals of CRM, e-CRM, benefits of e-CRM, role of CRM technology, e-enterprise, next-generation CRM.	5
Total		45

Text Books:

1. Hanlon, A. (2022). Digital Marketing: Strategic Planning and Integration, Sage Publications Pvt. Ltd.
2. Kagan, J. & Singh, S.S. (2020). Digital Marketing: Strategy & Tactics, Wiley Pvt. Ltd.
3. Visser, M., Sikkenga, B & Mike (2023). Digital Marketing Fundamentals, Routledge Publication

Reference Books:

1. Tracy L. Tuten, T. L., Solomon M.R. & Rishi B. (2020). Social Media Marketing, 3e, Sage Publications Pvt. Ltd.
2. Heinze, A., Fletcher, G., Cruz, A., & Fenton, A. (2025). Digital and Social Media Marketing: A Results-Driven Approach (3rd ed.). Routledge.
3. Chaffey, D., & Ellis-Chadwick, F. (2024). Digital marketing: Strategy, implementation, and practice (7th ed.). Pearson Education.

Prerequisite:

4. Students should have the knowledge of management, Information Technology.
5. They should be aware about the different online marketing platforms.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Customer Relationship Management	Course Code: MSMMPL416	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme:3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Customer Relationship Management Fundamentals: Definition and Significance of Customer Relationship Marketing, Purpose of relationship marketing, Historical Perspectives, CRM cycle, CRM Strategy, Customer Life Time Value, Relationship Life Cycle.	6
3	Building Customer Relationship Management: Requisites for Effective Customer Acquisition, Customer Knowledge Management for Effective CRM, Customer Retention Process, Strategies to Prevent Defection and Recover Lapsed Customers	5
4	CRM Implementation: CRM framework for Implementation, Implementing CRM Process, Integration of CRM with ERP System, Barriers to effective CRM .	5
5	Functional Components of CRM: Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software's.	6
6	Customer Relationship Management: Technology Dimensions: - E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, Virtual Customer Representative, Customer Relationship Portals.	6
7	Sales Force Automation (S.F.A.): Definition and need of Sales Force Automation, barriers to successful Sales Force Automation functionality, technological aspect of Sales Force Automation, data synchronisation, flexibility and performance, reporting tools.	5
8	Impact of CRM on Marketing Channels: Meaning, how does the traditional distribution channel structure support customer relationship, emerging channel trends that impact CRM.	6
9	Trends and Issues in CRM: CRM in e-business (B2B & B2C), Measuring the Effectiveness of CRM, Factors Influencing the future of CRM.	5
Total		45



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Text Books:

1. Prior, D. D., Buttle, F., & Maklan, S. (2024). Customer Relationship Management: Concepts, Applications and Technologies (5th ed.). Routledge.
2. Fatouretchi, M. (2019). The Art of CRM: Proven Strategies for Modern Customer Relationship Management (1st ed.). Packt Publishing.
3. Baran, R. J., & Galka, R. J. (2016). Customer Relationship Management: The Foundation of Contemporary Marketing Strategy (2nd ed.). Routledge.

Reference Books:

1. Chorianopoulos, A. (2016). Effective CRM using Predictive Analytics, Wiley Pvt. Ltd.
2. Peppers, D. & Rogers, M. (2016). Managing Customer Experience and Relationships: A Strategic Framework, Wiley Pvt Ltd.
3. Peelen, E., & Beltman, R. (2013). Customer Relationship Management (2nd ed.). Pearson Education.

Prerequisite:

1. Students should have the knowledge of marketing.
2. Students should have the knowledge of Information Technology.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Employee Relations & Labour Laws	Course Code: MSHRPL411	Credit: 03
Max Marks:100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	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.	6
3	Collective Bargaining: Significance, types & procedure of Collective bargaining Discipline, disciplinary policies, their impact on employee relations, and HR's role in maintaining discipline.	5
4	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	6
5	The Regulative & Protective Labour Legislations: The Trade Unions Act, 1926; The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946, The Factories Act, 1948.	5
6	Wage-Related Labour Legislations: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976 and the Code on Wages Act, 2019.	6
7	Social Security Labour Legislations: The Workmen's Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Employees PF and Miscellaneous Provisions Act, 1952, The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972.	5
8	Laws Relating to Protection of Child Labour, Contract Labour and Women at Workplace: Major Legal Provisions of The Contract Labour (Regulation and Abolition) Act, 1970 & The Child Labour (Prohibition and Regulation) Act, 1986. Sexual Harassment at Workplace: Meaning and definition, Legal Analysis, Judicial View, International Norms, National Norms, Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013	6
9	Contemporary Issues: Need of Labour Law Reforms, Role of Technology and Automation in Employee Relations, The Gig Economy and Labour Laws.	5
Total		45



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Text Books:

1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2020, 7th Edition.)
2. Taxmann Labour Laws”, Taxmann Allied Services Pvt. Ltd., 2019

Reference Books:

1. Monappa Arun, “Industrial Relations and Labor laws”, Tata McGraw Hill Edition, New Delhi,, 2E Edition, 2012.
2. Industrial Relations, Chaganti Satya Venkata Ratnam, Manoranjan Dhal, 2017.
3. Mamoria, Mamoria and Gankar, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 2016.
4. D. P Sahoo: Employee Relations Management - Texts and Cases (Sage Publication) 2020

International Labour Organization (ILO) – www.ilo.org

Labour Law Reporter (LLR) – www.labourlawreporter.com

Journal of Industrial Relations SHRM Knowledge Center – www.shrm.org

Prerequisite:

1. Basic Knowledge of Human Resource Management
2. Introduction to Business Law
3. Understanding of Organizational Behavior



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Performance Management System	Course Code: MSHRPL412	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction of Performance Management System: Definition of Performance Management System, Performance Planning, Performance Coaching and Performance Appraisal, Role of Appraisals in Performance Management, Role of Performance Management System, Characteristics of an ideal PM system.	6
3	Reviewing & Managing Performance: Performance Appraisal: Definition and objectives of Performance Appraisal, Process of Performance Appraisal- Self Assessment and its importance, Methods of Performance Appraisal- Traditional and Modern; Performance Management Process	5
4	Performance Management and Strategic Planning: Definition and Purpose of Strategic Planning, Process of Linking Performance Management to the Strategic Plan.	5
5	Performance Coaching: Performance Appraisal as a training need assessment, Counseling for better performance, Feedback Mechanisms in Organizations- training the superiors to give constructive feedback.	5
6	Potential Appraisal: Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal.	5
7	Models for Assessing Performance: Balance score card Different Perspectives and Benefits, HR Scorecard- The HR Scorecard Approach, Process of Developing the HR Scorecard, Benefits of the HR Scorecard, Building a High Performance Culture.	6
8	Employee Development and Retention Strategies: Personal Development Plans, Performance Management & Reward Systems- Performance linked remuneration system, Performance linked career planning & career development. Employee Retention- Meaning, Factors Responsible for High Employee Turnover, Employee Retention Strategies	6
9	Ethics in Performance Management: Ethical Perspective in Performance Appraisal System, Objectives of Performance Management Ethics, Code of Ethics and Code of Conduct, Implementing Code of Ethics in the Workplace, Ethical Dilemma in Performance Management.	6
Total		45



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Text Books:

1. Armstrong Michael, (2020). Performance Management: Key Strategies and Practical Guidelines, Kogan Page.
2. Rao, T. V. (2016). Performance management: toward organizational excellence. SAGE Publications India.
3. Armstrong Michael, (2014). Handbook of Performance Management, Kogan Page, fifth edition.

Reference Books:

1. Dessler Gary, (2011). Human Resource Management, New Delhi, Pearson Education Asia
2. Aguinis Herman, (2009). Performance Management, Pearson Education
3. Durai, Pravin, (2010). Human Resource Management, Pearson, New Delhi

Prerequisite:

1. Understanding of Human Resource Management (HRM): Before delving into PMRS, it's essential to have a strong understanding of basic HRM principles, functions, and practices. Familiarize yourself with topics such as recruitment, selection, performance management, compensation, and employee relations.

2. Knowledge of Organizational Behavior: HRM operates within the broader context of organizational theory. Gain a basic understanding of organizational structures, culture, change management, and dynamics to appreciate how HR strategies align with organizational goals and contribute to competitiveness.

3. Familiarity with Goal Setting and Feedback Mechanisms: Performance management involves setting clear performance goals and providing feedback to employees on their performance. Familiarize oneself with theories and practices related to goal setting, feedback mechanisms, performance appraisal, and performance feedback techniques.

4. Understanding of Measurement and Evaluation: Performance management relies on the effective measurement and evaluation of employee performance. Develop knowledge of performance metrics, key performance indicators (KPIs), performance appraisal methods, and performance evaluation techniques to assess employee performance accurately and fairly.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Cross Cultural Human Resource Management	Course Code: MSHRPL413	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Cross-Cultural HRM : Definition and importance of cross-cultural HRM ,Key concepts: culture, cultural diversity and cultural intelligence , Impact of globalization on HRM practices.,	4
3	Cultural Dimensions and Frameworks : Hofstede's cultural dimensions theory Trompenaars' cultural framework ,GLOBE project study on leadership and culture Application of cultural dimensions in HR practices.	6
4	Cross-Cultural Communication : Barriers to cross-cultural communication Non-verbal communication across cultures , Effective communication strategies in multicultural teams	6
5	Leadership in a Cross-Cultural Context : Leadership styles and their cultural relevance , Global leadership competencies , Case studies on successful cross-cultural leadership	6
6	Cross-Cultural Talent Management : Recruitment, selection, and onboarding in international contexts , Cultural fit vs. skill fit ,Retention strategies for global talent	6
7	Diversity and Inclusion : Importance of diversity in the workplace ,Strategies for creating an inclusive organizational culture : Case studies on diversity and inclusion initiatives	5
8	Conflict Management in Multicultural Teams : Sources of conflict in cross-cultural teams , Conflict resolution strategies , Role of negotiation in multicultural environments	5
9	Cross-Cultural Training and Development : Designing effective cross-cultural training programs : Role of expatriate training in international assignments , Evaluating the effectiveness of training programs	6
Total		45



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Textbooks:

1. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind* (3rd ed.). McGraw-Hill.
2. Thomas, D. C., & Peterson, M. F. (2017). *Cross-Cultural Management: Essential Concepts* (4th ed.). SAGE Publications.
3. Deresky, H., & Miller, S. R. (2022). *International Management: Managing Across Borders and Cultures* (10th ed.). Pearson.
4. Bartosik-Purgat, M., & Guzek, M. (Eds.). (2024). *International Business and Culture: Challenges in Cross-Cultural Marketing and Management*. Routledge.

Reference Books:

1. Trompenaars, F., & Hampden-Turner, C. (2020). *Riding the Waves of Culture: Understanding Diversity in Global Business* (4th ed.). McGraw-Hill Education.
2. Adler, N. J., & Gundersen, A. (2008). *International Dimensions of Organizational Behavior* (5th ed.). Cengage Learning.
3. Mahadevan, J. (2023). *Cross-Cultural Management: A Contemporary Approach* (2nd ed.). SAGE Publications.

Prerequisite:

1.Fundamentals of Management: Basic understanding of management principles, organizational behavior, and the role of managers in organizations.

2.Organizational Behavior: Knowledge of how individuals and groups act within organizations, including topics such as motivation, team dynamics, and organizational culture.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Human Resource Analytics	Course Code: MSHRPL414	Credit: 03
Max Marks:100	CIE: 40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to HR Analytics: Concept and Definitions of Analytics, Importance and Significance of Human Resource Analytics, Benefits of HR Analytics, Evolution of HR Analytics, Application of HR and Predictive Analytics, LAMP framework of HR Analytics.	6
3	HR Business Process and HR Analytics: HR Research Tools and Techniques, Data Analysis for Human Resources, Parametric and Non-parametric Tests.	4
4	HR Information Systems and Data Sources: Introduction to HRIS, HRIS for HR Decision-making, HR Data and Data Quality, HR Data Collection, Transforming HR Data into HR Information, Process of Data collection for HR Analytics, HR Reporting, Data Visualization, Performing Root Cause Analysis	6
5	Predictive Analytics: Introduction, Different Phases of HR Analytics or HR Predictive Modelling, Data and Information for HR Predictive Analysis, Software Solutions, Predictive Analytics Tools and Techniques.	6
6	HR Metrics : Recruitment Metrics, Metrics for Training and Development Function, HR Analytics as a Better Tool for HR Decisions, Compelling Reasons for HR Analytics, HR Dashboards	6
7	HR Scorecard: Linking HR Data to Operational Performance, Creating HR Scorecard, Developing HR Measurement System, Guidelines for Implementing HR Scorecard.	6
8	Value Proposition and HR Decisions: Introduction to Value Proposition and HR Decisions, Sustainability in HR Decisions, HR Analytics and HR Value Propositions, HR Optimization through HR Analytics; HR Forecasting, HR Plan and HR Analytics	5
9	HR Analytics for Future: Understanding Future Human Resources, Generic Future HR Skill Sets and Knowledge, Ethical Issues in HR Analytics, HR Analytics and Empowerment of HR Function.	5
Total		45



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Text Books:

1. HR Analytics: Understanding Theories and Applications: Deepak Kumar Bhattacharya, Sage 2017.
2. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H. Freeman, 2008. .
3. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.

Reference Books:

1. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013
2. The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010
3. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001

Prerequisite:

1. Understanding of Human Resources Management: A foundational knowledge of HR principles and practices is essential. This includes understanding recruitment, selection, training and development, performance management, compensation, and employee relations.
2. Statistics and Quantitative Skills: Proficiency in statistics and quantitative methods is necessary for analyzing HR data. This includes understanding probability, hypothesis testing, regression analysis, and other statistical techniques
3. Analytical Tools: Familiarity with analytical tools and software such as Excel, R, Python, or specialized HR analytics software is important. These tools are used to manipulate and analyze HR data efficiently.
4. Database Management: Knowledge of database management systems (DBMS) and SQL (Structured Query Language) is helpful for accessing, querying, and managing HR data stored in databases.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Team Dynamics at work	Course Code: MSHRPL415	Credit: 03
Max Marks:100	CIE:40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Team Dynamics : Definition and importance of team dynamics, Differences between groups and teams ,Overview of team-based organizations	5
3	Theories and Models of Team Development : Tuckman's stages of group development, Wheelan's Integrated Model of Group Development ,Belbin's Team Roles.	6
4	Team Formation and Structure : Team composition and diversity ,Designing effective teams ,Team charters and norms	5
5	Team Communication : Types of communication within teams ,Barriers to effective team communication ,Techniques to improve team communication	5
6	Leadership and Team Motivation : Leadership styles and their impact on teams, Motivational theories in the context of teams ,Building and maintaining team motivation	6
7	Conflict Resolution in Teams : Sources and types of team conflicts ,Conflict resolution strategies ,Negotiation and mediation techniques.	5
8	Team Decision-Making and Problem-Solving : Decision-making processes in teams, Tools and techniques for effective problem-solving, Encouraging creativity and innovation in teams.	6
9	Evaluating and Improving Team Performance : Metrics for assessing team performance ,Continuous improvement and feedback mechanisms, Case studies of successful and unsuccessful teams.	6
Total		45



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Text Books:

1. Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson.
 - Comprehensive guide to organizational behavior, including team dynamics, communication, and leadership.
2. Katzenbach, J. R., & Smith, D. K. (2015). *The Wisdom of Teams: Creating the High-Performance Organization*. Harvard Business Review Press.
 - Practical insights on building and managing effective teams.
3. Hackman, J. R. (2002). *Leading Teams: Setting the Stage for Great Performances*. Harvard Business Review Press.

Reference Books:

1. Belbin, R. M. (2022). *Team Roles at Work* (3rd ed.). Butterworth-Heinemann.
 - A detailed study on team roles and how they affect performance.
2. Lencioni, P. (2024). *The Five Dysfunctions of a Team: A Leadership Fable*. Jossey-Bass.
 - Addresses common challenges faced by teams and how to overcome them.
3. Northouse, P. G. (2024). *Leadership: Theory and Practice* (10th ed.). SAGE Publications.
 - Covers leadership styles and their influence on team dynamics.

Prerequisite:

3. **Fundamentals of Management:** Basic understanding of management principles, organizational behavior, and the role of managers in organizations.
4. **Organizational Behavior:** Knowledge of how individuals and groups act within organizations, including topics such as motivation, team dynamics, and organizational culture.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Supply Chain and Logistics Management	Course Code: MSOMPL411	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction: Nature of supply chains, Historical perspective, objectives, importance, decision phases and process views of supply chain. Supply chain performance: competitive and supply chain strategies, achieving strategic fit and its challenges. Supply chain drivers and metrics: Impellers of supply chain, financial measures of performance, drivers of supply chain performance, framework for structuring drivers.	5
3	Logistics Management: Scope and definition, historical perspective, Value added nature of logistics, logistics and supply chain management, customer service and logistics, key issues and challenges for logistics. Designing the supply chain network: Designing distribution networks: Role of distribution in supply chain, factors influencing distribution network design, design options for a distribution network, online sales and distribution network. Network design in supply chain: role of network design, factors influencing network design decisions, framework for network design decisions. Impact of globalization on supply chain networks.	8
4	Demand forecasting in a supply chain, Aggregate planning in a supply chain, Sales and operations planning in supply chain, Coordination in a supply chain: Bullwhip effect, effect on performance, obstacles to coordination in a supply chain, continuous replenishment and vendor managed inventories, collaborative planning forecasting and replenishment	5
5	Planning and Managing inventories in a supply chain: Managing economies of scale in supply chain, managing uncertainty in supply chain, determination of optimal level of product availability	5
6	Designing and planning transportation network: Role of transportation in a supply chain, modes of transportation and their performance, transportation infrastructure and policies, design options for a transportation network, tradeoffs, tailored transportation.	5
7	Sourcing decisions in a supply chain: Role of sourcing, In house or Outsource, third party suppliers, total cost of ownership, sharing risk and rewards in supply chain. Pricing and revenue management in supply chain: Role of pricing and revenue management in a supply chain, pricing and revenue management for multiple customers segments, perishable products, seasonal demand, bulk and spot contract.	6



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8	Sustainability and supply chain: Role of sustainability, key pillars of sustainability, sustainability, and supply chain drivers, closed loop supply chains. The role of Information Technology in a supply chain	5
9	Decision-support systems for supply chain management: The challenges of modeling, structure of decision support systems, input data analytical tools, presentation tools, supply chain decision support systems.	5
Total		45

Text Books:

1. Chopra, S., Kalra, D. V., & Dwivedi, G. (2024). *Supply Chain Management: Strategy, Planning, and Operation* (7th Revised ed.). Pearson Education

Reference Books:

1. Mohanty, R. P., & Deshmukh, S. G. (2005). *Supply Chain Management: Theories & Practices*. Dreamtech Press.
2. Russell, R. S., & Taylor, B. W. (2018). *Operations and Supply Chain Management* (9th ed.). John Wiley & Sons.
3. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2024). *Supply Chain Logistics Management* (6th ed.). McGraw-Hill Education.
4. Mohanty, R. P., & Deshmukh, S. G. (2005). *Supply Chain Management: Theories & Practices*. Dreamtech Press.
5. Waters, D. (2003). *Logistics: An Introduction to Supply Chain Management*. Palgrave Macmillan.
6. Badi, N. V. (2010). *Supply Chain Management* (With CD). Vrinda Publications (P) Ltd.
7. Sharma, S. (2010). *Supply Chain Management: Concepts, Practices and Implementation*. Oxford University Press.
8. Sople, V. V. (2012). *Logistics Management* (3rd ed.). Pearson India.

Prerequisite:

1. Student should have the knowledge of Operations management.
2. They should be aware about the product and service industry.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Project Management	Course Code: MSOMPL412	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Philosophy and Concepts: Project Characteristics, typology of projects, need for PM, Projects goals, key features: The project manager, the project team, and project management system. Different forms of project management, Project environments	4
3	Systems approach to project management: Project life cycle, Systems development cycle and project management, Conception phase: Project initiation, Project feasibility, Request for proposal, feasibility study, project proposal, selection of proposal, project contracting. Definition phase, Execution phase, Execution phase: Production and implementation stage. Operation phase	5
4	Project Planning Tools: Work Breakdown structure and work packages, Responsibility matrix, Events and milestones, Gantt charts	4
5	Project scheduling: Project representation as network: AON and AOA, role of dummies, topological ordering of jobs, Fulkerson's rule for node numbering, Adjacency matrix. Time estimates: Optimistic, pessimistic, and most likely time, Single and multiple time estimates.	5
6	Program Evaluation and review Technique (PERT): The Beta distribution, Expected time or average time, variance of activity, Computation of Earliest expected time and latest allowable occurrence time, Forward pass and backward pass, Slack time, and Critical path. Probability of achieving project completion date. Central limit theorem and application to a network.	4
7	Critical Path Method (CPM): Network construction, determination of critical path, floats and their significance, Crashing the network and optimum duration of project completion using time scaled network. Resource allocation: Resource smoothing and resource levelling.	5
8	Cost Estimating and Budgeting: Cost estimating, cost escalation, cost estimating and systems development cycle, cost estimating process, elements of budgets and estimates. Project cost accounting and management information systems, cost schedules and forecasts. Managing Risks in Projects: Risk concepts, risk identification, sources of risk, identification of project risk, risk assessment, risk impact: consequence and priority, Risk response planning	6



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9	Project Control: Internal and external project control, cost accounting systems for project control, project control process, project control emphasis. Performance analysis: Cost and schedule analysis with budgeted cost of work performed, work package analysis and performance indices. Estimation of cost remaining to complete the project. Variance limits.	5
10	Project Management Information Systems: Functions of PMIS, Computer based PMIS systems: MS Project, Project Scheduler, Primavera etc., Web based project management. Project Evaluation, Reporting and Termination: Formative and summary evaluation, review meetings. Project reporting for top management, project managers and customers. Reasons for project termination, causes of project failure and success. Introduction to project force field analysis	6
Total		45

Text Books:

1. Kerzner, H., Project Management – Systems Approach to Planning, Scheduling and Controlling, 2001.
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI Publication

Reference Books:

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill
2. Effective Project Management, Clements and Gido, Thomson – India Edition.
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and MRGopalan, Project Management, Wiley India
4. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGrawHill
5. John M. Nicholas, Project Management for Business, Engineering and Technology, Elsevier publications, 2008.
6. Meredith and Mantel, Project Management, Wiley, 2001.

Prerequisite:

1. Students should have the knowledge of operations tasks and management.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Service Operations Management	Course Code: MSOMPL413	Credit: 03
Max Marks: 100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Role of Services in an Economy: Service definitions, dependency of manufacturing on services, Economic evolution, , nature of service sector. The nature of services: service classification, the service package, characteristics of service operations, classifying services for strategic insights, systems view of services. Service strategy: Strategic service vision, competitive service strategies, winning customers in the marketplace, stages in service firm competitiveness, measuring service productivity.	5
3	Designing the Service Enterprise: New service, service design elements, service blueprinting, strategic positioning through process structure, taxonomy for service process design, generic approaches to service system design, customer value equation. Technology in services: Role of technology in the service encounter, emergence of self service, automation in services, internet services, electronic and traditional services, service product and process dimensions. Technological innovation in services.	5
4	Service Quality: dimensions of service quality, measuring, service quality, quality service by design, walk through audit, achieving service quality, service recovery, stages in quality development. The service encounter: The service encounter triad, service organization, contact personnel, the customer, creating customer	5
5	Service Facility Planning: Servicescapes, facility design, process analysis, facility layout. Service facility location: classification of service facility location issues, facility location technique-single and multiple facilities, site considerations	5
6	Managing Service Operations: Forecasting demand for services: Subjective models: Delphi method, cross impact analysis, historical analogy. Causal Models and time series models. Managing capacity and demand: strategies for managing demand, strategies for managing capacity, yield management	6
7	Managing waiting lines: Queuing systems, essential features of queuing system, capacity planning and queuing models: analytical queuing models, capacity planning criteria.	6
8	Service Supply Relationships: Supply chain management, service supply relationships, managerial implications of bidirectional relationships, sources of value in service supply relationships, outsourcing services and its managerial considerations.	6



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9	Growth and Globalization of Services - Domestic growth and expansion strategies: Focused service, focused network, clustered service, diversified network. Franchising: nature, benefits to franchisee and issues. Globalization of services: Generic international strategies, nature of borderless world, planning transnational operations. Global service strategies.	6
Total		45

Text Books:

1. Service Management: Operations Strategy, Information Technology, James A Fitzsimons, Mona J. Fitzsimons, Tata McGraw Hill
2. K Shridhara Bhat, Service Operations Management, Pub. Himalaya, 2015.

Reference Books:

1. Christopher Lovelock, Services Marketing, Pearson Education. 2017
2. Ashwathappa K, & Sridhar Bhat K, Production and Operations Management Himalaya Publications, 2015
3. Russel and Taylor, Operations Management: Along the supply chain -, 6/e, Wiley India. 2014

Prerequisite:

1. Student should be aware about the product and service industry.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Technology Management	Course Code: MSOMPL414	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme:3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction : Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad.	6
3	Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.	6
4	Productivity Improvement Techniques: Definition & Concept of Productivity : Partial productivity, Total Productivity model Salient features of TPM, Causes of poor productivity, Sumanth's five pronged approach to productivity improvement, Limitations	6
5	Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management	6
6	Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.	4
7	Make or Buy Decisions: Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency.	3
8	World Class Manufacturing Techniques: Historical perspective Benchmarks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers - Gaining competitive edge through world class manufacturing, Value added manufacturing eliminating waste, Toyota Production System, example. System & tools for world class manufacturing: Improving Product & Process	7
9	Business Process Reengineering: Concept of BPR, process of BPR, prerequisites for effective BPR implementation, application of BPR in productivity improvement.	6
Total		45



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Text Books:

1. Business driven Technology- Hagg& Philip- McGraw Hill, 2012
2. Murthy C S V , Technology Management –pub. Himalaya Publishing house, 2009
3. HosseinBidgoli (2010), The Handbook of Technology Management (3 Volume Set), Wiley.
4. Tushman, Michael L and Philip Anderson (2004). Managing Strategic Innovation and Change, 2nd Edition, Oxford University Press.

Reference Books:

1. Adair, John (2007). Leadership for Innovation, Kogan Page India Private Limited.
2. Narayanan, V K. (2001). Managing Technology and Innovation for Competitive Advantage. Pearson Education.
3. Frederick Betz (2003), Managing Technological Innovation, Competitive Advantage from change, Second Edition, John Wiley & Sons, Inc., USA.

Prerequisite:

1. Basic knowledge of Technology.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Software Project Management	Course Code: MSISPL411	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Project Management Overview: What is Project and Project Management, Various phase of Project Management, Project Stakeholders, Project Management Organization (PMO); Roles and Responsibilities of Project Manager. Brief introduction to various process models - Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile– SCRUM, Extreme Programming (XP) and Kanban Project Initiation - Project Charter; Statement of Work (SoW)	6
3	Project Planning Activities: Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies - COCOMO Model and Function Point Project Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt Chart and Critical Path Method (CPM)	6
4	Project Planning: Tasks in Project Planning; Work Breakdown Structures (WBS); Planning Methods; Development Life Cycle Models; A Generic Project Model. Estimation and Budgeting of Projects: Software Cost Estimation; COCOMO Model; Budgeting.	6
5	Project Performance Analysis: Project Tracking Monitoring and Control, Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement. Risk Management: Concepts of Risks and Risk Management; Risk Management Activities; Effective Risk Management; Risk Categories; Aids for Risk Identification; Potential Risk Treatments; Risk Components and Drivers; Risk Prioritization.	7
6	Project Closure : Project Closure Analysis, Lesson Learnt Software Quality Assurance-Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.	6
7	Agile Project Management With Scrum: Agile Manifesto and Agile Principles Agile Scrum - Purpose, Values, Scrum Framework, Scrum Roles – Product Owner, Scrum Master & Team, Scrum Events – Sprint Planning, Daily Scrum/Stand-up Meeting, Sprint Review, Sprint Retrospective, Scrum Artefacts – Product Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation – Story Point	7
8	Computer Aided Software Engineering (CASE) Tools: CASE Concepts; Classification of CASE Tools; Steps for CASE Tool Implementation; Integrated CASE Environments; Architecture of CASE Environment	6
Total		45



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Text Books:

1. Bob Hughes, Mike Cotterell and Rajib Mall, Software Project Management, McGraw Hill Publishing Company, 6th Edition, 2017.
2. Pankaj Jalote, “Software Project Management in practice”, 5th Edition, Pearson Education, 2017.

Reference Books:

1. Roger S. Pressman, Software Engineering: A Practitioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010
2. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 3rd edition, 2011
3. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009
4. Richard H. Thayer (Edited), Software Engineering Project Management, IEEE, John Wiley & Sons, 2nd edition, 2001
5. Dr. P. Rizwan Ahmed, “Software Project Management”, 1st Edition, Margham Publications, 2016
6. Walker Royce, “Software Project Management, A Unified Framework”, 1st Edition, 2006.
7. Joel Henry, “Software Project Management”, 1st Edition, Pearson Education, 2006. 6. Pradeep Pai, “Project Management”, First Edition, Pearson, 2019

Prerequisite:

1. Student should have the knowledge of software elements



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Managing Digital Innovation and Transformation	Course Code: MSISPL412	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Understanding Digital Innovation: Digital Innovation, Different perspective of Digitization, Strategic Challenges of Digital Innovation and Transformation, reaping Value from Digitization, Untapped Opportunities, Digital Platforms.	5
3	Introduction to Transformation: Understanding Digital Transformation, The Essentials of Digital Transformations, Business Process Transformations, Stages of Successful Transformation, Challenges of Real Transformation.	5
4	Technological Enablers of Digital Transformations: Digital Disruption, Impact of Artificial Intelligence, Machine Learning, IoT, Block Chain and Social Computing on Transforming Business and Society.	6
5	Strategic Management or Technology and Innovation: Technological Innovation and Business Strategy, Managing Disruptive Innovations and Technological Transitions, The Technology S-Curve and Its Implications on IS strategies Innovation Strategies, and their Implementation.	5
6	Online Technology Mediated Business Models: Impact of IT on innovation and decision-making within firms, Technology marketing, the critical role of technology-based disruptive innovations to a business.	7
7	Challenges in the Digital Economy: Organization and cultural issues – building and managing a virtual organization, Management challenges of networked business, Role of leadership and management.	4
8	Managing Transformation: Cloud computing, change management, process reengineering, testing and training, governance and communications.	6
9	Application Areas: Application of Digital Transformation in Different Sectors such as Healthcare, Finance Companies, Marketing, Banking/Insurance.	6
Total		45



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Text Books:

1. Anup Maheshwari - Digital Transformation_ Building Intelligent Enterprises (2019, Wiley)
2. Annabeth Aagaard, Digital Business Models_ Driving Transformation and Innovation, Springer, 2019

Reference Books:

1. Vincenzo Morabito (auth.) - Trends and Challenges in Digital Business Innovation (2014, Springer)
2. Shyam Varan Nath, Ann Dunkin, Mahesh Chowdhary, Nital Patel - Industrial Digital Transformation_ Accelerate digital transformation with business optimization, AI, and Industry 4.0-Packt Publishing
3. Reimund Neugebauer - Digital Transformation (2019, Springer Vieweg)
4. Rolf Dornberger, New Trends in Business Information Systems and Technology_ Digital Innovation and Digital Business Transformation, Springer, 2020
5. Turban, Information Technology for Management: Driving Digital Transformation to Increase Local and Global Performance, Growth and Sustainability, International Adaptation, Wiley; 12th edition
6. Turban, Information Technology for Management: Transforming Organizations in the Digital Economy (4th edition)
7. Galliers, R D, Strategic Information Management: Challenges and Strategies in Managing Information Systems, Oxford Butterworth-Heinemann
8. Turban, Information Technology for Management: Advancing Sustainable, Profitable Business Growth
9. Efraim Turban, Linda Volonino, Information Technology for Management_ Improving Strategic and Operational Performance, Wiley (2011)
10. Carol E. Pollard, Gregory R. Wood, Efraim Turban, Information technology for management _ on-demand strategies for performance, growth and sustainability (2020)
11. Efraim Turban, Carol Pollard, Gregory Wood, Information Technology for Management: Digital Strategies for Insight, Action, and Sustainable Performance (2014, John Wiley & Sons)
12. Galliers Boyka Simeonova (editor), Robert Galliers (editor), Dorothy E. L, Strategic information management, theory and practice (2020)
13. Ward Peppard book Strategic Planning for Information Systems
14. Joe Peppard, John Ward, The Strategic Management of Information Systems_ Building a Digital Strategy, Wiley (2016)
15. McNurlin, Barbara C Sprague, Ralph Bui, Tung, Information Systems Management in Practice (2013)

Prerequisite:

1. Student should have the knowledge of management, Information Technology.
2. They should be aware about the management, innovation and transformation.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Artificial Intelligence for Managers	Course Code: MSISPL413	Credit: 03
Max Marks:100	CIE: 40	SEE: 60
End Term Exam Time 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction: What is Artificial Intelligence, History of AI, Domains of AI, Business Applications of AI, Decision Support Systems and AI, Artificial Intelligence in Economics and Business Research, Rise of big data in business planning, Redefining management using AI.	5
3	Foundations of AI: Acting Humanly-Turing Test Approach, Thinking Humanly-Cognitive Modeling Approach, Thinking Rationally- laws of thought approach, Acting Rationally Rational Agent Approach. AI techniques, Expert Systems. Intelligent agents, Search, AI Canvas, 7-step process for framing an AI initiative	5
4	AI and Business Functions: Big data and supply chain, AI in logistics, Data driven assortment and personalization, Peer to peer product sharing, AI and service operations, Service innovation in digital age, Consumer and object experience in the Internet of things and digital data streams	5
5	AI Powered Business Intelligence: Introduction to Business Intelligence, Advantages, Disadvantages and Trends, Role of AI in Business Intelligence, Components of AI in BI Tools, Adoption of AI in Business, Advantages of AI driven Business Intelligence Solutions, Impact of AI in BI, AI Based BI Applications, Future of AI in BI	5
6	AI & Machine Learning: Fundamentals of Machine Learning, The AI & ML landscape – tools, techniques and platforms. Machine Learning and Deep Learning with understanding of key players in the AI ecosystem. Difference in AI and ML, Application of ML in business.	6
7	AI Applications in Management: Making the business case for the use of AI & ML Deep Learning for AI, Neural networks & deep neural networks, Applications of deep learning in various scenarios, Necessary conditions for Deep Learning Applications, challenges and limitations of deep learning.	6



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8	Data Science: Data Science, Introduction to Python, Python for Data Science, Data Visualization in Python, Data Analysis Using SQL, Data Analysis in Excel , Analytics Problem Solving – CRISP-DM framework	6
9	Ethics & Future of Work: AI & Ethics, Trolley Problem, Capabilities and Limitations of AI and ML.	6
Total		45

Text Books :

1. Russell, S., Norvig, P. “Artificial Intelligence: A Modern Approach”, Third Edition, Prentice Hall, 2010.
2. Khemani, D, “ A First Course in Artificial Intelligence” Paperback Edition, McGrawHill, 2013.
3. Agarwal, A., Gans, J. & Goldfarb, A, “ Prediction Machines“, Harvard Business Review Press, 2018

Reference Books:

1. Taulli, T, “Artificial Intelligence Basics”, Apress, 2019.
2. Rakesh Dandu, “Artificial Intelligence for Managers: For Individuals Aspiring to Get into the AI”, Notion Press, 2020.
3. Kevin Knight and Elaine Rich, “Artificial Intelligence”, Third Edition, McGraw-Hill, 2017.

Prerequisite:

1. Student should have the basic knowledge of information technology.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Emerging Technologies in Database Management	Course Code: MSISPL414	Credit: 03
Max Marks: 100	CIE: 40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme:3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to Database Management: Database systems, File Systems, Database v/s File Systems, Database Architecture, Introduction to database models.	4
3	The Relational Database Model: A Logical view of data, keys, integrity rules, relational database operators, relationships within the relational database	6
4	Entity Relationship Modeling: Basic Modeling Concepts, degrees of data abstraction, entity relationship model, Degree and Cardinality of relationships, converting an E-R Model into a database structure.	6
5	Normalization: Database tables and normalization, normalization and database design. Normal forms.	5
6	Structured query language: SELECT Statement, distinct clause, handling of null values, ORDER BY clause, WHERE clause, relational operators, logical operators (AND, OR, NOT), SQL Operators, (BETWEEN, AND, IN, LIKE), numeric functions, string functions, date functions, conversion functions, GROUP BY clause, group functions, HAVING clause, joining tables, SET Operators (UNION, INTERSECTION, MINUS), Sub queries.	6
7	Distributed database management system: Distributed processing and distributed databases, DBMS Components, levels of data and process distribution.	6
8	NOSQL Data Management: Introduction to NoSQL, aggregate data models, key-value and document data models, relationships, graph databases, schemaless databases, materialized views, distribution models, sharding, master-slave replication, peer-peer replication Consistency: relaxing consistency, version stamps.	6
9	Advanced Data Models: Temporal Databases, Spatial Databases, Multimedia Databases, Deductive Databases, Mobile Databases.	5
Total		45



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Text Books:

1. Elmasri, Navathe, “Fundamentals of Database Systems”, Addison Wesley, 7th Edition, 2016.
2. Thomas Connolly and Carolyn Begg, “Database Systems: A Practical Approach to Design, Implementation, and Management, Addison Wesley, 6th Edition, 2014.
3. NoSQL Distilled: A Brief Guide to the Emerging World of Polyglot Persistence, P.J. Sadalage and M. Fowler, Pearson Education, Inc. 2012.
4. Professional NOSQL, Shashank Tiwari, Wrox, September 2011.

Reference Books:

- 1.. Korth, Silberschatz, Sudarshan, “Database Concepts”, McGraw Hill, 6th Edition, 2010.
- 2.. Ramakrishnan, Gehrke, “Database Management System”, McGraw Hill, 3rd Edition, Jan 2007

Prerequisite:

1. Basic understanding of data and its types.
2. Basic understanding of data formats.
3. Basic knowledge of data storage and retrieval.
4. Basic knowledge of data manipulation.



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Management & Gramothan, Jaipur**
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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Data Mining for Business Decisions	Course Code: MSBAPL411	Credit: 03
Max Marks: 100	CIE: 40	SEE:60
End Term Exam Time: 03 Hrs	Teaching Scheme:3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Data warehousing: What is OLAP, Dimensional Modelling (facts, dimensions), cube, Schema, defining schema's star schema, snow-flakes schema and fact constellation, ETL process.	5
3	Data Mining and Knowledge Discovery: The KDD process and methodology, Data preparation for knowledge discovery	5
4	Data mining and Machine Learning techniques: Overview of tools for Data Analysis, Data Analysis vs. Data Analytics, Types of Data Analytics	5
5	Supervised Techniques: Introduction to Classification and Prediction Classifying with Probability Theory; Naïve Bayes, Building Decision Trees	5
6	Unsupervised Techniques I: Mining Frequent Patterns, Associations and Correlations: Basic Concepts, Efficient and Scalable Frequent Item set Mining Methods, Mining various kinds of Association Rules, Apriori Algorithm, FP Growth Algorithm	6
7	Unsupervised Techniques II: Types of Data in Cluster Analysis, A Categorization of Major Clustering Methods, Partitioning Methods, Hierarchical Methods, Density-Based Methods, Introduction to Model-Based Clustering, Introduction to Outlier Analysis, K Medoid Clustering.	6
8	Predictive Analytics: Regression models, Linear and Non linear Regression, Evaluating predictive models	6
9	Introduction to Soft Computing: Soft computing vs. Hard computing, Introduction to Soft computing Techniques Neural Network and Genetic algorithms and Their utility in Data mining	6
Total		45



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Text Books:

1. Pieter Adriaans & Dolf Zentinge, “Data Mining”, Addison-Wesley, Pearson, 2000.
2. Mohanty, Soumendra, “Data Warehousing: Design, Development and Best Practices”, Tata McGraw Hill, 2006
3. Jiawei Han & Micheline Kamber, “Data Mining: Concepts & Techniques”, Morgan Kaufmann Publishers, 3rd edition, 2002
4. Daniel T. Larose, “Data Mining Methods & Models”, Wiley-India, 2007.
5. Vikram Pudi & P. Radhakrishnan, “Data Mining”, Oxford University Press, 2009
6. Alex Berson & Stephen J. Smith, “Data Warehousing, Data Mining & OLAP”, Tata McGraw-Hill, 2004

Reference Books:

1. Margaret H. Dunham & S. Sridhar, “Data Mining: Introductory and Advanced Topics”, Pearson Education, 2008.
2. D Israel, “Data Analysis in Business Research”, Sage Publications, 2012

Prerequisite

1. Familiarity with basic database concepts.
2. Understanding of basic statistical concepts.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Data Visualization for Managers	Course Code: MSBAPL412	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time:03 Hrs	Teaching Scheme:3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Context of data visualization, Definition, Methodology, Visualization design objectives. Key Factors, visualization function and tone.	5
3	Visualization Design Options: Data representation, Data Presentation, Seven stages of data visualization, widgets, data visualization tools.	5
4	Data Visualization Methods: Mapping, Time series, Connections and correlations, Scatterplot maps, Trees, Hierarchies and Recursion, Networks and Graphs, Infographics.	5
5	Visualizing Data Process: Acquiring data, Where to Find Data, Tools for Acquiring Data from the Internet, Locating Files for Use with Processing, Loading Text Data, Dealing with Files and Folders, Listing Files in a Folder.	6
6	Data Visualization using Google Data Studio: Getting started with Google Data Studio, Data storytelling with various charts, Making interactive reports with viewer filters and date range controls, Creating product catalogs, video libraries, and other hyperlinked content, Data visualization art.	6
7	Connecting data sets to various Google Marketing Platform, including Google Ads, Display & Video 360, Search Ads 360, Google Cloud Storage, Social media platforms such as Facebook, Reddit, and Twitter, Sharing and collaborate Data Studio file with another editor, working together in real time as a team.	6
8	Data Visualization with Tableau: Getting started with Tableau Desktop, Creating the first charts, Filtering and sorting data, Common charts, assembling a dashboard layout, Drilldown between dashboards, Transform the data Creating more advanced chart types Using multiple source tables, Interactions, Advanced visualizations, Creating a data story in Tableau.	5
9	Data Visualization with Microsoft Power BI: Introduction to power BI - need, importance, power BI cloud and power BI services, Power BI desktop - installation, usage creating power BI reports, auto filters, report visualizations and properties, chart and map report properties, hierarchies and drilldown reports, data analysis expressions (DAX), publish power BI report, working with my work space group.	6
Total		45



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Text Books:

1. Jeffrey D. Camm , James J Cochran, “ Data Visualization: Exploring and Explaining with Data with”, Cengage, 2022
2. Steve Wexler, Jeffrey Shaffer, Andy Cotgreave, “The Big Book of Dashboards: Visualizing your data using Real-World Business Scenarios”, Willey, 2017
3. Alexander Loth “Visual analytics with tableau”, Willey, 2019

Reference Books:

1. S. Margret Anouncia, Hardik A. Gohel, Subbiah Vairamuthu, “Data Visualization: Trends and Challenges Toward Multidisciplinary Perception”, Springer Verlag, Singapore; 1st Edition, 2021
2. Claus O. Wilke , “Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures”, 1st Edition, O Reilly Media, Inc., 2019
3. Kieran Healy, “Data Viualization: A Practical Introduction”, Princeton University Press, 2018

Prerequisite:

1. Basic Knowledge of Data Analytics
2. Basics of Microsoft office
3. Basics of Google



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Business Forecasting	Course Code: MSBAPL413	Credit: 03
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Forecasting: Introduction, Objectives, Features of good forecasting, Nature and uses of forecasts, Forecasting and Decision Making, Types of Forecasts, The Art and Science of Forecasting, Process of Forecasting, Application of forecasting in Business	4
3	Data: Introduction, Data Patterns: horizontal, trend, seasonal, and cyclical, Data for Forecasting: Data Warehouse and Cleaning, Data Transformations: Data Pattern and Appropriate Transformations, Patterns in Time Series Data	6
4	Forecasting Techniques: Forecasting Techniques: Qualitative and Quantitative, Technique Selection, Delphi Method, Interpolation and extrapolation	6
5	Regression Analysis: Regression Analysis, Simple Regression: Linear Model, Assumptions of the Regression Model, Least Square Method, Multiple Regression, Curvilinear Regression, Binary regression, Logistic regression, Step wise Regression.	6
6	Smoothing Techniques: Smoothing Techniques: naive, averaging and smoothing, Averaging Models: Simple Average and Moving Average, Exponential Smoothing Models	6
7	Time Series: Time series analysis, Trend Analysis, Linear Trend and Nonlinear Trend	6
8	Error: Introduction, Accuracy, Measure, Cumulative sum of Forecast Errors (CFE), Mean Absolute Deviation (MAD)	6
9	Statistical inferences using Hypothesis testing: Point and Interval estimation, Parametric Test, Non Parametric Test, Drawing logical inferences from these results	4
Total		45



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Text Books:

1. Gilliland, M., Tashman, L., & Sglavo, U. (2021). *Business forecasting: The emerging role of artificial intelligence and machine learning*. Wiley.
2. Montgomery, D. C., Jennings, C. L., & Kulahci, M. (2024). *Introduction to Time Series Analysis and Forecasting* (3rd ed.). John Wiley & Sons.
3. Hanke, J. E., & Wichern, D. W. (2014). *Business Forecasting* (9th ed.). Pearson

Reference Books:

1. Hoshmand, A. R. (2010). *Business Forecasting: A Practical Approach* (2nd ed.). Routledge, Taylor & Francis.
2. Shim, J. K. (2000). *Strategic Business Forecasting: The Complete Guide to Forecasting Real World Company Performance, Revised Edition*. Global Professional Publishing
3. Mentzer, J. T., & Moon, M. A. (2004). *Sales Forecasting Management: A Demand Management Approach* (2nd ed.). SAGE Publications.

Prerequisite:

1. Basic understanding of Mathematical techniques.
2. Basic understanding of Statistics.
3. Basic knowledge of data interpretation



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Marketing Analytics	Course Code: MSBAPL414	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time:03 Hrs	Teaching Scheme:3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Introduction to marketing Analytics: Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary).	5
3	Market Sizing: Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis	5
4	Pricing Analytics, Pricing Policy and Objectives, Estimating Demand: Price Elasticity, Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Pricing using Subjective Demand Curve, Pricing Multiple Products,	5
5	Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales, Revenue Management: Markdown Pricing and Handling Uncertainty	5
6	Sales Forecasting, Introduction, Simple Linear Regression & Multiple Regression model to forecast sales, Forecasting in Presence of Special Events, Modeling trend and seasonality; Ratio to moving average forecasting method, Using S curves to Forecast Sales of a New Product	6
7	Customer Analytics, 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	6
8	Market Segmentation: The segmentation-targeting-positioning (STP) framework, Segmentation, The concept of market segmentation, managing the segmentation process, Deriving market segments and describing the segments using Cluster analysis,	6
9	Retailing & Advertising Analysis: Market Basket analysis, Computing two way and three way lift, RFM Analysis, 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, Online Advertising	6
Total		45



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Text Books:

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L

Winston Wiley India Pvt. Ltd.

2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Create

Space Publishing

Reference Books:

1. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud De Bruyn, Decision Pro, Inc.

2. Marketing Metrics by Dugar Anurag, SAGE Publishing India

Prerequisite

1. Familiarity with basic database concepts and marketing tools.
2. Understanding of basic statistical concepts.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Healthcare Analytics	Course Code: MSBAPL415	Credit: 03
Max Marks:100	CIE:40	SEE:60
End Term Exam Time:03 Hrs	Teaching Scheme:3L+0T+0P	

Module No.	Contents	Hours
1	Introduction: Objective, Scope, Outcome of the Course and Prerequisite	1
2	Health Care Data: Data as an asset for health care organization; Data, information, knowledge and wisdom hierarchy; Types and sources of healthcare data;	5
3	Data governance: Various Methods for effective use of data analytics; Ethics, data ownership and privacy.	5
4	Working with Data: Common data analytics terms, Steps of data analytics; Enterprise data architecture in health care organizations; Common data types; Selection, aggregation, querying and transformation of data; Descriptive and visual analytics; Common patterns or distributions in data.	5
5	Healthcare analytics tools, Predictive analytics tools, classification, regression; Introduction to text mining, contextual analysis, social media analytics and Case studies	5
6	Text mining, social media analytics; Basics of image Analysis; analysis of multimedia Data and examples and Case studies	6
7	Decision analysis: Decision tree, select prescriptive analytics applications in health care operations management, Scheduling, resource allocation, project management, waiting line management etc.	6
8	Innovations in Health Care, Advances in medical technology – sensors, digital medical treatment and diagnostic devices, Case studies	6
9	Advances in healthcare informatics related areas as mobile health and cloud-based technologies, Newer service delivery models – remote monitoring and telehealth	6
Total		45



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Text Books:

1. McNeill, D., & Davenport, T. H. Analytics in Healthcare and the Life Sciences: Strategies, Implementation Methods, and Best Practices. Pearson Education.
2. Anderson, D., Sweeney, D., Williams, T., Martin, R.K.. An Introduction to management science: quantitative approaches to decision making. Cengage Learning, India.
3. Davenport, T. H., Harris, J. G., & Morison, R. Analytics at work: Smarter decisions, better results. Harvard Business Press.
4. Madsen, L. B. Data-driven healthcare: How analytics and BI are transforming the industry. Wiley India Private Limited.

Reference Books:

1. Meier, Kenneth J., Jeffrey L. Brudney, and John Bohte. Applied Statistics for Public and Non-profit Administration, 9th Edition, Cengage.
2. McLaughlin, Daniel B. and Hays Julie M. Healthcare Operations Management. Health Administration Press.

Prerequisite

1. Familiarity with basic database concepts.
2. Understanding of basic statistical concepts.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: AUDIT COURSE	Course Code: NP99.XX	Credit: 0
Max Marks: 100	CIE: 40	SEE: 60
End Term Exam Time: 03 Hrs	Teaching Scheme: 0L+0T+0P	

Audit Courses: In addition to the core and elective courses, students can take one audit course in each semester covering subjects of developing desired attitude among the learners. The enrollment in such a course will permit a student to attend without being evaluated for credit. These courses will be termed as MBA Common Courses. The same can be facilitated through seminars, workshops, Industry visits, assignments, case studies, MOOC's platform.

MBA Mandatory Common Courses: Audit Courses (Non-Credit)^{##}

S. No.	Course Title	Course Code	Non- Graded Units
1	English for Research Paper Writing	NP99.01	2
2	Disaster Management	NP99.02	2
3	Sanskrit for Technical Knowledge	NP99.03	2
4	Value Education	NP99.04	2
5	Constitution of India	NP99.05	2
6	Pedagogy Studies	NP99.06	2
7	Stress Management by Yoga	NP99.07	2
8	Personality Development through Life Enlightenment Skills	NP99.08	2
9	Indian Ethos and Business Ethics	NP99.12	2

^{##}Students may take one audit course in each semester.



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Major Lab (Functional Area I) Major Lab (Functional Area II)	Course Code: MSXXPP411, MSXXPP412	Credit: 1.5+1.5
Max Marks:100	CIE:60	SEE:40
End Term Exam Time: 00 Hrs	Teaching Scheme: 0L+0T+2P	

Course Overview:

The Major Functional Lab is designed to integrate and apply the knowledge acquired throughout the MBA program. It consists of a comprehensive viva-voce, a term paper, hands-on practice with software, and a book review. This lab aims to enhance the student's understanding and ability to articulate management concepts, prepare research-based documents, utilize industry-relevant software, and critically analyze literature in the domain of management studies.

Course Components:

The Major Functional Lab work would comprise of a total four Practical Components.

i) **Comprehensive viva-voce:** The aim of the viva is to make student to go through the conceptual framework of all that has been learnt in the course of two years of MBA program and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva inter alia will enable students to face any job interview with confidence. The successful completion of the viva should signal firm grasp of all the subjects learnt in the entire program of MBA

ii) **Term Paper:** The aim is to develop research skills and contribute to the body of knowledge in management. Students can choose any topic related to their area of specialization or interest. The paper should include an abstract, introduction, literature review, methodology, findings, discussion, and conclusion. Evaluation is based on the originality of the work, depth of research, analytical rigor, clarity, and contribution to the field.

iii) **Hands on Practice of any one software:** The aim is to gain practical skills in industry-relevant software. Students can work on SPSS or any other relevant open source software available in their respective area of specialization. For assessment students should submit the report of the performance & work done on the software.

Some suggested Software are:

- SPSS
- Racker RMS CRM
- R Software
- Digital Marketing Boot
- Orange HR



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- Enterprise WMS and Interchange EDI
- MS-Excel
- CASE Tools
- Data Melt
- any other available open source software

iv) **Book Review (any one):** The aim is to critically analyze and articulate insights from a key management book. Students can choose any book related to management, leadership, strategy, innovation, marketing strategies, life based skills or any books available in the institute library based on his area of specialization. For assessment students should submit the report of the book review comprising a summary of key points, critical analysis, personal insights, and implications for management practice. It helps to develop critical thinking and the ability to synthesize and communicate key insights.

Some suggested books are:

Title	Author	Publisher
THE CEO FACTORY: Management Lessons from Hindustan Unilever	Sitapati S.	Juggernaut.
Pandeymonium	Piyush P	Penguin Random House India
The Intelligent Investor	Benjamin Graham	Harper Business
The Psychology of Money	Morgan Housel	Jaico Publishing House
Coffee Can Investing The Low Risk Road to Stupendous Wealth, Portfolio	Saurabh Mukherjea	Penguin Random House.
HR from the Outside In: Six Competencies for the Future of Human Resources	Dave Ulrich, Jon Younger	McGraw-Hill Education
The Great Indian Dream	Chaudhary & Chaudhary	Macmillan
Managing for the future	Drucker F Peter	Elsevier
Success Getting rich with integrity	Roazzi	Macmillan
Managing People in the new Economy	Thite Mohan	Wiley
Adventures in management	Abey	Sage
Wings of fire	Kallam APJ	Up
The Successful Business Plan	Abvams Rhonda	PHI
Winning the talent War	Day carson	PHI
Business and Information System	Nickerson Robert	PHI
Need for cognitive change	Swami dayananda	AVC
Management with a Difference	Anubha & Kumar	ABI
Succeed for Yourself	Denny Richard	Kogan
Take Change of your destiny	Donovan Jim	Meharas
Rich dad poor dad	Keoski RobertT	Manjul
The 7 Sense	Nippani Kalyan	Viva



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You are the Answer	Tamura Michael	Jaico
The Accidental Managers	Topchik Gary	PHI
India's Financial Sector	Basu Priya	Macmillan
The Difference Maker	Maxwell John	Pearson
How to Run a Company	Bossidy Larry	CROWN
Globality: Competing with everyone from everywhere for everything	Sirkin Harold & Bhattacharya	Headline

General Guidelines:

A. Duration of Work: The Major Functional lab Work shall be done during the fourth semester. Students are expected to prepare themselves as per the schedule given.

The Lab work would comprise of total four Practical Component of Dual Majors opted by a student in IV Semester. For example student has opted for first major as Finance and second major as Marketing then the student need to prepare separate report for MSFMPP411 and MSMMP412 in IV Semester. Thus, a student will work on 02 software and 02 book reviews and 02 term paper as per his area of specialization.

B. No two students of an institute shall work on the same term paper.

C. Submission of report: Students should submit the report of the work done by them in each of dual majors. Report should be of Minimum of 30 pages not exceeding 50 pages.

Evaluation Guidelines

Evaluation Criteria for Major Functional Lab I & II					
Internal Marks (Out of 60)			External Marks (Out of 40)		
S. No.	Internal Evaluation Tools	Marks			
1	Attendance & Class Participation	10	S. No.	External Evaluation Tools	Marks
2	Comprehensive Viva-Voce	10	1	Comprehensive Viva Voce	40
3	Term paper	15	Total Marks		40
4	Hands on practice on any one software	15			
5	Book Review (Any one)	10			
Total Marks		60			



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Schedule to be followed during Major Functional Lab

Activity	Time-line	Remarks
Introduction and Planning	1 st week and 2 nd week of semester.	<ul style="list-style-type: none">• Course introduction and objectives• Guidance on preparing for the comprehensive viva-voce• Selecting topics for the term/research paper• Introduction to software options
Comprehensive Viva-Voce Preparation	3 rd and 4 th week of semester.	<ul style="list-style-type: none">• Review sessions on key MBA subjects• Mock viva sessions
Term Paper	5 th and 7 th week of semester.	<ul style="list-style-type: none">• Discussion with internal guide to decide on suitable design for the research• Literature review and topic refinement• Research methodology and data collection techniques
Software Training	8 th and 11 th week of semester.	<ul style="list-style-type: none">• Introduction to selected software• Hands-on practice sessions• Application of software to a project• Student presentations regarding the term paper in the classes.
Book Review	12 th and 13 th week of semester.	<ul style="list-style-type: none">• Book selection and reading• Writing and refining the book review• Student presentations regarding the book review
Final Submissions	14 th week of semester.	Submission of report



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Syllabus

Name of the Programme: MBA	Year: II	Semester: IV
Course Name: Research Project Report	Course Code: MSCCPD450	Credit: 03
Max Marks:100	CIE:60	SEE:40
End Term Exam Time: 00 Hrs	Teaching Scheme: 0L+0T+6P	

- In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the MBA department under the supervision of a core faculty member of the department.
- A certificate of the faculty supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit one hard copy of the report to the Head of the MBA program.
- An external examiner will be selected by the Head of the Department. There shall be regular internal assessment and a timeline to be followed according to the guidelines for project work.
- The Research Project Report will carry 100 marks.
- The evaluation of the research project report will be done by two examiners (external & internal). The evaluation of Project Report will comprise of 60 marks and would be evaluated by the internal guide and 40 marks by external examiner. The evaluation will consist of (1) Evaluation of Project Report (2) Presentation and Viva Voce.
- The report will contain the objectives and scope of the study. Research Methodology, use and importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. The number of pages in the report will be minimum 75 or more. The report should be typed in A-4 size paper.
- There shall be regular internal assessment and a timeline to be followed according to the guidelines for project work.

General Guidelines:

A. Nature of Project Work: The project work is real life short term study based on any company/ organization/ economy/social issues and other related problems. The candidate shall choose the topic in consultation with the faculty of the institute. The topics should be approved by the HOD of the MBA department. The problem identified during Projects study should pertain to the student's area of specialization. It can be from any one area of specialization.

B. Duration of Project Work: The Project Work shall be done during the fourth semester. Students are expected to take up work such as identifying the organization, finalization of topic and review of literature during the fourth semester and start the Project Work immediately after this.

C. Guide: Internal guide of the Project Work is a full time faculty member working in management department of respective institution.

D. No two students of an institute shall work on the same problem in the same organization.

E. Submission of report: Students should submit the Project Work report in Hard copy (hard bound) and electronic data form also in PDF file (Un-editable format) to the Institute one week before the commencement of the examination.



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Evaluation Guidelines

Project work carries 100 marks consisting of 60 marks for internal evaluation by the internal examiner, 40 marks for external evaluation by external examiner through viva-voce examination.

Evaluation Criteria for Research Project Report					
Internal Marks (Out of 60)			External Marks (Out of 40)		
S. No.	Internal Evaluation Tools	Marks	S. No.	External Evaluation Tools	Marks
1	Interaction with Internal Guide	10	1	Understanding of Objectives and relevance of topic	08
2	Understanding of Objectives and relevance of topic	05	2	Interpretation & Analysis	08
3	Review of Literature	05	3	Presentation	08
4	Interpretation & Analysis	10	4	Query handling	08
5	Presentation	10	5	Report writing	08
6	Query handling	10	Total Marks		40
7	Report writing	10			
Total Marks		60			



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Schedule to be followed during Research Project Report

Activity	Time-line	Remarks
Problem Identification	1st week of 4th semester.	Student individually identifies a problem for his / her study, according to his / her interest and area of specialization.
Problem Statement	2nd week of 4th semester.	His / her interests are discussed with selected guides
Research design	3rd week of 4th semester.	Discussion with internal guide to decide on suitable design for the research
Synopsis preparation	4th week of 4th semester.	Preparation of synopsis* incorporating the Objectives
Presentation of synopsis	5th week of 4th semester.	The student will present Synopsis with the detailed execution plan to the Faculty coordinator who will review and may (a) approve, (b) approve with modification or (c) Reject for fresh synopsis.
Approval status and Finalization of the topic.	6th week of 4th semester.	The approval status is submitted to HOD who will officially give concurrence for execution of the Project
Understanding the topic and start for writing the report	7th and 8th week of 4th semester.	Student should start working on the report writing.
Preparation of research instrument for data collection	9th and 10th week of 4th semester.	Discussion with the guide for finalization of research instrument in his/her domain and present the same to the guide.
Data collection	11th and 12th week of 4th semester.	Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis.
Analysis and finalization of report	13th and 14th week of 4th semester.	Students must use appropriate and latest statistical tools and techniques for analyzing the data (It is must to use latest statistical packages whose results should be shown in the report)
Submission of report	Final report should be submitted to the university before one week of the commencement of theory examination.	Submission of research report

***Synopsis: It is a 3 page document / hard copy to be submitted to the HOD with the signatures of Guide and the Student.**

Page 1	Title, contact addresses of student - with details of internal Guide
Page 2	Short Introduction of the topic with objectives and summary, Review of literature about the topic with source of information.
Page 3	Data collection method, Research design and References