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HEI Undertaking For A.Y. 2022-23

1.3.2 - Number of courses that include experiential learning through project work

1. Link of Syllabus Copy of SPPU (Revised Pattern-2019)
http://collegecirculars.unipune.ac.in/sites/documents/Syllabus2022/MBA%202019%20Pattern%20Syllabus_Revised_10112022.pdf
2. Screenshot of Summer Internship Project in Syllabus.
- 3.

SPPU - MBA Revised Curriculum 2019 CBCGS & OBE Pattern

ANNEXURE I			
GENERIC CORE (GC) COURSES – 3 Credits Each			
50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
101	GC – 01	Managerial Accounting	I
102	GC – 02	Organizational Behaviour	I
103	GC – 03	Economic Analysis for Business Decisions	I
104	GC – 04	Business Research Methods	I
105	GC – 05	Basics of Marketing	I
106	GC – 06	Digital Business	I
201	GC – 07	Marketing Management	II
202	GC – 08	Financial Management	II
203	GC – 09	Human Resources Management	II
204	GC – 10	Operations & Supply Chain Management	II
301	GC – 11	Strategic Management	III
302	GC – 12	Decision Science	III
303	GC – 13	Summer Internship Project*	III
401	GC – 14	Enterprise Performance Management	IV
402	GC – 15	Indian Ethos & Business Ethics	IV

* Six Credits



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5. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.

Suggested Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M.Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Semester I		104 - Business Research Methods
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO104.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO104.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

1. Foundations of Research: Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. **Questions in Research:** Formulation of Research Problem – Management Question – Research Question – Investigation Question. **The process of business research:** Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Writing up - The iterative nature of business research process, Elements of a Research Proposal. **Practical considerations:** Values – researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright. **(6+1)**

2. Research Design: Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. **Hypothesis:** Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance. **(7+1)**

3. Data & Measurement: Meaning of data, Need for data. **Secondary Data:** Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. **Primary Data:** Definition, Advantages and disadvantages over secondary data. **Measurement:** Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. **Questionnaire:** Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools. **(8+1)**

4. Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. **Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. **Non Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. **Determining size of**

the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected) **(9+1)**

5. Data Analysis & Report Writing: Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. **Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. **Bivariate Analysis:** Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes. **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. **Research Reports:** Structure of Research report, Report writing and Presentation. **(10+1)**

Note:

1. It is desirable to use MS Excel / SPSS / Systat for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

Suggested Text Books:

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr.V.P.Michael

Semester I		105 – Basics of Marketing
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO105.1	REMEMBERING	REPRODUCE the key marketing concepts, components and principles of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.2	UNDERSTANDING	INTERPRET the basic concepts, principles and frameworks of marketing in the context of diverse business situations for explaining the relevant issues with regard to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.3	APPLYING	APPLY the contemporary marketing theories, frameworks and tools to inform problem solving with respect to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.4	ANALYSING	EXAMINE the critical marketing issues for drawing inferences about the underlying causes and relationships concerning marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.5	EVALUATING	EVALUATE the alternative courses of actions to make judgments with regard to the solution for problems involving marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.6	CREATING	GENERATE alternative approaches to the emerging business challenges in the context of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.

E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, Integrating the Marketplace with the Marketplace, Web 2.0. Drivers, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society. **(7+2)**

2. **Mobile Commerce, Social Commerce and IoT:** Mobile Commerce, Attributes Applications and Benefits of M-Commerce, Mobile Marketing - Shopping and Advertising. **Social Commerce:** Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media – Platforms and its comparison, marketing/Enterprise 2.0, Improved Business Models. Entrepreneur Networks, Enterprise Social Networks, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Social Collaboration (Collaboration 2.0) - Essentials of Social Collaboration, Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models. **Internet of Things:** Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets. **(7+2)**

3. **Digital Business Ecosystem:** Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components and Participants, Disintermediation and Reintermediation; Customer Shopping Mechanisms - Webstores, Malls, and Portals, Webstores, Electronic Malls, Web (Information) Portals. **Intermediaries:** Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E-Auctions, Dynamic Pricing. **Changing Supply Chains:** Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. **Digital Payments:** Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues. **(7+2)**

4. **Digital Business Applications - I: Electronic Retailing:** B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services. Social Shopping – Concept, Benefits and Drivers, Social Shopping Aids – Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. The Online Versus Off-Line Competition, Click-and-Brick models, Product and Service Customization and Personalization. **Fintech:** E-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Applications. **Digital Government:** Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking, M-Government. **E-Learning, E-Training, and E-Books:** Basics of E-Learning, Characteristics, Advantages, Limitations, Distance Learning and Online Universities, Online Corporate Training, Social Networks and E-Learning, E-Learning Management Systems, Electronic Books. **(7+2)**

5. **Digital Business Applications - II: Online Travel and Tourism Services:** Characteristics of Online Travel, Benefits, Limitations, and Competition in Online Travel Services. **E-Employment:** Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market. **E-Health:** Definition, Electronic Medical Record Systems (EMR), Doctors' System, Patients Services, Medical Devices and Patients Surveillance. **Entertainment, Media & Gaming:** Service Industry Consumer Applications. Digital Products, Internet TV and Internet Radio, Social Television (TV) Mobile Entertainment, Mobile Marketing, Mobile Streaming Music and Video Providers, Entertainment in Cars; Gaming - Mobile Games, Social Games and Gamification, Business of Social Games, Educational Social Games; Mobile Gambling, Mobility and Sports; Social Entertainment. **(7+2)**

Note: The focus of the entire course should be on business issues and not merely on technology.

Suggested Text Books:

1. Introduction to E Commerce & Social Commerce, Turban E, Whiteside J, King D, Outland J Springer
2. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.
3. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education.

Semester II		201 – Marketing Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing for a real world marketing offering.
CO201.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing mix concepts and frameworks for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.3	APPLYING	APPLY marketing Mix decisions for a real world marketing offering (commodities, goods, services, e-products/ e- Services.)

CO201.4	ANALYSING	EXAMINE marketing issues pertaining to Marketing Mix and Marketing Plan in the context of real world marketing offering (commodities, goods, services, e-products/ e-services)
CO201.5	EVALUATING	EXPLAIN the interrelationships between various elements of Marketing mix in the context of real world marketing offering (commodities, goods, services, e-products/ e-services)
CO201.6	CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)

- Product:** Meaning, The Role of Product as a market offering, Goods & Services Continuum Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition and Commodity vs. Brand, Product Vs Brand, and Concept of Brand equity. (7 + 2)
- Pricing:** Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes. (7 + 2)
- Place:** Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics. (7 + 2)
- Promotion:** Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, Choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. (7 + 2)
- Product Level Planning:** Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit. (7 + 2)

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

- Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
- Marketing Management, Rajan Saxena, TMGH
- Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

- Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
- Marketing Management- Text and Cases, Tapan K Panda, Excel Books
- Marketing Management, Ramaswamy & Namakumari, Macmillan.
- Marketing Whitebook

Semester II		202 – Financial Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus

- (b) **New Product Development and Test Marketing:** marketing information for new markets, new product categories, new product concepts, new product design and market validation research, test marketing – uses, types, methods, limitations. Conjoint analysis for understanding consumer preferences and application to product design.
- (c) **Market Segmentation and Positioning:** researching traditional market segments, defining meaningful segments, assessing existing product strength and line extension potential, creative positioning strategy, repositioning strategy research, defining go-to-market strategy, current and potential markets. Use of Factor analysis and perceptual maps.
- (d) **Pricing research:** Pricing research and pricing strategy decisions, optimum price-product-feature configurations and market positioning opportunities. (8+2+2)
- 5. Marketing Research Applications - II:**
- (a) **Brand Research:** brand concepts, brand names, brand power research, brand equity survey measurements, Brand tracking studies.
- (b) **Advertising Research:** Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys, message and theme salience, impact measures, buying motivation and association measures, media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research.
- (c) **International Marketing Research:** Marketing research in international context - importance, complexities and issues, International secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research, Issues in multi-country data analysis - Data comparability and validity problems, major sources of errors, Report preparation and presentation.(8+2+2)

Note: A mini marketing research project can be given in groups to students for concurrent evaluation.

Suggested Text Books:

1. Marketing Research, G C Beri, TMGH
2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson.
4. Marketing Research, Zikmund, Babin, Cengage Learning
5. Marketing Research, Boyd, H.P., R. Westfall and S. F. Stasch, Delhi: A.I.T.B.S.
6. Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.

Suggested Reference Books:

1. Marketing Research, Green, P.E., Tull, D.S. and G. Albaum, New Delhi: Prentice Hall of India.
2. Marketing Research, Suja Nair
3. Marketing Research, Luck, D.J. and R.S. Rubin, New Delhi: Prentice Hall of India.
4. Marketing Research, Tull, D.S. and D.I. Hawkins, New Delhi: Prentice Hall of India.

Semester II		206MKT: Consumer Behavior
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206MKT.1	REMEMBERING	RECALL the factors influencing Consumer's purchase decision making process.
CO206MKT.2	UNDERSTANDING	OUTLINE consumer and organizational buyer behavior process.
CO206MKT.3	APPLYING	APPLY concepts of consumer behavior to real world marketing decision making.
CO206MKT.4	ANALYSING	ANALYZE the consumer decision making process and the role of different determinants that affect the buying decision process.
CO206MKT.5	EVALUATING	EXPLAIN the new trends influencing buyer behavior and its effect on new age Indian Consumer.
CO206MKT.6	CREATING	DISCUSS the consumer and organizational buying behavior process for a variety of products (goods/services).

- 1. Introduction to Consumer Behavior:** Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, New Trends in Consumer Behavior and its Applications in Marketing. (4+1)
- 2. Individual Determinants of Consumer Behavior:**

(a) Consumer Personality – Personality, Self-concept, Overview of Personality Theories, Brand Personality, Emotions.

(b) Consumer Perception - Sensation (Exposure to Stimuli), Factors that Distort Individual Perception, Overview of Price Perceptions, Perceived Product & Service Quality and Consumer Risk Perceptions.

(c) Consumer Learning, Memory and Involvement - Components of Learning, Behavioral Theory, Cognitive Learning Theory, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behavior, Overview and Application of Cognitive Response Model.

(d) Consumer Attitudes - Functions of Attitude, Attitude Models, Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers.

(e) Consumer Motivation - Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Overview of Motivational Theories, Overview of Maslow's hierarchy of needs. (11+1)

3. Environmental Influences on Consumer Behavior:

(a) Cultural Influences on Consumer Behavior – Concept of Culture, Values, Sub-cultures, Influence of Indian Culture on Consumers, Multiplicity of Indian Cultures and their influence on consumer behavior, Cross-cultural Influences.

(b) Social Class and Group Influences on Consumer Behavior - Concept of Social Class, Social Sub-Class, Money and Other Status Symbols, AIO classification of Lifestyle, VALS Typology, Source of Group Influences, Types & Nature of Reference Groups, Reference Group Influences and Applications, Group Norms and Behavior, Family Life Cycle Stages, Family Purchases, Family Decision-making, Purchasing Roles within family, Word-of-Mouth Communications within Groups, Opinion Leadership.

(c) Indian Consumer: Social classes in India – Overview of old and new Socio-Economic Classes (SEC) in Urban & Rural Markets, Characteristics of BoP Consumers, Gen Z Consumers, HNI Consumers in India.

(d) Diffusion of Innovation - Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process. (11+1)

4. Consumer Decision Making Process:

(a) Problem Recognition - Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information

(b) Search & Evaluation - Types of information, Sources of Information Search, Search, Experience and Credence Aspects -Marketing Implications, Situational Influences on Purchase Decisions, Nature of Situational Influence, Situational Variables

(c) Purchasing Process - Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns

(d) Post-purchase Evaluation & Behavior - Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post- Purchase Dissonance.

(e) Consumer Decision Models - Types of Consumer Decisions, Nicosia Model of Consumer Decision-making, Howard-Sheth Model, Engel, Blackwell, Miniard Model (11+1)

5. Organizational Buying Behavior: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Involvement and Types of Organizational Buying Decisions, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational Buying Roles.(3+1)

Note: Live examples and cases to be discussed.

Suggested Text Books:

1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior, Hawkins, Mothersbaugh, Tata McGraw Hill
3. Consumer Behavior, Batra, Kazmi, Excel Books
4. Consumer Behavior, Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition
5. Consumer Behavior, Engel, Blackwell & Miniard
6. Consumer Behavior - An Indian perspective, Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons
7. Consumer Behavior - In Indian Perspective, Suja R. Nair, Himalaya Publishing House.
8. Why we Buy: The Science of Shopping, Paco Underhill, Simon and Schuster Paperbacks.

Suggested Reference Books:

1. We are like that only by Rama Bijapurkar, Penguin
2. The Marketing White Book, Business World
3. Economic Times, Business Standard, Mint, Business world. (Brand equity & Brand wagon)

Additional Reference Material:

1. Understanding and shaping consumer behavior in the next normal, McKinsey, July 2020 (<https://www.mckinsey.com/~/media/mckinsey/business%20functions/marketing%20and%20sales/our%20insights/understanding%20and%20shaping%20consumer%20behavior%20in%20the%20next%20normal/understanding-and-shaping-consumer-behavior-in-the-next-normal.pdf?shouldIndex=false>)
2. Buyology: Truth and Lies About Why We Buy, by Martin Lindstrom, Doubleday Publishing Group, 2008.

Subject Elective (SE) Courses - Semester II
Specialization: Business Analytics

Semester II		217BA: Marketing Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217BA.1	REMEMBERING	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions.
CO217BA.2	UNDERSTANDING	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices.
CO217BA.3	APPLYING	IDENTIFY what customers' value in a product, and assess what they are willing to pay for it.
CO217BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data.
CO217BA.5	EVALUATING	DETERMINE the most effective target markets.
CO217BA.6	CREATING	DESIGN a study that incorporates the key tools of Marketing Analytics.

1. **Segmentation Analytics:** Market Segmentation Variables, Market Segmentation Types, Marketing Data Landscape, Data for Segmentation, Analytics for Need Based Segmentation - Voice of the Customer, Managing "Voice of the Customer" Data, Customer Co-Creation, RFM Analysis, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Clustering, Conjoint Analysis Segmentation, The Cluster Analysis + Discriminant Analysis Approach, **(5+1)**
2. **Approaches to Choosing Target Segment/s:** Rationale for Segment Targeting, Analytics for Perceptual Mapping and Product Positioning, Product Positioning, Multi Dimensional Scaling (MDS) and Factor Analysis, Relevance of Mapping for Product Positioning, Preference Mapping, Incorporating Preferences in Perceptual Mapping. **(5+1)**
3. **Analytics for Product/Service Design:** The Relevance of Trade-off Approaches, Conjoint Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results. **(5+1)**
4. **Analytics for Tracking Customer Growth:** Rationale for Customer Analytics, Customer acquisition cost, Customer Churn, Customer Attrition models, Customer lifetime value, Net promoter score, Calculating the number of new customers, Calculating average customer age & Days to convert, Calculating customer acquisition cost & Average purchases, Calculating touch points & Lead conversion, Analyzing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Diffusion Models - The Bass Model. **(5+1)**
5. **Modeling New Marketing Initiatives:** Introduction to modeling, Evaluating new ad channels, Modeling tips and best practices, Projecting ad revenue, Projecting organic follower revenue, Projecting expenses, Calculating net profit and breakeven, Understanding ROI, Calculating returns, Creating a single-variable sensitivity table, Creating a multi-variable sensitivity table. **(5+1)**

Suggested Text Books:

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston
2. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger
3. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Mike Grigsby
4. Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Paul Farris, Rajkumar Venkatesan, and Ronald T. Wilcox

Semester II		218BA: Retailing Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO2018BA.1	REMEMBERING	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing and Digital Consumers.
CO2018BA.2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
CO2018BA.3	APPLYING	USE various kinds of data for performing Retailing Analytics.
CO2018BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive retail analytics.

2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.
7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		210 – Qualitative Research Methods
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO210.1	REMEMBERING	DESCRIBE the stages of scientific researches and qualitative research methods.
CO210.2	UNDERSTANDING	COMPARE characteristics of qualitative research and quantitative research.
CO210.3	APPLYING	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO210.4	ANALYSING	ANALYZE the use of appropriate Qualitative research methods in real world Business and non-business contexts.
CO210.5	EVALUATING	ASSESS the Qualitative Research work with the help of different quality criteria
CO210.6	CREATING	COMBINE Qualitative and Quantitative research approaches in a real world Research project.

1. **Qualitative Research:** Nature, Relevance, Need, Characteristics and Limitations of Qualitative Research, Ethics in Qualitative Research, Interrelationship of Qualitative and Quantitative Research, Linking Qualitative and Quantitative Research in One Design, Combining Qualitative and Quantitative Data, Combining Qualitative and Quantitative Methods, Linking Qualitative and Quantitative Results, Triangulation. Role of Qualitative Research in Various Business Functions. **(5)**
2. **Qualitative Research Design:** Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies, Appropriateness of the Approach to the Issue, Fitting the Approach into the Research Process. Qualitative Research Sampling - Theoretical Sampling, Gradual Selection as a General Principle in Qualitative Research, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Sample Size decisions in Qualitative Research, Principle of Saturation. **(5)**
3. **Qualitative Research Methods:** Focused Interview, Semi-Standardized Interview, Problem-Centered Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography. Grounded Theory Methodology. **(5)**
4. **Projective Techniques:** Principle of projection, applications, association, construction, expression based techniques, design and interpretation, Zaltman's Metaphor Elicitation Techniques. **(5)**
5. **Quality Criteria in Qualitative Research:** Reliability, Validity, Objectivity, Alternative Criteria, Criteria for Evaluating the Building of Theories, Quality Assessment as a Challenge for Qualitative Research, Triangulation, Analytic Induction, Generalization in Qualitative Research, The Constant Comparative Method, Process Evaluation and Quality Management. **(5)**

Suggested Text Books:

1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE
2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India
3. Qualitative Research Methods For The Social Sciences 9th Edition by HOWARD LUNE and BRUCE L BERG , PEARSON INDIA

Suggested Reference Books:

1. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge
2. Qualitative Journeys, Minichiello & Kottler, SAGE

5. It is NOT MANDATORY for a learner to opt for Alternative Study Credit Courses. However, Faculty members may advise a student to enroll for Alternative Study Credit Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Alternative Study Credit Courses.
7. **A MINIMUM of 60% of the total credits earned by a learner through ASCC shall either be from MOOCs or from Professional Certification Programmes.**
8. Thus a learner may skip all Generic Elective (GE - IL) courses and skip all Subject Elective (SE - IL) courses and earn the required 22 credits entirely through ASCC.
9. The same TYPE of ASCC can be opted for multiple number of times. Norms for the same are prescribed in the relevant section later in this syllabus document. For e.g. A student may undertake 11 "Professional Certification Programs" and earn 22 credits or complete 11 MOOCs and earn 22 Credits.
10. ASCC shall be executed in online study mode / field work or project mode / certification mode.
11. A faculty guide shall be assigned for such courses. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
12. The learner shall select the ASCC that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
13. There is no defined syllabus for the ASCC courses. Institutes shall define the syllabus and announce the same on the website.
14. Since ASCC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
15. The start date of the ASCC such as Professional Certifications shall be after the admission date for the MBA programme and the end date of the ASCC shall be within 6 months of the start date of the ASCC, but before the completion of Sem IV.
16. The list of ASCC is provided in Annexure I.

5.7 Combination of Options: A learner may opt for any combination of earning the 22 credits assigned to Generic Elective (GE - IL) courses and Subject Elective (SE - IL) courses through

- e) Generic Elective (GE - IL) courses
- f) Subject Elective (SE - IL) courses
- g) Open Elective Courses
- h) Major + Minor specialization combination
- i) Foundation Courses
- j) Enrichment Courses
- k) Alternative Study Credit Courses

SUBJECT TO THE minimum and maximum limits of credits prescribed and, subject to institutional norms and guidelines, issued from time to time.

6.0 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a **minimum of 8 weeks**. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. **Ideally the SIP should exhibit a cross-functional orientation.**

SIP can be carried out in a

1. Corporate Entity
2. NGO
3. SME
4. Government Undertaking
5. Cooperative Sector.

SIP may be

1. a research project – based on primary / secondary data
2. may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry.

It is expected that the SIP shall sensitize the students to the demands of the workplace and apply conceptual knowledge in practice..

Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report by 15th September. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks between 15th September to 30th September. The Panel shall comprise of two evaluators appointed by the Director of the Institute / Head of Department (for MBA departments in engineering colleges). Institutes are encouraged to involve senior alumni, industry experts, recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any.

After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Sem III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper. Spiral bound copies may be accepted.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

The Internal & the External viva-voce shall evaluate the SIP based on:

1. **Clear and concise objectives**
2. **Clear methodology, articulated using technical terms indicating all steps and tools**
3. **Citation of substantial current and good quality literature**
4. **Application of concepts learned in Sem I and II**
5. **Understanding of the organization and business environment**
6. **Benchmarks used / Assumptions made**
7. **Technical Writing & Documentation Skills**
8. **Interpretation of results and justification thereof and validity of the results presented**
9. **Utility of the project to the organization**
10. **Comprehensiveness and stakeholder relevance of the learning experience**

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

7.0 Formative Assessment (FA) / Concurrent Assessment (CA):

CO 307 .2	UNDERSTANDING	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO 307 .3	APPLYING	Demonstrate the significance of FDI and FPI in respect of developing economy
CO 307 .4	ANALYSING	Analyze the issues related to Labor, Environmental and Global Value chain
CO 307 .5	EVALUATING	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

1. **Introduction to International Business:** Importance, nature and scope of International business; modes of entry into International Business, internationalization process. Globalization: Meaning, Implications, Globalization as a driver of International Business. The Multinational Corporations (MNCs) – evolution, features and dynamics of the Global Enterprises. Consequences of Economic Globalization, Brexit, Reverse globalization. (5+1)
2. **International Business Environment:** Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Ethics and CSR in International Business. (5+1)
3. **International Financial Environment:** Foreign Investments - Pattern, Structure and effects. Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI contrasted with FPI. Basics of Forex Market. (5+1)
4. **International Economic Institutions and Agreements:** WTO, IMF, World Bank, UNCTAD Tariff and Non-tariff Barriers. Balance of Payment Account: Concept and significance of balance of payments, Current and capital account components. Introduction to Basic Concept of IFRS. (5+1)
5. **Emerging Issues in International Business Environment:** Growing concern for ecology, Digitalisation; Outsourcing and Global Value chains. Labor and other Environmental Issues, Impact of Pandemic COVID-19 on international trade. (5+1)

Suggested Text Books:

1. Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
2. International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
3. Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
4. International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.
5. International Business by P. Subha Rao

Suggested Reference Books:

1. Going International Response Strategies For Indian Sector by Bhattacharya.B, Wheeler Publishing Co, New Delhi.
2. International Economies by D.N. Krithani.
3. International Business by Roger Bennett
4. Business Environment by C.B. Gupta
5. International Business by Francis Cherunillam

Semester III		308 – Project Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 308 .1	Remembering	DEFINE the key terms and concepts in project management.
CO 308 .2	Understanding	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle
CO 308 .3	Applying	ILLUSTRATE the importance of PM in most industries and businesses
CO 308 .4	Analysing	EXAMINE the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions
CO 308 .5	Evaluating	DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management

1. **Overview of Project Management:** Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS),

integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices. (5+1)

2. **Project Planning:** Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds. Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Arrow Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques. (5+1)

3. **Project Scheduling & Risk Management:** Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations. Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management. (5+1)

4. **Project Organization:** The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change. Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls. (5+1)

5. **Project Evaluation:** Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a dashboard, status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations. (5+1)

Suggested Text 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 M.R.Gopalan, Project Management, Wiley India
4. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill

Suggested Reference Books:

1. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI Publication

Semester III		309 – Knowledge Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 309 .1	Remembering	DEFINE the key terms and concepts in Knowledge Management.
CO 309 .2	Understanding	DESCRIBE the Knowledge Management cycle
CO 309 .3	Applying	DISCUSS the types of Knowledge and its implications.
CO 309 .4	Analysing	OUTLINE the importance of capturing knowledge elements and its structures application as a competitive advantage to business
CO 309 .5	Evaluating	EXPLAIN the human and business aspects of knowledge management.

1. **Introduction to Knowledge:** Meaning of data, information, knowledge and expertise, Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. declarative, tacit Vs. explicit, general Vs. specific, Types of expertise – associational, motor skill, theoretical, Characteristics of knowledge – explicitness, codifiability, teachability, Specificity, Reservoirs of knowledge. (5+1)

2. **KM and KM Cycle:** Why KM, KM system life cycle, and aligning KM and business strategy, KM Cycle: Knowledge creation, capturing tacit knowledge, Types of knowledge and its implications for KM Knowledge codification and system development: codification, system testing and deployment, Knowledge transfer and knowledge sharing- the role of culture and structure (5+1)

3. **KM system :** Analysis design and development: Knowledge infrastructure, Knowledge audit, and knowledge team, Analysis, design and development of KM system, KM tools and Portals: inferences from data, data mining and knowledge portals (5+1)