

(MBA)

Curriculum (2019 Onwards)



# VISION STATEMENT OF VELLORE INSTITUTE OF TECHNOLOGY

Transforming life through excellence in education and research.

# MISSION STATEMENT OF VELLORE INSTITUTE OF TECHNOLOGY

**World class Education**: Excellence in education, grounded in ethics and critical thinking, for improvement of life.

Cutting edge Research: An innovation ecosystem to extend knowledge and solve critical problems.

Impactful People: Happy, accountable, caring and effective workforce and students.

**Rewarding Co-creations**: Active collaboration with national & international industries & universities for productivity and economic development.

**Service to Society**: Service to the region and world through knowledge and compassion.

# VISION STATEMENT OF THE BUSINESS SCHOOL

Transforming life through excellence in education and research

### MISSION STATEMENT OF THE BUSINESS SCHOOL

VIT Business School's Mission is to develop innovative, globally competitive and socially responsible leaders.



# **Programe Learning Goals**

- 1. Graduates will be original thinkers and creative problem solvers.
- 2. Graduates will compete in multi-cultural environments.
- 3. Graduates will make responsible decisions, considering stakeholders' interests.
- 4. Graduates will analyse the managerial situations and communicate effectively foster participative team work.



# **Programe Learning Objectives**

- 1. Students will be able to co-create unique ideas, products and solutions
- 2. Students will be able to make decisions under constraints
- 3. Students will be able to comprehend global trends influencing the business environment.
- 4. Students will be able to formulate competitive strategies for the digital market places
- 5. Students will be able to analyse decisions using ethical frameworks for achieving stakeholder welfare.
- 6. Students will be able to identify business problems and formulate alternative courses of action
- 7. Students will be able to systematically apply qualitative and quantitative techniques to solve business problems
- 8. Students will be able to articulate (oral and written) ideas to aid decision making
- 9. Students will be able to appreciate stakeholder and team involvement in executing decisions



# **CREDIT STRUCTURE**

# Category-wise Credit Distribution

Courses	Credits
Programme Core courses	52
Programme Electives	48
Summer internship	2
Project	6
Total	108



# **DETAILED CURRICULUM**

# Programme Core Subjects

	T						
S. No.	Course Code	Course Name	L	T	P	J	C
1	BMT5111	Applied Economics for Managerial Decisions		0	0	0	3
2	BMT5112	Financial Accounting and Analysis	3	0	0	0	3
3	BMT5113	Data Analysis for Managers	3	0	0	0	3
4	BMT5114	IT for Managers	3	0	0	0	3
5	BMT5115	Organizational Behaviour	3	0	0	0	3
6	BMT5116	Corporate Legal framework	2	0	0	0	2
7	BMT5117	Business Communication	0	0	2	0	1
8	BMT6111	Macro Economics	2	0	0	0	2
9	BMT6112	Basic Financial Management	2	0	0	0	2
10	BMT5118	Operations Management	3	0	0	0	3
11	BMT5119	Marketing Management – Fundamentals	3	0	0	0	3
12	BMT5120	Human Resource Management	3	0	0	0	3
13	BMT6113	Business Research Methods	2	0	0	4	3
14	BMT5121	Corporate Governance & Ethics	1	0	0	0	1
15	STS5001	Essentials of Business Etiquettes	3	0	0	0	1
16	BMT6114	Business Analytics and Intelligence	2	0	2	0	3
17	BMT6115	Financial Management - Decisions and Applications	3	0	0	0	3
18	BMT6116	Marketing Management – Programmes and Implementation	3	0	0	0	3
19	BMT6117	Entrepreneurship	2	0	0	4	3
20	BMT6118	Strategic Management	2	0	0	4	3
21	STS5002	Preparing for Industry	3	0	0	0	1
22	BMT6119	Summer Internship					2
23	BMT6120	Capstone Project					6

# Programme Elective Courses

# Finance Course

S. No	Course Code	Course Name	L	T	P	J	С
1	BMT6121	Applied Econometrics	2	0	2	0	3
2	BMT6122	Behavioural Finance	3	0	0	0	3
3	BMT6123	Capital Market and Financial Services	3	0	0	0	3
4	BMT6124	Corporate Taxes	3	0	0	0	3
5	BMT6125	Costing methods and techniques	3	0	0	0	3
6	BMT6136	Financial Derivatives	2	1	0	0	3
7	BMT6126	Financial Modeling	2	0	2	0	3
8	BMT6127 Financial Planning and Wealth Management		2	0	0	4	3
9	BMT6128	Fixed Income Securities	2	0	0	4	3
10	BMT6129	Game theory for strategic decisions	3	0	0	0	3
11	BMT6130	Insurance Management	2	0	0	4	3
12	BMT6131	International Financial management	3	0	0	0	3
13	BMT6132	Management Control System	3	0	0	0	3
14	BMT6133	Management of Banks	2	0	0	4	3
15	BMT6134	Risk Management in Banks	3	0	0	0	3
16	BMT6135	Security Analysis and Portfolio Management	3	0	0	0	3
17	BMT6205	Fintech and Investment Analysis	0	0	6	0	3

# Marketing Courses

1	BMT6137	Advanced Marketing Research with Multivariate Analysis	2	0	2	0	3
2	BMT6138	Advanced Selling and Negotiation Skills	2	0	0	4	3
3	BMT6139	Advertising & Promotions Management	3	0	0	0	3
4	BMT6140	Brand Management	3	0	0	0	3
5	BMT6141	Business to Business Marketing	3	0	0	0	3
6	BMT6142	Channel Management Strategies	2	0	0	4	3
7	BMT6143	Consumer Behaviour	2	0	0	4	3
8	BMT6144	Customer Engagement Marketing	3	0	0	0	3
9	BMT6145	Digital Marketing and Analytics	2	0	0	4	3
10	BMT6146	Marketing Analytics	2	0	2	0	3
11	BMT6147	Marketing at the Base of the Pyramid	3	0	0	0	3
12	BMT6148	Marketing Metrics	3	0	0	0	3

13	BMT6149	New Product Strategy	3	0	0	0	3
14	BMT6150	Pricing and Revenue Management	2	0	0	4	3
15	BMT6151	Retail Analytics	2	0	2	0	3
16	BMT6152	Retailing	3	0	0	0	3
17	BMT6153	Rural Marketing	3	0	0	0	3
18	BMT6154	Services Marketing	3	0	0	0	3
19	BMT6155	Strategic Marketing	3	0	0	0	3

# Human Resource Management Courses

1	BMT6156	Balanced Score card and HR score card	3	0	0	0	3
2	BMT6157	Career Management	3	0	0	0	3
3	BMT6158	Compensation management	3	0	0	0	3
4	BMT6159	Emotional Intelligence for Managerial Effectiveness	3	0	0	0	3
5	BMT6160	HR Analytics	2	0	2	0	3
6	BMT6161	Human Capital Planning	2	0	0	4	3
7	BMT6162	Human Resource Information System	3	0	0	0	3
HR 8	BMT6163	Labour Legislations and Industrial Relations	3	0	0	0	3
HR 9	BMT6164	Leadership Effectiveness	2	0	0	4	3
HR 10	BMT6165	Learning & Development	3	0	0	0	3
HR 11	BMT6166	Managing Work Stress	2	0	2	0	3
HR 12	BMT6167	Organizational Change and Development	3	0	0	0	3
HR 13	BMT6168	Performance management	3	0	0	0	3
HR 14	BMT6169	Strategic Human Resource management 3		0	0	0	3
HR 15	BMT6170	Talent Management		0	0	0	3
HR 16	BMT6171	Workplace Counseling	3	0	0	0	3

# Production Operation Management Courses

1	BMT6172	Analysis and Design of Information	3	0	0	0	3
1	DW1101/2	Systems	3	U	U	U	5
2	BMT6173	Applied Operations Research	3	0	0	0	3
3	BMT6174	Big Data Analytics	2	0	2	0	3
4	BMT6175	Data Science for Managers	2	0	0	4	3
5	BMT6176	E-Commerce	2	0	0	4	3
6	BMT6177	Information Systems Audit & Control	3	0	0	0	3
7	BMT6178	IT enabled Services	3	0	0	0	3
8	BMT6179	Lean Manufacturing	3	0	0	0	3
9	BMT6180	Logistics and Supply Chain	3	0	0	0	3

		Management					
10	BMT6181	Materials Management	3	0	0	0	3
11	BMT6182	Operations Analytics	3	0	0	0	3
12	BMT6183	Programming for Analytics	2	0	2	0	3
13	BMT6184	Project Management	2	0	0	4	3
14	BMT6185	Quality Management	3	0	0	0	3
15	BMT6186	Service Operations Management	3	0	0	0	3
16	BMT6187	Strategy for Enterprise Resource Planning	3	0	0	0	3
17	BMT6188	Supply Chain Analytics	2	0	0	4	3

General Management Courses

General	Managemen	it courses					
1	BMT6189	Business Consulting	2	0	0	4	3
2	BMT6190	Corporate Social Responsibility	2	0	0	4	3
3	BMT6191	Cross Cultural management	3	0	0	0	3
4	BMT6192	Emerging Business Models in competitive landscape		0	0	0	3
5	BMT6193	Expatriate Management	3	0	0	0	3
6	BMT6194	Image Management & Personal Branding	3	0	0	0	3
7	BMT6195	Innovation Management	2	0	0	4	3
8	BMT6196	Intellectual Property Rights & Management	3	0	0	0	3
9	BMT6197	International Business	3	0	0	0	3
10	BMT6198	International NGO management	3	0	0	0	3
11	BMT6199	International Shipping : Business Process & procedures	3	0	0	0	3
12	BMT6200	Knowledge Management	2	0	0	4	3
13	BMT6201	Managing Asian Business	3	0	0	0	3
14	BMT6202	Mitigating Business sustainability risks & challenges	3	0	0	0	3
15	BMT6203	BMT6203 Public Sector Management		0	0	0	3
16	BMT6204	Strategies for Winning Business Negotiation	2	0	0	4	3

# PROGRAMME CORE COURSES

Course cod	e	Applied Economics for Managerial	Decisions	S	L	ΓР	J (
BMT51	11	-			3 (	0	0 3
Pre-requisi	te	Nil		Syll	abus	ver	sion
						v. 0	1.00
OBJECTIV	ES:						
studen	ts will	be able to make decisions under constraints					
OUTCOM	Ξ:						
Student is al	ole to r	elate all contextual factors in decision making	3				
Student is al	ole to a	nalyse many costs and consequences of decis	ion				
The action p	lan coi	nsiders many of the constraints in the given co	ontext				
Module:1	Fund	amentals of Economics and Theories of Fir	·m			2 h	ours
Basic Conce	pts of	Economics - Economics as decision making t	ools- Goa	ls of the	firm	and	
Alternate Th	neories	of Firm.					
Module:2	Dema	and Analysis				7 h	ours
Force of De	mand –	Types of Demand - Demand Function - Force	ce of Supp	ly – Su	oply ]	Func	tion
		ply Equilibrium		-			
Demand Ela	asticity	Measurements: Price Elasticity – Income	Elasticity	- Cros	s-ela	stici	ty –
Advertising	Elastic	city – Supply Elasticity.	-				-
Demand Est	imatio	n and Forecasting: Survey / qualitative and St	atistical /	quantita	tive ]	Metl	ıods
		iction Analysis					ours
		on or inputs – Production Function – Types: 1	Returns to	an Inpi	ıt — I	soqu	ants
_		urns to Scale – Estimation of Production func		-		•	
Module:4	Cost	and Revenue Analysis				5 h	ours
		Short run and Long run cost and output rela	ationship—	Econor	nies	of S	cale
		trategy – Economies of Scope – Sources of E	_				
-		function – Revenue and Break-Even Analysi					-
Module:5	Comp	peting Within Market& Pricing Strategy				9 h	ours
		on – Monopoly - Oligopoly - Game Theory a	and Comp	etitive S	trate		
Regulation	, Public	c Goods, and Benefit-Cost Analysis	•			<b>.</b> ,	
Pricing St	rategy	·					
Pricing Pra	ctices a	and Strategies - Advanced Topics in Pricing T	Γheory: pe	ak-Loa	d pric	ing,	
Pricing ove	r Life	cycle of Product, Public Utility Rate Regulati	on Mulipi	oduct p	ricin	g,	
Transfer pr	icing -	General considerations in Pricing and Price F	Forecasting	g		-	
Module:6		emporaryIssues				2 h	ours
Guest Lect	ure fro	m industry experts on contemporary topics in	market co	mpetiti	on ar	nd	
strategic de				•			
		Total Lecture hours:				30h	ours
# Mode: 1	Tlinned	I Class Room, Case Discussion, Lectures					
Text Book(		Case Piecession, Detuits					
`	,	pert and Rubinfeld, Daniel (2017), Microecon	nomics ot	h Editio	n Do	arco	
Pindyo Public		bert and Kubinicia, Daniel (2017), Microecol	nomics, 8	Euiti0	п, ге	a180	11
		d Hol I (2014) Intermediate Microscope	oios oth T	dition	Foot	Wa	at.
	, ĸ an	d Hal, J (2014), Intermediate Microeconon	incs, 8	zaition,	∟ast.	- vv e	Sl
Press.							

# **Reference Books**

- 1. William J. Baumol, Alan S. Blinder, (2016), Micro Economics Principles and policy, 13th edition, CengageLearnings.
- 2. A. Koutsoyiannis, (2010), Modern Micro Economics, International edition, Macmillan Publication.
- 3. Besanko. D et al, (2013), Economics of Strategy, 6th edition, Wiley India Edition.

# **Mode of Evaluation:**

Specific Assessment Methods									e
		1	2	3	4	5	6		
Continue Assessment	40								
Midterm	20	$\sqrt{}$	1	1					
Final Assessment Test	40		$\sqrt{}$	1					
Total	100								

Recommended by Board of Studies	11-03 – 2019	•	•			
Approved by Academic Council	No. 54	Date		14-0	03 - 2	2019

Course code	e	Financial Accounting and An	alysis	L	T P J C
BMT5112				3	0 0 0 3
Pre-requisit	te	Nil		Sylla	bus version
-					v. 01.00
<b>OBJECTIV</b>	ES:			l	
students will	be able	to identify business problems and formulate	e alternati	ve courses of	faction
OUTCOME	Ε:				
1. The s	student	s comprehensively able to describe the prob	olem in a	decision mak	ing
2. The s	student	s able to come up with multiple alternatives	to resolve	e the problem	1
3. The s	student	s able to suggest a very comprehensive and	implemer	ntable action	plan
Module:1	Introd	uction to Financial Accounting			6 hours
Accounting	Conce	ots, Principles, Bases and Policies: Account	ting Princ	ciples, Standa	rds and
International	Financ	ial Reporting System			
<b>Double Entr</b>	ry Acco	unting: Classification of accounts, Account	ing Equat	tion approach	, Journal,
Posting to Le	edger ac	ecounts			
	•	ectives of trial balance, Methods of trial balan	nce, adjus	stment entries	s, errors and
their rectifica					
		ration of Final Accounts			6 hours
		ading Account, Profit and Loss Account, Bal			
		h Adjustments-Provision for doubtful debts	-		
		s, Interest on Capital, Prepaid expenses, outs	standing e	expenses, etc.	
		ciation and Inventory Valuation			6 hours
		es, Importance and Methods of Depreciation			
•		n: Need, Importance, methods-FIFO, LIFO	, HIFO, s	imple averag	ge, Weighted
		dard Price and Inflated price.			
		ial Statement Analysis	<u> </u>	. T 1	8 hours
	-	ues – Common size statement and comparati		· ·	analysis.
•	_	nificance classification Limitations and In	-		
=		n funds flow and cash flow statements - p	preparation	n of cash fio	w statement
(AS3 Standa: Module:5		-toning Association acceptant			2h ayyya
		nterized Accounting system Dounting Computerization-Differences between	on Manua	1 A accounting	2hours
•		ounting computerization-Differences between		ii Accounting	anu
		nporary Issues	ackages.		2 hours
		industry experts on contemporary Accounting	ina prosti	agg in dogigie	
Guest Lecti	116 11611	Total Lecture hours:	ing practi	ces ili decisio	30 hours
# Modes E	Tinned				30 Hours
# Mode: F	пррец	Class Room, Case Discussion, Lectures			
Text Book(s	<u></u>	L			
`	/	chandran, (2011), Financial Accounting	for Mana	agement, 3rd	l edition.
	w Hill,			٠, ١٠٠٠	<del></del>
2. Godwin	n, Ald	erman, Sanyal (2016), Financial ACCT -	- Financia	al Accountin	g (2016),
Cengag	ge Learn	· ·		1 A C C T 3 4	
		son, Jenkins, Arora Jenkins, Arora (2016), N	Manageria	ai acct - M	lanagerial
Accour	nung, C	engage Learning.			

# **Reference Books**

- 1. Anthony A. Atkinson, Robert S. Kaplan, S. Mark Young, Ella Mae Matsumura, G. Arunkumar (2014), Management Accounting: Information for Decision Making and Strategy Execution, 6th edition, Pearson Education, India.
- 2. Horngren T. Charles, (2012), Cost Accounting: A Managerial Emphasis, 15th edition, Pearson Education, India.
- 3. Khatri, (2011), Financial Accounting, 1st edition, McGraw Hill, India.
- 4. Debarshi Bhattacharyya, (2010), Management Accounting, 1st edition, McGraw Hill, India
- 5. Khan M.Y, Jain P.K, (2009), Management Accounting, 5th edition, McGraw Hill, India Colin Drury, (2012), Management and Cost Accounting, 8th Edition, Cengage Learning.

Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects and FAT

<b>Specific Assessment Methods</b>	% Weightin	g					
		1	2	3	4	5	6
Continue Assessment	40						
Midterm	20	V	1	V			
					,	,	
Final Assessment Test	40	V				1	
Total	100						
Recommended by Board of Studies	11-03 - 2019						
Approved by Academic Council	No. 54	Date		14	l-03 - 2	2019	

Course coo	de	Data Analysis for Manag	gers	L T P J C
BMT5113				3 0 0 0 3
Pre-requis	ite	Nil		Syllabus version
				v. 02.00
<b>OBJECTI</b>	VES:			
Stu	dents w	Ill be able to systematically apply qualitative	and quantitative	techniques to
solv	e busin	ess problems	_	-
OUTCOM		-		
The	student	t is able to perform a comprehensive quantitation	ative data analysi	S
The	student	t is able to interpret qualitative information i	n detail	
The	student	t is able to represent the analyses as a compl	ete solution to the	e business problem
Module:1		ures of Central Tendency		5 hour
Mean, Med	lian and	Mode – Individual, Discrete and Continuou	s Series	
Module:2		ures of Dispersion		5 hour
Range, Qu		Deviation, Mean Deviation, Standard Devi	ation, Variance	and Coefficient of
Variation				
Module:3	Corre	elation & Regression Analysis		6 hours
Linear cor	relation	, Measures of correlation. Correlation	& Regression: 1	Rank correlation -
Regression	Analys	is - Coefficient of correlation	_	
		of Hypothesis & Non Parametric Test		6 hours
Test of Hy				
Student t-te	est and Z	Z-test, Chi Square test, ANOVA: One way a	nd Two way clas	sification.
Non Param			·	
Sign test, R	ank sur	n test, Run test, Kruskal wallis test, Mann W	/hitney U test	
Module:5	Proba	ability		6 hours
Probabilit	y Defini	tions- Addition and multiplication propertie	s, conditional pro	bability- Baye's
theorem				
Module:6		emporary Issues		2 hours
Guest lect	ure by i	ndustry experts on Statistical application in	decision making	
		<b>Total Lecture hours:</b>		
Prac	ctical : 7	# Use of Excel / SPSS / SAS in solving mea	sure of central ter	ndency, Measure of
di	spersior	n, correlation, regression and hypothesis test	ing – parametric	and non-parametric
# Mode:	Flipped	l Class Room, Case Discussion, Lectures		
	11	,		
Text Book	(c)		<u> </u>	
	· /	, (2013), Statistics for Management, 13th ed	ition Pearson Ed	lucation
		.R, Sweeney D.J, Williams T.A, (2013)		
		1th edition, Cengage Learning.	,, Statistics 101	Dusiness and
		r, (2014), Statistics for Management and E	conomics 10th e	edition Cengage
Learn		, (2011), Sumbled for Munugement and E	conomics, rom c	amon, congue
Reference				
		Rego S, (2012), Statistics for Management,	Tata McGraw Hi	11
		igel (2010). Theory and Problems of Stat		

- 2. Murray R. Spigel, (2010), Theory and Problems of Statistics Schaums outline Series 4th edition, McGraw Hill.
- 3. S.P. Gupta, (2014), Statistical Methods, 13th edition, Sultan Chand Publications.

Mode of Evaluation: Midterm - Unit I, II &3, Quizzes, Assignments, Term paper, Mini Proje	ects
and FAT	

<b>Specific Assessment Methods</b>	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
		1	2	3	4	5				
<b>Continue Assessment</b>	60									
Midterm	20		V	V						
<b>Final Assessment Test</b>	40			V	V	$\sqrt{}$				
□Total	100									

= 10001	-00							<u>.                                    </u>	
Recommended by Board of Studies	s	11-03 - 201	19						
Approved by Academic Council		No. 54		Date	14-03	- 201	19		

Course Code	I T For Managers	L	T	P	J	C
	1 1 For Wanagers	3	0	0	0	3
BMT5114		Ver	sion	:		
Pre-requisite:	NIL					

# **OBJECTIVES:**

students will be able to comprehend global trends influencing the business environment students will be able to formulate competitive strategies for the digital market places

### **OUTCOME:**

**Text Books** 

Technology.

- 1. The student is able to analyse decisions using multiple international information sources
- 2. The student is able to appreciate cultural differences with the available information while making decisions
- 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 5. The student does a comprehensive analysis of potential dangers of competitors activity
- 6. The student provides comprehensive industry assessment and strategy formulation and implementation details

Modules1	Foundations of IS	6 hours						
Why Inform	nation Systems, Informational needs of managers, Components	of Information						
Systems viz	., Hardware, Software, Database, Networks, Human Resources,	Elements of IS,						
	Characteristics of IS, Types of IS for managers - TPS, DSS, E	IS						
Module 2	SDLC and Various Methods	6 hours						
Systems D	Development Life Cycle, Various methodologies of IS developm	ent, Agile and						
Continuou	Continuous Delivery Models, Design and Implementation of Innovative Process models.							
Module 3	Various forms of IS	6 hours						
Transaction	Processing Systems, Decision Support Systems, GDSS, Execut	ive Information						
Systems and Expert Systems.								
Module 4	IS and its Various applications	5 hours						
Applicatio	n of various IT applications in business : ERP, CRM, SCM, E-C	Commerce, m-						
	Commerce							
Module 5	Managerial Issues in IS	5 hours						
Emerging	g issues in managing Information Systems in business like Syste	ems Security,						
Technolog	gical obsolescence, Change Management, IT infrastructure Man	agement, etc.						
6	Guest lecture by industry experts on latest trends in	2 hours						
6	Management Information system.	2 nours						
	Total Lecture	30						
	Hours	30						
# ]	Mode: Flipped Class Room, Case Discussions, Lectures and Pr	rojects						

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1. Ken J.Sousa, EffyOzz, (2014), Management Information system, 7th edition, Course

- 2. Bidgoli, Chattopadhyay (2016), MIS Management Information Systems, Cengage learning.
- 3. Kenneth C. Laudon, Jane Price Laudon, (2015), Management Information systems, 14th edition, Pearson education.

# References

- 1. George M. Marakas , James A. O'Brien, (2012), Introduction to Information systems, 16th edition, Mcgraw hill Education.
  - M. Jaiswal, (2014), Management Information Systems, Oxford University Press.

Specific Assessment	% Weighting		Intended subject learning outcomes to be assessed (Please tick as appropriate)						
Methods		1	2	3	4	5	6		
Continue	60								
Assessment									
Midterm	20	V	1	V	V	V	V		
	40	1	1	1	1	V	1		
inal Assessment	40	V	V	V	V	V	V		
Test									
	100								
Total ecommended by Bo		<u> </u>							

Test							
Total	100						
Recommended by Bo	oard of Studies 1	1-03 - 20	19				
Approved by	No. 54		Date		14-03	- 2019	
Academic Council							

Course code	Organizational Behavio	our	L T P J C							
BMT5115			3 0 0 0 3							
Pre-requisite:	Nil		Syllabus version							
<b>OBJECTIVES:</b>										
students w	ill be able to involve stakeholders and team 1	members in exec	cuting decisions							
<b>OUTCOME:</b>										
The student is abl	e to establish a favourable team climate and e	ensure enthusias	tic decision making							
The student is abl	e to elicit constructive feedback in conflicting	g situations								
The student is al	le to facilitate enthusiastic stakeholder/tean	n participation	and contribution in							
decision making										
	damental of Organizational Behaviour		6 hours							
-	ning, and Importance of management. Revol		•							
	ifferent theories of management. Levels of	-	_							
	tion, Purpose, Nature and Scope of Org		naviour. Models of							
Organizational Behaviour- Individual, Groups and Organizational.										
	onality & Perception		6 hours							
	sions of Behaviour: Personality: Definitio	•								
	Personality - Matching Personality and		=							
	ition, Importance of perception in industry, P	rocess of percep	otion							
	ude, Learning& Motivation		6 hours							
	teristics and components of Attitude -									
	ude, Job Satisfaction. Learning: Meaning									
_	s of Learning: Classical Conditioning, Op		•							
	Behaviour Modification. Motivation: Na									
	ferent Theories of Motivation., Motivation a	pplication in Or								
	up Dynamics		7 hours							
	: Understanding the group behaviour, Types									
	oup dynamics and Group cohesiveness. Team	n Effectiveness,	High-Performance							
•	ructure, Processes of team building.		T.,							
	Meaning, types of communications and its p	orocesses. Confi	ct- interpersonal,							
<u> </u>	licts & conflict resolution methods.	1	7 h							
U	anizational Dynamics	tional Climata	7 hours							
	Dynamics: Organizational Structure, Organiza									
_	t. Power: Influence of power in the Organiza		ip: Meaning, Types							
1	le. Diversity in Organizations, Work life bala		2 hours							
	temporary Issues om industry experts on contemporary organiz	 vation behaviour								
		zation benaviour	ai practices ili							
managing the di	versified work force.  Total Lecture hours:	30 hours								
	Total Lecture nours.	JU HUUI S								
# Mode: Flippe	ed Class Room, Case Discussion, Lectures									

# Text Book(s)

- Stephen Robbins, Timothy A. Judge, (2014), Organizational Behaviour, 16th edition, Prentice Hall India Pvt. Ltd.
- 2. Nelson, Quick, Khandelwal, (2016), Organizational Behaviour, 2nd edition, Cengage Learning
- 3. Williams, Tripathy (2016), MGMT - Principles of Management, Cengage Learning.

# **Reference Books**

- L.M.Prasad, (2010), Principles and Practice of Management, 7th edition, Sultan and Chand. 1.
- UdaiPareek, Sushama Khanna, (2012), Organization Behavior, 3rd edition, Oxford Publishing
- Richard L. Daft, (2013), Understanding the Theory and Design of Organizations, 11th edition, Cengage Learning

Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects, Seminars and **FAT** 

<b>Specific Assessment Methods</b>	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)										
			1	2	3	4	5	6	7	8	9		
Continuous Assessment	60												
Midterm	20	20		$\sqrt{}$	1								
Final Assessment Test	40		V	V	√	1	1	V	1	V	V		
Total	100												
Recommended by Board of Studie	es	11-03 - 20	19				•	•					

Recommended by Board of Studies	11-03 - 2019				•		
Approved by Academic Council	No. 54	Date	14-03-201	9			

Course code	Corp	orate Legal Fr	ame	
BMT5116				
Pre-requisite	Nil			Syllabus version
OBJECTIVES:	1 4 4 41 1	1 ' 1' '	. 1	1 11 10
	le to practice ethical	values in achievin	g stak	eholders welfare
OUTCOME:				
The student is able	to recognise ethical	issues that affect n	nultip	le stake holders
The student is able making	to apply multiple etl	nical concepts in a	nalysi	ng consequences of decision
The student is able	to evaluate the most	appropriate persp	ective	in achieving stakeholder welfare
Module:1 The	Indian Contract	Act, 1872		4 hours
contracts—Essenti		alid contract— per	rforma	2: Meaning and classification of ance of a contract—Discharge of a
Module:2 The S	Sale of Goods Act, 1	930		2 hours
				greement to sell—Conditions and
		formance of a cont	ract o	f sale—Unpaid seller.
Module:3   Comp	panies Act			6 hours
Nature and Regi	stration—Kinds of	Companies—Me	moran	ndum of Association—Article of
				solutions - Powers and duties of
Directors—windin	g up - Corporate Fra	ud and Criminal B	ehavio	our
Module:4 Cons	umer Protection Ac	t, 1986		3 hours
Meaning of Cons	umer, Service, Good	ls, Deficiency, De	efect,	Unfair Trade Practices—Rights of
Consumers—Macl	hinery For redressal o	of Grievances—Re	medie	es available to injured consumers.
Module:5 Indus	strial and Labour la	ws		3 hours
Factories Act,1948	3 - Industrial Disputes	s Act,1947-Essenti	ials of	the acts
Module:6 Gue	stlectureby			2 hours
	al/industryexpertsono ousinesslawsfor digita		orate	
		Total Lecture ho	urs:	20 Hours
# Modes Eliment C	logg Doom Core Direct	aggiong and I active	ag .	
	lass Room, Case Disci	ussions and Lecture		
Text Book(s)	0.41. a1. (2017) I a cal A	ana ata a Danain ana	cth _ 1:4	ion McCassallill
	athak,(2017),LegalA 2016),ElementsofMer			
Reference Books	2010),Elementsonvier	cantileLaw,50 eu	111011,	Suitan Changesons.
	VivekKuchaal(2016)	).MercantileLaw 1	1 <sup>th</sup> editi	ion,VikasPublishingHousePvt.Ltd.
2 S SGulshan ar	nd G K Kapoor (2016			ng Company Law, New Age
International I				(m)
			signm	ents/Term Paper and FAT
Recommended by		11-03 - 2019	D :	14.02 2010
Approved by Acad	iemic Council	No. 54	Date	14-03 - 2019

Course cod	Δ.		<b>Business Commun</b>	icati	on	LTPJC
BMT5117			Dusiness Commun	icati	UII	0 0 2 0 1
Pre-requisi	to	Nil				Syllabus version
rre-requisi	ite	INII				
ODIECTIV	TEC.					v. 02.00
OBJECTIV		11.1.1.1.4.4.1.1.1	. ( 1 1 '44	\ 1		1 '
		il be able to articul	ate (oral and written	) idea	as to and decision	n making
OUTCOM		<u> </u>	• • • •			1. 1
						d is also convincing
			use written commun			
			others on decision r	nakın	ig using his or	her oral and written
commu	ncation	skills				
Madula 1	Come				1	<i>5</i> h a
Module:1	Comn	nunication				5 hours
Purpose of o	commu	nication – Framew	ork for Business Co	mmu	nication – The	communication
-		ication Within org				
				nicati	ion – group con	nmunication- Verbal
		nmunication	1		<i>U</i> 1	
		on Business com	nunication			
			l its application, Sta	tic an	d Dynamic Ver	b structures —
			assive - ambiguity -			
Module:2		king Skills	<u> </u>			4 hours
						Contrastive stress in
						falling -rising tone-
			rate of speech, pitcl	h, ton	e – Clarity of v	
Module:3	Writi	ng skills				5 hours
Writing skil	ls - I					
		Messages · Envisi	oning the nurnose a	and t	vne of the mes	ssage – envision the
_		_			• •	e message – prepare
		d-neutral-bad-pers		Cobag	organize in	e message prepare
				– pro	o-forma culture	– format – style –
effectivenes		_		P		Tollinat Style
	· 1	1	ng - types of repor	ts –	nrogress renor	ts, routine reports –
Annual repo		-	, pes 31 1epoi		r - 50-500 16P01	, 10 10 poitto
Module:4		ning Skills				3 hours
		B ~				J HOULS
Basics of L	istening	g- Giving and Get	ing Feedback- Und	erstai	nding Natural S	Speech -Strategies of
	_	_	_		_	line Main Ideas and
	_	-				ate What You Hear-
Follow Oral		_				
Module:5		nunication Electr	onically			1 hour
			<del></del> J			1 mout
		f technology, EMA	AIL, WEB PAGE co	mmu	nication, Voice	and wireless
communic Madrilar		T			T	21
Module:6	Conte	emporary Issues				2 hours
Guest lecti	ıre by i	ndustry experts on	Varieties of Spoken	Engl	lish American S	Standard Indian
and British	•	daddiy experts on	, arreares or oponem	Liigi	iioii i iiiiciicaii, i	Junuara maian
una Dimai			Total Lecture ho	ırç.	20 hours	
			i viai Letiui e 110	u1 5.	20 HOULS	

#### # Mode: Flipped Class Room and Activities Text Book(s) Lehman, Dufrene, Sinha, (2016), Business Communication – A South Asian Perspectives, 2nd edition, South-Western Cengage Learning India (P) Ltd Courtland L. Bovee, C. Allen Paul, John V. Thill. (2015). Business Communication 2. Today, 13th edition, Pearson. Reference Books McGrath, E. H., S.J. (2011) Basic Managerial Skills for All, 9th edition, Prentice-Hall of Guffey, Mary Ellen, (2010) Business Communication: Process and Product, 7th edition, 2. South-Western Cengage Learning India (P) Ltd. Adler, R. B., Elmhurst, J.Marquardt (2012), Communicating at work, 11th edition, McGraw -Hill Publications. **Mode of Evaluation Specific Assessment Methods** % Weighting Intended subject learning outcomes to be assessed (Please tick as appropriate) 2 3 4 5 6 100 **Continue Assessment**

Lab 1&2	20		V				
Lab 3&4	20						
Lab 5&6	20						
Lab 7&8	20						
□ab 9&10	20						
Total	100						
Recommended by Board of Studie	s	05-08-2017	7				

	Total	100								
ĺ	Recommended by Board of Studie	S	05-08-2017	7						
ĺ	Approved by Academic Council		No. 46		Date	24-08	-201	7		

Course code	Macro Economics	I	T	P	J	C
BMT6111		2	0	0	0	2
Pre-requisite	BMT5111	Sylla	bu	s v	ers	ion
				v.	01	.00
<b>OBJECTIVES:</b>						
students will be a	ole to comprehend global trends influencing the business envir	ronmer	nt			
<b>OUTCOME:</b>						
The student is abl	e to analyse decisions using multiple international information	sourc	es			
The student is ab	e to appreciate cultural differences with the available information	ation w	hil	e n	nak	ing
decisions						

The student is sensitive to consequences of intercultural communication and proposes sensitive

ways of communicating in the given context Module:1 **Macroeconomic Indicators** 3 hours

Macroeconomic issues and concepts – The Circular Flow of Income – Concepts of National Income and its Measurement – Gross National Savings – Gross Capital Formation - Consumer Price Index – Whole sale Price Index – Index of Industrial Production (IIP) – Business Cycle Indicators – Leading – Lagging – Coincident Indicators – UnemOBJECTIVESyment Rate –

Module:2 **Aggregate Demand and Supply** 4 hours

The Aggregate Demand and Supply Function - Consumption and Savings function - Investment function - Principles of Multiplier - Paradox of Thrift - Marginal Efficiency of Capital -Accelerator Theory - Tobin's q Theory of Investment - Income-consumption Relationship -Consumption Function in the Income Economy

#### **Money Market Analysis and Prices** 5 hours Module:3

Nature and Functions of Money – The Supply of Money – Demand for Money and determination of Interest rate – Inflation: Meaning and Types, Measures, Effects of Inflation, Control of Inflation and Inflation and UnemOBJECTIVESyment

Banking and Credit Creation:

Importance of Human Development Index (HDI)

Evolution of Banking - Credit Creation and Control of Credit - Central Bank and its Functions -Commercial Banks – RBI and Monetary Policy

**Economic Growth and Business Cycles** Module:4 2 hours

Meaning and Measurement of Economic Growth, Nature and Sources of Economics Growth -Business Cycle – Concepts, Phases, Causes and Control Measures

Module:5 Macroeconomic Policies: Monetary and Fiscal Policies & 5 hours **International Aspects of Macroeconomics** 

Deficits and Macroeconomic Policies - Objectives of Macroeconomic Policy - Different Approaches to Macroeconomic Policy - Monetary Policy: Instruments and its effectiveness, Monetary Policy and Indian Economy – Fiscal Policy: Meaning and Objectives, and Instruments of Fiscal Policy - Nexus between Monetary and Fiscal Policies - Basics of Taxation and Public Debt

## **International Aspects of Macroeconomics**

International Monetary Aspect: The Foreign Exchange Rate - Balance of Payments: Current Account - Capital Account - Surplus and Deficit BOP - Twin Deficit - Determinants of Capital Flows - Mundell and Fleming Model on Open Economy - Currency convertibility on Current and Capital Account - Balance Of Payments: Disequilibrium and Adjustments

1	<i>J</i> 1 <i>J</i>	
Module:6	Contemporary Issues	1 hours
Guest Lect	ure from industry experts on contemporary topics in Economic theories	and concepts
	Total Lecture hours:	20 hours

# # Mode: Flipped Class Room, Case Discussions, Lectures and Mini Project

# Text Book(s)

- 1. Dornbushch, Rudiger, Fischer, Stanley, and Startz, Richard (2018), Macroeconomics, 12<sup>th</sup> Edition, McGraw Hill Education (India).
- 2. Dwivedi, D.N, (2015), Macroeconomics Theory and Policy, 4th edition, Tata McGraw Hill Publications.
- 3. McEachern, Indira, (2016), MACRO ECON Principles of Macroeconomics, Cengage Learning.

#### Reference Books

- 1. | Sullivan Arthur, O' (2014), Macroeconomics, 8th edition, Pearson Education.
- 2. Moss, David A, (2015), A Concise Guide to Macroeconomics: What Managers, Executives and Student Need to Know, 2nd edition, Harvard Business School Press.
- 3. Mankiw, Gregory N, (2014), Principles of Macroeconomics, 8th edition, Cengage Learning.

### **Mode of Evaluation**

Specific Assessment Methods	%	Weighting	Intended subject learning outcomes to b assessed (Please tick as appropriate)									
			1	2	3	4	5	6				
Continue Assessment	40											
Midterm	20		$\sqrt{}$	√	1							
Final Assessment Test	40		$\sqrt{}$	√	1	√	1	V				
Total	100											
Recommended by Board of Studie	es	11-03 - 20	19									
Approved by Academic Council		No. 54		Date	•	14-03	3 - 20	19				

Course cod	le	Basic Financial Managen	ient	I T P J C
BMT6112				2 0 0 0 2
Pre-requisi	ite	BMT5112		Syllabus version
				v. 02.00
OBJECTIV				
		l be able to make decisions under constraint	S	
OUTCOM				
		to relate all contextual factors in decision ma	· ·	
		to analyse many costs and consequences of o		
		considers many of the constraints in the giv	en context	
Module:1	Finan	cial Management		3 hours
Meaning, na	ature an	d scope of finance goal – profit vs. wealth m	naximization; F	inance decisions –
investment,	financi	ng and dividend decisions. Role of finance n	nanager – Treas	surer Vs. Controller.
Agency con	flict an	d agency cost.		
Module:2	Sourc	es of Finance		2 hours
1,104410.2	Source			<b>- nou</b> 15
Long Term	Source	s of Finance: Equity, Debentures, Preference	ce Shares, Lon	g term loan, Private
_		oital and Angel investor.	,	,
	_	es of Finance: Short term loan, commerce	cial paper, cer	tificate of deposits,
		bill of exchange, factoring.		•
Module:3	Time	value of money		4 hours
Time value	of mon	ey: Present value, future value, Annuity, An	nuity Due, Per	petuity.
		e value of Money: Valuation of Bonds and S		
		Definition, types of risk, Concept of beta	and its applie	cation, Market Risk
premium, T		f between risk and return.		
Module:4	Capit	al Budgeting		6 hours
-	of capita	al budgeting – method of investment analysis	is – Payback, A	ARR, NPV, IRR and
PI.				1
_		Capital Budgeting: Sensitivity Analysis,	Scenario Ana	lysis, Monte Carlo
Simulation.	1	D. LEI		
Module:5	Asset	Based Financing		3 hours
Lease Fina	ncing a	nd Hire Purchase: Application of Time value	e of Money - co	omputation lease
	_	g installment under hire purchase	-	-
		emporary Issues		2 hours
Module:6		-		
Module:6				
	ure froi	m industry experts on role of financial manage	gers and the so	
Guest Lect		m industry experts on role of financial manage thanging industry needs.	gers and the so	
Guest Lect			gers and the sou	
Guest Lect available fo	or the c	hanging industry needs.	gers and the so	urces of finance

# Text Book(s)

- 1. I.M.Pandey, (2015), Financial Management, 11th edition, Vikas Publishing, India.
- 2. James C. Van Horne, Sanjay Dhamija, (2011), Financial Management and Policy, 12th edition, Pearson Education.
- 3. Eugene F Brigham, Michael C. Ehrhardt, (2014), Financial Management Theory and Practice, 14th edition, Cengage Learning.

# **Reference Books**

- 1. Khan M.Y, Jain P.K, (2014), Financial Management- Text, Problems and Cases, 7th edition, McGraw Hill.
- 2. Prasanna Chandra, (2011), Financial Management: Theory and Practice, 8th edition, McGraw Hill, India
- 3. William R Lasher, (2014), Financial Management: Principles and Practice, 7th edition, Cengage Learning, India.
- 4. Richard Brealey, Stewart Myers, Franklin Allen, Pitabas Mohanty, (2012), Fundamentals of Corporate Finance, 10th edition, Mcgraw Hill.
- 5. Stephen Ross, Randolph Westerfield, Bradford Jordan (2016), Corporate Finance, 11th edition, Mcgraw Hill.

# **Mode of Evaluation**

Charifia Assassment Mathada	0/	Waighting					
<b>Specific Assessment Methods</b>	70	Weighting					
			1	2	3	4	5
Continue Assessment	40						
Midterm	20		1	1			
Final Assessment Test	40			1	1	1	1
Total	100						
Recommended by Board of Studie	es	11-03 - 20	19				
Approved by Academic Council		No. 54		Date	2	14-03	3 - 20

Course code	Operations Managemen	nt	L T P J C
BMT5118			3 0 0 0 3
Pre-requisite	Nil		Syllabus version
			v. 02.00
<b>OBJECTIVES:</b>			-
students will be	e able to identify business problems and form	ulate alternativ	e courses of action
<b>OUTCOME:</b>			
The student is com	prehensively able to describe the problem in	a decision mak	king
The student is able	to come up with multiple alternatives to reso	olve the problen	n
The student is able	to suggest a very comprehensive and impler	nentable action	plan
Module:1 Intro	duction		4 hours
Definition of Produ	action and Operations Management–Interrela	tionship with o	ther functions –
	ces – Value Analysis – Production & Operat	-	
	of Production System.		•
Module:2 Desig	ning Operations		5 hours
Design of Goods a	and Services, Sustainability in the Supply C	hain, Managing	Quality, Statistical
Process Control, I	Process Strategy, Capacity and Constraint	Management, 1	Location Strategies,
Layout Strategies,	Human Resources, Job Design, and Work M	easurement	
Module:3 Mana	nging Operations		7 hours
Supply-Chain Mai	nagement, Inventory Management - Types	of Inventory,	Purpose, Functions,
Basic Cost, EOC	Q, Fundamentals of Selective Inventory	Control; Intr	roduction to Lean
Manufacturing, JI7	T, Quality Concepts, 5S.		
Aggregate Plannin	g and S&OP, Material Requirements Plant	ning (MRP) an	d ERP, Short-Term
Scheduling, Just-in	a-Time, TPS, and Lean Operations		
Module:4 Main	tenance Management		4 hours
Objectives of Ma	intenance - Types of Maintenance - Bro	eakdown Main	tenance, Preventive
Maintenance, Pred	ictive Maintenance, TPM.		
Module:5 Decis	ion-Making Tools		8 hours
	r Programming Problem, Graphical Method,	Simplex Metho	od – only two
variables.		<b>.</b>	
Module:6			2 hours
Guest lecture by i	ndustry experts on contemporary practices in	operations mar	
	Total Lecture hours:		30 hours
# Mode: Flipper	d Class Room, Case Discussion, Lectures		
# Wiode. Filipped	d Class Room, Case Discussion, Lectures		
Text Book(s)			
1. Jay Heizer,	Barry Render (2014), Operations Manage	ement, 11th	Edition, Pearson
Education.			
2. Robert S.Rus	sell, Bernard W.Taylor, (2013), Operations I	Management, 8t	h edition, Wiley.
3. Collier, Evan	s, Ganguly(2016), OM-Operations Managen	nent, Cengage	Learning.
Reference Books			
1. R. Panneerselv	vam, (2013), Production and Operations Mar	_	
	J, (2015), Operations Management, 12th edit	· M C TI	****

- 3. Richard B. Chase, F. Robert Jacobs, Nicholas J. Aquilano, (2006), Operations Management for Competitive Advantage, 11th edition, McGraw-Hill.
- 4. E.S. Buffa, (2007), Modern Production / Operation Management, 8th edition, Wiley.
- 5. S.N. CharY, (2012), Production and Operations Management, 5th edition, Tata McGraw Hill.
- 6. Ravi Anupindi et al, (2011), Managing Business Process Flows: Principles of Operations Management, 3rd edition, Prentice Hall.

# **Mode of Evaluation**

<b>Specific Assessment Methods</b>	% Weightin	_	ended essed (	•			_		nes to be te)
		1	2	3	4	5	6		
Continue Assessment	60								
Midterm	20	1	1	<b>√</b>					
								<u> </u>	<u> </u>
								—	
Final Assessment Test	40	V	1	1	1		1	$\vdash$	
Total	100	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	V	T V	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	l v	+	

1000									
Recommended by Board of Studies		11-03-2019	)						
Approved by Academic Council	•	No. 54		Date	14-03	-2019	9		

Course code	Marketing Management - Fundamentals	L T P J C
BMT5119		3 0 0 0 3
Pre-requisite	Nil	Syllabus version
		v. 02.00

### **OBJECTIVES:**

students will be able to co-create unique ideas, products and solutions students will be able to formulate competitive strategies for the digital market places

# **OUTCOME:**

- 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support
- 2. Student uses multiple idea creation techniques
- 3. Student creates new ideas and combines multiple perspectives to develop new solutions
- 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 5. The student does a comprehensive analysis of potential dangers of competitors activity
- 6. The student provides comprehensive industry assessment and strategy formulation and implementation details

Module:1	Understanding the Marketing Management		2 hours						
Orientation	s to Marketing								
Module:2	<b>Connecting with Customers</b>		7 hours						
Analyzing	Consumer Markets - Analyzing Business Markets								
Module:3	<b>Building Strong Brand</b>		6 hours						
Identifying	market segments and selecting target markets	ts - Differentiation and Positioning							
Strategies									
Module:4	Shaping the Market Offerings	8 hours							
Setting Pro	oduct Strategy - Designing and Managing Serv	rices - Introd	ucing New Market						
Offerings –	Introduction to Brand Equity								
Module:5	<b>Designing Pricing Strategies and Programmes</b>	Programmes 5 hours							
Setting the	price, Adapting the price, Initiating and Respondin	g to Price Chan	ges.						
Module:6	Contemporary Issues		2 hours						
Guest Lec	tures on Analyzing Consumer Markets and Pricing								
	Total Lecture hours:		30 hours						
# Mode:	Flipped Class Room, Case Discussion, Lectures								
Text Book	` '								
	r, P, Keller K, Koshy, Jha, (2012), Marketing	Management:	A South Asian						
Persp	ective, 14th edition, Pearson Education.								
2. LAM	B,HAIR,SHARMA, MCDANIEL (2016), MK	ΓG Principles	of Marketing,						
Cenga	nge Learning.								

# Reference Books

1. Walker Jr. Mullins, (2012), Marketing Strategy, 8th edition, McGraw Hill.

- Paul W. Farris, Neil T. Bendle, Philip E. Pfeifer, David J. Reibstein (2006), Marketing Metrics: 50+ Metrics Every Executive should master, 1st edition, Financial times/Prentice Hall.
- Michael J. Etzel, Bruce J Walker, Willium J. Stanton, (2004), Marketing, 13th edition, McGraw Hill.
- Leon G. Schiffman, Leslie Lazar Kanuk, Ramesh Kumar(2010), Consumer Behaviour, 10th edition, Pearson Education.
- Gillespie, Hennessey, (2013), Global Marketing, 3rd edition, Cengage Learning.

# **Mode of Evaluation**

<b>Specific Assessment Methods</b>		% Weighting	Intended subject learning outcomes to assessed (Please tick as appropriate)							
			1	2	3	4	5			
Continue Assessment	6	50								
Midterm		20	1	1	1	1	1			
<b>Final Assessment Test</b>	4	10								
Total	1	.00								
Recommended by Board of Studies	5	11-03-201	9							

Recommended by Board of Studies	11-03-201	9						
Approved by Academic Council	No. 54		Date	14-03-	-2019	9		

Course code	Human Resource Manager	nent LTPJC
BMT5120		3 0 0 0 3
Pre-requisite	Nil	Syllabus version
<del>-</del>		v. 01.00
<b>OBJECTIVES:</b>		
students w	ill be able to practice ethical values in achiev	ng stakeholders welfare
students w	ill be able to involve stakeholders and team n	nembers in executing decisions
<b>OUTCOME:</b>		
1. The student is	s able to recognise ethical issues that affect m	ultiple stake holders
2. The student is	s able to apply multiple ethical concepts in an	alysing consequences of decision
making		
	s able to evaluate the most appropriate perspe	ctive in achieving stakeholder
welfare		
	s able to establish a favourable team climate a	nd ensure enthusiastic decision
making		
	s able to elicit constructive feedback in confli	
	s able to facilitate enthusiastic stakeholder/tea	m participation and contribution
in decision m	aking	
M. J. J. 1 I. 4	4- HDM	4 h
Module:1 Intro	oduction to HRM	4 hours
Meaning and Defi	nition, Characteristics of HRM, Evolution of	HRM, Organization and Policies
Meaning and Defi	nition, Characteristics of HRM, Evolution of artment, Scope of HRM, Functions of HRM,	HRM, Organization and Policies
Meaning and Defi of Personnel Depa HR Manager, Imp	inition, Characteristics of HRM, Evolution of artment, Scope of HRM, Functions of HRM, Cortant Trends in HR Management.	HRM, Organization and Policies Objectives of HRM, Qualities of
Meaning and Defi of Personnel Depa HR Manager, Imp	nition, Characteristics of HRM, Evolution of artment, Scope of HRM, Functions of HRM,	HRM, Organization and Policies
Meaning and Defi of Personnel Depa HR Manager, Imp Module:2 HR I	inition, Characteristics of HRM, Evolution of artment, Scope of HRM, Functions of HRM, Cortant Trends in HR Management.	HRM, Organization and Policies Objectives of HRM, Qualities of 5 hours
Meaning and Defino of Personnel Department of HR Manager, Imp  Module:2 HR I  Importance of HI	inition, Characteristics of HRM, Evolution of artment, Scope of HRM, Functions of HRM, Cortant Trends in HR Management.  Planning, Recruitment and Selection	HRM, Organization and Policies Objectives of HRM, Qualities of  5 hours  nd job specification, Recruitment-
Meaning and Defino of Personnel Department of HR Manager, Imp  Module:2 HR I  Importance of HI Sources of Recruit	inition, Characteristics of HRM, Evolution of artment, Scope of HRM, Functions of HRM, Cortant Trends in HR Management.  Planning, Recruitment and Selection  R Planning, Job Analysis-Job description a	HRM, Organization and Policies Objectives of HRM, Qualities of  5 hours  nd job specification, Recruitment- tion, Process of selection, Types of
Meaning and Defino of Personnel Department of HR Manager, Imp  Module:2 HR I  Importance of HI Sources of Recruit Tests for selection	Inition, Characteristics of HRM, Evolution of Artment, Scope of HRM, Functions of HRM, Coortant Trends in HR Management.  Planning, Recruitment and Selection  R Planning, Job Analysis-Job description a tment, Selection-Importance of careful selection	HRM, Organization and Policies Objectives of HRM, Qualities of  5 hours  nd job specification, Recruitment- tion, Process of selection, Types of
Meaning and Definition of Personnel Department of HR Manager, Importance of HR Sources of Recruit Tests for selection Module:3 Train	Inition, Characteristics of HRM, Evolution of Artment, Scope of HRM, Functions of HRM, Cortant Trends in HR Management.  Planning, Recruitment and Selection  R Planning, Job Analysis-Job description a tment, Selection-Importance of careful selection, Interview-Methods of Selection Interview,	HRM, Organization and Policies Objectives of HRM, Qualities of  5 hours  nd job specification, Recruitmenttion, Process of selection, Types of Induction Process.
Meaning and Definor Personnel Department of Personnel	Inition, Characteristics of HRM, Evolution of Artment, Scope of HRM, Functions of HRM, Coortant Trends in HR Management.  Planning, Recruitment and Selection  R Planning, Job Analysis-Job description a tment, Selection-Importance of careful selection, Interview-Methods of Selection Interview, ning and Development & Performance	HRM, Organization and Policies Objectives of HRM, Qualities of  5 hours  nd job specification, Recruitmenttion, Process of selection, Types of Induction Process.  7 hours
Meaning and Definition of Personnel Department of Personnel Department of Hamiltonian Module:2 HR Insportance of Hamiltonian Sources of Recruit Tests for selection Module:3 Training Apple Training and Dever Training, Training	Inition, Characteristics of HRM, Evolution of Artment, Scope of HRM, Functions of HRM, Cortant Trends in HR Management.  Planning, Recruitment and Selection  R Planning, Job Analysis-Job description a tment, Selection-Importance of careful selection, Interview-Methods of Selection Interview, ning and Development & Performance raisal  elopment: Objectives of training, Identificate g methods, Orientation and Placement, Management, Management, Scope of training, Identificate g methods, Orientation and Placement, Management, Management, Scope of HRM, Evolution of HRM,	HRM, Organization and Policies Objectives of HRM, Qualities of  5 hours  1 hours  1 hours  1 hours  7 hours  1 hours
Meaning and Definition of Personnel Department of Personnel Department of Personnel Department of Personnel Department of Historica of Recruit Tests for selection Module:3 Training Appartment of Personnel Deviction of Personnel Department of Personnel D	Inition, Characteristics of HRM, Evolution of Artment, Scope of HRM, Functions of HRM, Cortant Trends in HR Management.  Planning, Recruitment and Selection  R Planning, Job Analysis-Job description a tment, Selection-Importance of careful selection, Interview-Methods of Selection Interview, ning and Development & Performance raisal elopment: Objectives of training, Identificating methods, Orientation and Placement, Manamotion, Bases and types for promotion, Transfer	HRM, Organization and Policies Objectives of HRM, Qualities of  5 hours  1 hours  2 hours  5 hours  1 hours  1 hours  1 hours  2 hours  3 hours  4 hours  5 hours  7 hours  6 hours  7 hours  6 hours  7 hours  7 hours  6 hours  7 hours
Meaning and Definition of Personnel Department of Personnel Department of Personnel Department of Personnel Department of HI Sources of Recruit Tests for selection Module:3 Train Apple Training and Devertment of Personnel Personnel Apple Department of Personnel Departme	Inition, Characteristics of HRM, Evolution of Artment, Scope of HRM, Functions of HRM, Cortant Trends in HR Management.  Planning, Recruitment and Selection  R Planning, Job Analysis-Job description a tment, Selection-Importance of careful selection, Interview-Methods of Selection Interview, ning and Development & Performance raisal  elopment: Objectives of training, Identificate g methods, Orientation and Placement, Manamotion, Bases and types for promotion, Transferaisal: Introduction, Identification of issues	HRM, Organization and Policies Objectives of HRM, Qualities of  5 hours  1 hours  2 hours  5 hours  1 hours  1 hours  1 hours  1 hours  1 hours  1 hours  2 hours  3 hours  4 hours  5 hours  6 hours  7 hours  7 hours  6 hours  7 hours
Meaning and Definition of Personnel Department of Personnel Department of Personnel Department of Personnel Department of Historica of Recruit Tests for selection Module:3 Training Appartment of Personnel Personnel Appartment of Personnel Department of Personnel Appartment of Personnel Department of Personnel Departm	Inition, Characteristics of HRM, Evolution of Artment, Scope of HRM, Functions of HRM, Cortant Trends in HR Management.  Planning, Recruitment and Selection  R Planning, Job Analysis-Job description a tment, Selection-Importance of careful selection, Interview-Methods of Selection Interview, ning and Development & Performance raisal  elopment: Objectives of training, Identificating methods, Orientation and Placement, Manamotion, Bases and types for promotion, Transferaisal: Introduction, Identification of issues raisal, limitations of Performance Appraisal,	HRM, Organization and Policies Objectives of HRM, Qualities of  5 hours  5 hours  1 hours  2 hours  1 hours  1 hours  2 hours  1 hours  2 hours  3 hours  4 hours  5 hours  6 hours  7 hours  7 hours  1 hours  1 hours  1 hours  1 hours  2 hours  3 hours  6 hours  7 hours  6 hours  7 hours  7 hours  6 hours  7 hours  1
Meaning and Definition of Personnel Department of Personnel Department of Personnel Department of Personnel Department of HI Sources of Recruit Tests for selection Module:3 Training Apple Training and Devertment of Performance Apple Performance Apple Management Basin	Inition, Characteristics of HRM, Evolution of Artment, Scope of HRM, Functions of HRM, Cortant Trends in HR Management.  Planning, Recruitment and Selection  R Planning, Job Analysis-Job description a tment, Selection-Importance of careful selection, Interview-Methods of Selection Interview, ning and Development & Performance raisal  elopment: Objectives of training, Identificate g methods, Orientation and Placement, Manamotion, Bases and types for promotion, Transferaisal: Introduction, Identification of issues	HRM, Organization and Policies Objectives of HRM, Qualities of  5 hours  5 hours  1 hours  2 hours  1 hours  1 hours  2 hours  1 hours  2 hours  3 hours  4 hours  5 hours  6 hours  7 hours  7 hours  1 hours  1 hours  1 hours  1 hours  2 hours  3 hours  6 hours  7 hours  6 hours  7 hours  7 hours  6 hours  7 hours  1

Industrial Relation, Health and safety measures Industrial Relations - Meaning & Characteristics

6 hours

Meaning and Definition, Job Evaluation, Basic Factors in Determining Pay Rates, Establishing Pay Rates, Competency-Based Pay, Money and Motivation: An Introduction, Insurance Benefits, Retirement Benefits, Personal Services and Family-Friendly Benefits, Flexible Benefits Programs

**Industrial Relation, Health and safety** 

Module:5

Industrial Relations - Parties to Industrial relations - Nature of Trade Unions - Problems of Trade Union - Measures to Strengthen Trade Union Movement in India - Causes for Industrial Disputes - Settlement of Industrial Disputes,

Occupational Security and Safety : Accidents, Workplace Health Hazards: Problems and Remedies

Module:6	Contemporary Issues	2 ho	ours					
Guest Lect	uest Lecture from industry experts on contemporary developments in HR practices.  Total Lecture hours:							
	Total Lecture hours:	30 ho	urs					
# Mode:	Flipped Class Room, Case Discussion, Lectures							

# Text Book(s)

- 1. Gary Dessler, BijuVarkkey, (2018), Human Resource Management, 15th edition, Pearson Education.
- 2. Denisi, Griffin, Sarkar (2016), HR Human Resource Management, Cengage Learning.
- 3. George W. Bchlander, Scott A. Snell, (2014), Principles of Human Resource Management, 16th edition, Cengage Learning.

### **Reference Books**

- 1. Denisi, Griffin, Sarkar, (2016), Human Resource Management, 2nd edition Cengage Learning.
- 2. Aswathappa K, (2013), Human Resource Management: Text and Cases, 17th edition, Tata McGraw-Hill.
- 3. Armstrong Michael, (2014), A Handbook of Human Resource Management, 13th edition, Kogan Page.
- 4. Peter J. Dowling, Marion Festing, Allen D Engle, Sr, (2013), International Human Resource Management, 6th edition, Cengage Learning

## **Mode of Evaluation**

Specific	Assessment	% Weighting	Inte	<b>Intended Course outcomes</b>							
Methods			to b	to be assessed (Please tick as							
			appropriate)								
Internal Assessn	nent		1	2	3	4	5	6			
Assignment/Qui	Z	40	V		1	1	1	$\sqrt{}$			
Midterm		20	V		V						
Final Assessmen	t	40	√		1		V	$\sqrt{}$			

Recommended by Board of Studies	11-03-2019		
Approved by Academic Council	No. 54	Date	14-03-2019

Course code		Business Research Meth	ods	L T P J C								
BMT6113	3			2 0 0 4 3								
Pre-requisite		BMT 5203		Syllabus version								
<b>OBJECTIVE</b>	ES:											
		l be able to articulate (oral and written) idea	as to aid decision	n making								
<b>OUTCOME:</b>												
		is effective in oral communication of	a managerial d	ecision and is also								
convin	_	: 1.1. 4	C	.·								
		is able to effectively use written communic	-	•								
		is able to convince others on decision mak	ing using his or	nei orai and written								
		luction to Business Research Methods	3 hours									
Wioduic.1	introduction to Business Research Victious 5 hours											
Concepts of Business Research: Characteristics, Objectives, hypothesis and theory – Types of												
Research - Manager and Researcher Relationship - The Research Process – The Research Problem												
	_	ss - Ethics in research										
_												
Module:2 R	Resea	rch design classification		4 hours								
ExOBJECTIV	'ESra	tory, Descriptive and Causal - Experime	ental Research	Design Methods -								
Qualitative Re	esearc	h Designs, tools and its techniques of data of	collection – Obs									
Module:3 D	)ata (	Collection – Sources and Methods		4 hours								
		condary data and its sources – Primary l										
_	_	, survey instrument development, metho	ds of data coll	lection – Sampling								
Design: Samp	ling n	nethods and Sample size determination										
Module:4 D	)ata /	Analysis		5 hours								
l .		nalysis – Secondary Data Analysis – Prima	ry Data Analysi									
		Univariate, Bivariate and introduction to m	-	<del>-</del>								
Hands on expe	_											
Module:5 R	Repor	t Preparation and Presentation		2 hours								
•												
Communicati	ing R	esearch Results: Report Generation and Ora	al Presentation									
			T.									
		mporary Issues		2 hours								
Guest Lecture	e fron	n industry experts on research design applic	cable for the digi									
		<b>Total Lecture hours:</b>		20 hours								
	)	At Trans of marriage ( ) 1	20	12245								
	•	et: Team of maximum 6 students would	20 [Non	1,2,3,4,5								
		ake the project. The faculty coordinator	[Non-									
\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	vould	provide the topic based on the modules.	Contact									
# Mode: Flins	and C	lass Room, Case Discussion, Lectures and	hrs]									
# wioue: riipp	Jeu C	Project										
		rioject										

# Text Book(s)

- 1. Cooper D, Schindler P, (2013), Business Research Methods, 12th edition, McGraw-Hill education.
- 2. Zikmund, Adhikari, (2016), Business Research Methods, Cengage Learning.
- 3. Saunders M. N, (2012), Research Methods for Business Students, 6th edition, Pearson Education India.

### **Reference Books**

- 1. Creswell John W, (2014), Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 4th edition, SAGE Publications.
- 2. Roger E. Kirk, (2013), Experimental Design: Procedures for the Behavioral Sciences, 4th edition, SAGE Publications.
- 3. J Creswell, J. W, (2013), Qualitative inquiry and research design: Choosing among five approaches. 3rd edition, SAGE Publications.
- 4. Sekaran U, (2013), Research Methods for Business: A Skill Building Approach, 6th edition, Wiley.

### Mode of Evaluation

<b>Specific Assessment Methods</b>	% Weighting	·	ended essed (	•			_			o b
		1	2	3	4	5	6	7	8	9
Continue Assessment	60									
Midterm	20	V	1	V	1	√	√	1	<b>V</b>	1
<b>Final Assessment Test</b>	40	1		V		1		1		
Total	□00									
Project										
Review 1	20									
Review 2	30									
Review 3	50									
Total	100									

Recommended by Board of Studies	05-08-2017					
Approved by Academic Council	No. 47	Date	05-10-201	7		

Course code	Corporate Governance and Ethics	L	T	P	J	С
BMT5121		1	0	0	0	1
Pre-requisite	Nil	S	ylla	abu	s ver	sion

### **OBJECTIVES:**

students will be able to practice ethical values in achieving stakeholders welfare

#### **OUTCOME:**

- 1. The student is able to recognise ethical issues that affect multiple stake holders
- 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making
- 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare

# **Module:1** Understanding of Corporation

2 Hours

Key Players(Stakeholders) – Inter-linkages- Corporate responsibility towards Key players; CSR; Ethical challenges(Sources and their resolutions in all functional areas); Historical perspective – Corporate governance – Global and Indian Perspective

# **Module:2** | Various Models of Corporate Governance

2 Hours

Theory and practice of Corporate governance; Structure of Corporate Governance (Agent , Steward, Stakeholder and sociological Theories); Models-Anglo sexan - Japan -German Model(Based on Ownerships, Composition of Board of directors, Shareholders right, Regulatory Framework, Disclosures)

# **Module 3** | **Implementing Corporate Governance**

2 Hours

Implementing CG – Roles and Responsibilities (BOD; Exclusive roles of Independent directors; Auditors; Regulatory bodies);

# **Module:4** Role of EmOBJECTIVESyees

1 Hours

Need for ethical behaviour; Resolutions of ethical dilemmas- Ethical theories;

# **Module:5** | Corporate Social Responsibility and Scandals

1 Hours

Ethical Challenges ( Sources and Their resolution in all functional areas); Corporate Scandals – Causes , Consequences and Cures

Module:6	Guest Lecture by industry Experts	2 Hours
	Total Lecture hour	rs: 10 hours

#### **Recommended Text Book**

Fernando, A., C. (2012) *Business Ethics and Corporate Governance*, Second Edition, Pearson Education, New Delhi.

#### **Reference Books:**

Gini, Al(2012), Case Studies in Business Ethics, 6<sup>th</sup> Edition, Pearson Education, New Delhi. Mohapatra, S & Seejesh S (2012), Case Studies in Business Ethics and Corporate Governance, Pearson Education, New Delhi.

Francis R & Mishra M (2012)., Business Ethics; An Indian Perspective, Tata Mc-Graw-Hill Publishing Company Ltd., New Delhi.

**Mode of Evaluation: :** Mid Term, End Term and any of these following components Mini Projects / Seminars / Quizzes(announced and / or unannounced), Case Analysis and Case Discussion / Term Paper Class Participation / Assessment of Class Notes etc.

Recommended by Board of Studies	11-03-2019			
Approved by Academic Council	No. 54	Date	14-03-2019	

Course code	<b>Essentials of Business Etiquettes</b>	L T P J C
STS5003		3 0 0 0 1
Pre-requisite	None	Syllabus version
		V. XX.XX

#### **OBJECTIVES:**

students will be able to comprehend global trends influencing the business environment students will be able to articulate (oral and written) ideas to aid decision making

#### **OUTCOME:**

- 1. The student is able to analyse decisions using multiple international information sources
- 2. The student is able to appreciate cultural differences with the available information while making decisions
- 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 4. The student is effective in oral communication of a managerial decision and is also convincing
- 5. The student is able to effectively use written communication for expressing views
- 6. The student is able to convince others on decision making using his or her oral and written communication skills

## Module:1 Business Etiquette: 5 hours

### **Social and Cultural Etiquette**

- 1.Value
- 2. Manners
- 3.Customs
- 4.Language
- 5. Tradition

#### Writing Company Blogs

- 1.Building a blog
- 2.Developing brand message
- 3.FAQs'
- 4. Assessing Competition

#### **Internal Communications**

- 1. Open and objective Communication
- 2. Two way dialogue
- 3. Understanding the audience

#### **Planning**

- 1.Identifying
- 2. Gathering Information
- 3. Analysis
- 4.Determining
- 5. Selecting plan
- 5.Progress check
- 6. Types of planning

#### Writing press release and meeting notes

- 1. Write a short, catchy headline.
- 2.Get to the Point –summarize your subject in the first paragraph.
- 3.Body Make it relevant to your audience

Module:2	Study skills	3 hours
	agement skills	
1. Prioritiza	ation	
2. Procrasti	nation	
3. Scheduli	ทฐ	
4. Multitasl		
5. Monitori		
	under pressure and adhering to deadlines	
or working	sunder proposers and admering to deadmes	
Module:3	Presentation skills	6 hours
Preparing	presentation	<u> </u>
	to prepare PowerPoint presentation	
_	g the content	
2. Passing t	the Elevator Test	
	g materials	
1. Blue sky	3	
_	tion, body and conclusion	
	ont, Use of Color	
	presentation	
	ng and preparing visual aids	
	ce and types of visual aids	
_	n to captivate your audience	
3.Design of	-	
_	th questions	
	out the ground rules	
_	with interruptions	
	in control of the questions	
4. Handing	g difficult questions	
Module:4	Quantitative Ability -L1	5 hours
Number p	roperties	
1.Number o	-	
2.Factorials	8	
3.Remainde	er Theorem	
4.Unit digit	position	
5.Tens digi	_	
Averages	· Feemen	
1.Averages		
2.Weighted		
Progressio Progressio	_	
0	ic Progression	
	ic Progression	
	c Progression	
Percentage		
1.increase	& Decrease or successive increase	

Rat	tios		
Typ	oes of rat	tios and proportions	
Mo	dule:5	Reasoning Ability-L1	6 hours
An	alytical	Reasoning	
	•	ngement(Linear and circular & Cross Variable Rela	tionship)
	lood Rel		1,
3.O	rdering/	ranking/grouping	
	uzzletest		
		Decision table	
Mo	dule:6	Verbal Ability-L1	5 hours
Vo	cabulary	y Building	
1.S	ynonym	s & Antonyms	
2.0	ne word	substitutes	
3.W	Vord Pair	r'S	
4.S	pellings		
-	lioms		
6.S	entence (	completion	
	nalogies	1	
Mo	dule:7	title	x hours
Mo	dule con	tent	
Mo	dule:8	Contemporary issues:	x hours
		Total Lecture hours:	30 hours
		Total Lecture nours.	30 hours
Тех	kt Book(	s)	
1.	, ,	eck. M(1978) Road Less Travelled. New York City	. M. Scott Peck
1.		2016) Aptipedia Aptitude Encyclopedia. Delhi. Wil	
	`	US(2013) Aptimithra. Bangalore. McGraw-Hill Edu	• •
	LIIII	55(2013) Aprillitilia. Bangaiore. WeGraw-Hill Ede	ication I vt. Ltd.
Ref	ference l	Books	
1.		Patterson, Joseph Grenny, Ron McMillan, Al Switzl	er(2001)Crucial Conversations:
	_	or Talking When Stakes are High.Bangalore. McGr	
		arnegie,(1936) How to Win Friends and Influence F	
	Websit	tes:	
	www.c	halkstreet.com	
		killsyouneed.com	
		nindtools.com	
		hebalance.com	
		guru.000	

Mode of Evaluation: Mode of Evaluation: FAT, Assignments, Projects, Case studies, Role plays, 3 Assessments with Term End FAT (Computer Based Test)								
Recommended by Board of Studies	DD-MM-YYYY	•						
Approved by Academic Council	No. xx	Date	DD-MM-YYYY					

Course code BMT6114	Business Analytics and Intell	igence	L T P J C 2 0 2 0 3
Pre-requisite	BMT5113		Syllabus version
OBJECTIVES:			
	e able to formulate competitive strategies for	the digital mark	et nlaces
	e able to identify business problems and form		
OUTCOME:	and to identify outsiness proofeins and form		courses of action
1. The studen	t provides a definitive and outstanding assess a advantage of competitors in the marketplace		ket share and
_	t does a comprehensive analysis of potential		etitors activity
	t provides comprehensive industry assessmen		
	ation details		
	t is comprehensively able to describe the pro-		
	t is able to come up with multiple alternative	-	
	t is able to suggest a very comprehensive and	limplementable	
	duction to Business Analytics and igence(BAI)		3 hours
analytical competing on Assaulytical Capabil	strategic impact of BAI across key indution- what makes an analytical competitor- analytics with Internal and external Procestities- Managing Analytical People- The Aralytical Competition- Gartner Magic Quadrates	nalytics and bus sses- A Road chitecture of Bu	iness performance- Map to Enhanced siness Intelligence-
Intelligence and Amodule:2 Data	· ·		5 hours
Module:2 Data	warenousing		3 Hours
Business Perform Measurement – Bu Essential Practice central problem,	: Concepts – Process overview – Architecture ance Management: BPM –Strategy - Plasiness Performance Management Methodolo Skills for High-Impact Analytics Projects Scoping a project, Defining metrics for and expert sources, Selecting modeling app	lan – Monitori ogies : Listening to o success, Creat proaches, Valida	ng – Performance client, Framing the ting a work plan,
analytical results,	Communicating and presenting results to ng impact.		
analytical results, change and assessi			
analytical results, change and assessi	ng impact.		ving organizational
analytical results, change and assessi  Module:3 Descri	ng impact.		ving organizational  4 hours
analytical results, change and assessi  Module:3 Description  Data Visualization	ng impact. riptive Analytics	tter-Map-Bubble	4 hours -Box & Whisker-
analytical results, change and assessi  Module:3 Description  Data Visualization  Tree map - Heat m	ng impact.  iptive Analytics  and Analytics- Charts(Bars-Pie-Line-Scar	tter-Map-Bubble	4 hours -Box & Whisker-
analytical results, change and assessi  Module:3 Description  Data Visualization  Tree map - Heat m  Module:4 Predi	ng impact.  riptive Analytics  n and Analytics- Charts(Bars-Pie-Line-Scarap-Circle and Area) -Worksheet, Dashboard	tter-Map-Bubblo and Story Board	4 hours -Box & Whisker-d creation
analytical results, change and assessi  Module:3 Description  Data Visualization Tree map - Heat m  Module:4 Prediction  Linear Regression,	ng impact. riptive Analytics  n and Analytics- Charts(Bars-Pie-Line-Scarap-Circle and Area) -Worksheet, Dashboard active Analytics	tter-Map-Bubblo and Story Board	4 hours -Box & Whisker-d creation
analytical results, change and assessi  Module:3 Description  Data Visualization Tree map - Heat m  Module:4 Prediction  Linear Regression,  Module:5 Prescription	ng impact.  riptive Analytics  n and Analytics- Charts(Bars-Pie-Line-Scarap-Circle and Area) -Worksheet, Dashboard  active Analytics  Cluster, CART and Neural Network model	tter-Map-Bubble and Story Board	4 hours  2-Box & Whisker- 1 creation  3 hours
analytical results, change and assessi Module:3 Description Tree map - Heat module:4 Prediction Tree map - Heat module:4 Prediction Tree map - Heat module:5 Prescription Tree map - Heat module:5 Prescription Tree map - Heat module:4 Prediction Tree map - Heat module:4 Prediction Tree map - Heat module:4 Prediction Tree map - Heat module:5 Prescription Tree mod	ng impact. riptive Analytics  n and Analytics- Charts(Bars-Pie-Line-Scarap-Circle and Area) -Worksheet, Dashboard ctive Analytics  Cluster, CART and Neural Network model criptive Analytics	tter-Map-Bubble and Story Board	4 hours  2-Box & Whisker- 1 creation  3 hours
analytical results, change and assessi  Module:3 Description  Data Visualization Tree map - Heat m  Module:4 Prediction  Linear Regression,  Module:5 Prescription  Linear optimization  Module:6 Conte	ng impact.  riptive Analytics  n and Analytics- Charts(Bars-Pie-Line-Scarap-Circle and Area) -Worksheet, Dashboard  active Analytics  Cluster, CART and Neural Network model  riptive Analytics  on, Integer optimization, Non-linear program	tter-Map-Bubble and Story Board	4 hours 2-Box & Whisker- 1 creation 3 hours 3 hours 2 hours
analytical results, change and assessi  Module:3 Description  Data Visualization Tree map - Heat m  Module:4 Prediction  Linear Regression,  Module:5 Prescription  Linear optimization  Module:6 Conte	ng impact. riptive Analytics  n and Analytics- Charts(Bars-Pie-Line-Scarap-Circle and Area) -Worksheet, Dashboard active Analytics  Cluster, CART and Neural Network model ariptive Analytics  on, Integer optimization, Non-linear program emporary Issues	tter-Map-Bubble and Story Board	4 hours 2-Box & Whisker- 1 creation 3 hours 3 hours 2 hours

int	elligence and Analytics softwar	e like R, Python,	Table	au,							
SP	SS, Excel etc., interpretation of	results and discu	ssion	on							
ma	nagerial decision making										
# N	Mode: Flipped Class Room, Cas	se Discussions, I	Lecture	es,							
and	l lab exercises										
Te	xt Book(s)						•				
1.	Sharda R, Delen D, Turban	E, Aronson J, L	iang T	. P, (2	2014)	, Bus	iness	Inte	llige	nce and	
	Analytics: Systems for Decis										
2.	Powell S. G, Barker K. R,	(2014), Manage	ement	Scien	ice: T	he A	rt of	• Mo	delir	ng With	
	Spreadsheets, (W/Cd),	4thedition, Jo	hn Wi	ley &	Sons						
Re	ference Books										
1.	Linoff G. S, Berry M. J, (201	1), Data mining	techn	iques:	for n	narke	ting,	sales	s, and	d custome	r
	relationship management, 3rd	edition, John W	iley &	Sons.							
2.	Frank B, Green B, Harris T	, Van De Vanter	r K, (2	2010),	Bus	iness	Intel	liger	ice S	trategy: A	1
	Practical Guide for Achieving	BI Excellence, l	MC Pr	ess.							
3.	Hair, J. F, Black W. C, Babi	n B. J, Andersor	n R. E	, Tath	am R	L. L, (	2009	), M	lultiv	ariate data	a
	analysis, 7th edition, Pearson	education.									
Me	ode of Evaluation										
S	pecific Assessment Methods	% Weighting	Inter	ided s	subje	ct lea	rnin	g ou	tcom	es to be	
			asses	sed (I	Please	e tick	as a	ppro	pria	te)	İ
			1	2	3	4	5	6			
	antinua Assassment	60									i

Lab	100		V	1	1	<b>V</b>	1	$\sqrt{}$	
Total	100								
Recommended by Board of Studie	es	11-03-201	9						
Approved by Academic Council		No. 54		Date	;	14-03	3-201	9	

20

40

Midterm

**Final Assessment Test** 

Course cod	e	Financial Management – Decisions an	d Applications	L	T	P J	С
BMT61	15			3	0	0 0	3
Pre-requisi	te	BMT6112		Sylla	bus	vers	ion
						v. 02	.00
OBJECTIV							
		ll be able to systematically apply qualitative a	and quantitative	technic	ques	to	
OUTCOM		ess problems					
		is able to perform a comprehensive quantitat	tive data analysi	<b>S</b>			
		is able to interpret qualitative information in	•	5			
		is able to represent the analyses as a comple		e busin	ess į	orobl	em
Module:1	Capit	al Structure				5 ho	urs
forms imp	ortance	e – optimal capital structure – theories – Fact	tors determining	canita	1 etm	uctur	
		structure – capital gearing	ors determining	Сарпа	1 5111	actui	C —
	_	of Capital				5 ho	urs
		•					
		meaning – significance – classification of c					
computation	of co	st of specific sources of finance (cost of I	Debt, Equity& F	Prefere	nce	shar	es,
Module:3	Lever	- Computation of weighted average cost of c	apitai, Marginai	cost o		риат. <b>5 ho</b>	
Miduic.3	Level	ages				3 110	uis
Meaning –	Types -	- Financial Leverage – Operational Leverag	ge – Composite	– Wor	king	Cap	ital
Leverage.							
Module:4	Divid	end				5 ho	urs
		erminants – types of dividend policy –effe			nus	issu	e –
		and Models - Walter's Model, Gordon's Mo	del and MM app	proach			
Module:5	Work	ing capital requirements				8 ho	urs
Working ca	apital	requirements: Meaning - concept - kinds -	- importance of	adequ	ate	work	ing
capital - de	termina	nts of working capital working capital police	cy- estimation of	f work	ing (	capita	al –
operating cy	/cle/ ca	sh conversion cycle					
Cash mana	gemen	t: optimal cash, cash budget					
		-					
•	Ü	ement : EOQ, Reorder level					
		agement: Credit policy, receivables matrix.					
Module:6	Conte	emporary Issues				2 ho	urs
Guest Lect	ure froi	n industry experts on contemporary financial	management de	ecicion	c tal	zen ta	
		Ith of the shareholders.	management de	C151011	s tan	CII II	,
		Total Lecture hours:			3(	0 hou	ars
# Mode:	Flinne	d Class Room, Case Discussions, Lectures					
Text Book(		d Class Room, Case Discussions, Lectures					
1. I.M 2. Jan	Pande nes C.	y, (2015), Financial Management, 11 <sup>th</sup> edition Van Horne, Sanjay Dhamija, (2011), Finan				icy,	12 <sup>th</sup>
3. Eug	gene F	arson Education. Brigham, Michael C. Ehrhardt, (2014), Fi 4 <sup>th</sup> edition, Cengage Learning.	nancial Manage	ement	The	ory a	and

#### **Reference Books**

- Khan M.Y, Jain P.K, (2014), Financial Management- Text, Problems and Cases, 7<sup>th</sup> edition, McGraw Hill.
- Prasanna Chandra, (2011), Financial Management: Theory and Practice, 8<sup>th</sup> edition, 2. McGraw Hill, India
- William R Lasher, (2014), Financial Management: Principles and Practice, 7<sup>th</sup> edition, 3. Cengage Learning, India.
- Richard Brealey, Stewart Myers, Franklin Allen, Pitabas Mohanty, (2012), Fundamentals 4. of Corporate Finance, 10<sup>th</sup> edition, Mcgraw Hill.
- Stephen Ross, Randolph Westerfield, Bradford Jordan (2016), Corporate Finance, 11<sup>th</sup> 5. edition, Mcgraw Hill.

#### Mode of Evaluation

Midue of Evaluation								
<b>Specific Assessment Methods</b>	%	Weighting						
			1	2	3	4	5	6
<b>Continue Assessment</b>	40							
Midterm	20							
Final Assessment Test	40							
Total	100							
Recommended by Board of Studie	es	11-03-2019	9					
Approved by Academic Council		No. 54	•	Date	;	14-03	3-201	9

Recommended by Board of Studies	s	11-03-2019	9						
Approved by Academic Council		No. 54		Date	14-03-	-2019	9		

Cou	urse cod	e	Marketing Management – Progra Implementation	ammes and		L '	Γ	PJ	C
	BMT61	16				3 (	0	0 0	3
Pre	-requisi	te	BMT5119		Syl	ab	us	ver	sion
								v. 02	2.00
OB	JECTIV	/ES:							
			Il be able to formulate competitive strategies	for the digital n	narket	pla	ace	S	
	TCOM								
1.			provides a definitive and outstanding asse	essment of the	mark	et	sh	are	and
_	_		lvantage of competitors in the marketplace	_	_				
2.			bes a comprehensive analysis of potential dan						
3.			provides comprehensive industry assessment	ent and strateg	y for	mu	lat	ıon	and
3.7			n details					<u> </u>	
Mo	dule:1	Mana	ging and Delivering Value					6 h(	ours
Dog	igning 8	r Mono	ging Marketing Channels – Managing Retail	ling whologolin	a and	mo	r1z		
	istics	c iviana	ging Marketing Chainers – Managing Retail	illig, wholesailli	g anu	IIIa	IK	71	
_	dule:2	Comr	nunicating Value					6 h	ours
1410	uuic.2	Comi	numeating value					U IIC	Juis
Des	signing	and	Managing Integrated Marketing Comn	nunications –	Mar	ลอา	ng	<u> </u>	/lass
			Advertising, Sales Promotions and Publi						
			ales Force and Direct Marketing		۲		,		
Mo	dule:3	Asses	sing Market Opportunities					7 ha	ours
			keting Environment -Marketing Informati		Condu	ctii	ng	Ma	rket
Res	earch: P	rocess	and Report Development – Demand Estimat	ion.					
Mo	dule:4		ging the total Marketing effort						ours
	naging		istic Marketing organization - Marketing		on, Ev	/alı	ıat	ion	and
			g ROI - Marketing Metrics for marketing pe	erformance					
			ining Growth and Value					4 ho	ours
			- Global Marketing	T					
Mo	dule:6	Conte	emporary Issues					2 ho	ours
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			n industry experts on contemporary Marketi	ng Metrics used	to ev	alu	ate	the	
ma	arketing	perforn					2	<u> </u>	
			Total Lecture hours:				3	0 ho	urs
			Class Room, Case Discussion and Lectures						
	t Book(								
1.			Keller K, Koshy, Jha, (2012), Marketin	ng Managemen	it: A	So	utl	ı A	sian
			e, 14 <sup>th</sup> edition, Pearson Education.						
2.			ir, Sharma, McDaniel(2016), MKTG Pr	rinciples of Ma	ırketın	g	, (	)eng	gage
		rning.							
	erence I		11 (2012) 14 1 2 21 1	3.6	<b>T</b> 7.		th	1,	
1.			nbloom, (2012), Marketing Channels- A	Management	View	, 8		edit	ion,
_			earning.	trian C					
2.	Gill	iespie, l	Hennessey, (2013), Global Marketing, 3 <sup>rd</sup> ed	ition, Cengage I	Learni	ng.			
3.			Mullins, (2012), Marketing Strategy, 8 <sup>th</sup> edi			<b>(</b> )	<b>7.</b> //	o.e1	tin ~
4.			arris, Neil T. Bendle, Philip E. Pfeifer, Da 0+ Metrics Every Executive should master,						
	ivie	uics: 30	Ji wienies every executive snoutd master,	i euilion, fina	ncial l	1111	US/	rrer	nice

Hall.

- Michael J. Etzel, Bruce J Walker, William J. Stanton, (2004), Marketing, 13<sup>th</sup> edition, 5. McGraw Hill.
- 6. Naresh K. Malhotra (2010), Marketing Research, 6<sup>th</sup> Edition, Pearson Education.

  Mode of Evaluation

<b>Specific Assessment Methods</b>	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
			1	2	3	4	5	6	7		
Continue Assessment	60										
Midterm	20										
Final Assessme□t Test	40					$\sqrt{}$	1				
Total	100	)									
Recommended by Board of Studie	es	11-03-2019	9								
Approved by Academic Council		No. 54		Date	;	14-03	3-201	9			

	bus version v. 02.00  clutions have ew solutions 3 hours  rce, Types y 4 hours  trepreneurial trepreneurial ive Problem arning about afrastructure,						
OBJECTIVES:  students will be able to co-create unique ideas, products and solutions  OUTCOME:  1. Student produces original ideas with minimal guidance. Implementation sol strong evidential support  2. Student uses multiple idea creation techniques  3. Student creates new ideas and combines multiple perspectives to develop new Module:1  Entrepreneurship in the New Millennium  Entrepreneurs/Small-Business Owners: Emerging trends: The Internet & E-commerc of entrepreneurs; Corporate Entrepreneurship – Nature, Concepts and Sustainability Module:2  The Entrepreneurial Mindset  Entrepreneurial Individual, Sources of research on Entrepreneurs, Common Entrepreneuristics, Confrontation with risk, Stress & Entrepreneurial Ego; Entrepreneurial Solving, Ethics, Entrepreneurship, & Law, Social responsibility challenge, Lear resources, Technology / Know how-Sources / Plans, Funding-various options, Inf. Mentoring, Planning	v. 02.00  olutions have  ew solutions 3 hours  rce, Types y 4 hours  trepreneurial trepreneurial ive Problem arning about afrastructure,						
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resources, Technology / Know how- Sources / Plans, Funding- various options , Inf Mentoring, Planning	nfrastructure,						
Mentoring, Planning							
Entrepreneurial venture Franking	5 hours						
	3 Hours						
and MVP aspects, Challenges of New-Venture Start-Ups, Pitfalls in selecting new ventures, Critical factors for NVD, Failures of New Ventures, New Venture Evaluation process, John Mullin's Seven Domain Model, Feasibility Plan; Sustainable Competitive Advantage, Examining the use of business incubator; Entrepreneurial Ventures and Marketing Research;							
Business Plan  Module:4 Entrepreneurial Issues for Start-Ups 3 hour							
Legal forms of Entrepreneurial Organizations, Identifying legal structures, Specifications	fic forms of						
Partnerships and Corporations: Debt versus Equity, Venture Capital Market, Informal Risk							
Capital							
Module:5 Entrepreneurial Issues for Growth &	3 hours						
Development							
Strategic Planning and Entrepreneurship: Nature of Planning in emerging firms, Strategic Planning, Value of Strategic Planning: The Entrepreneurial Edge, Implementing Strategic Plan: Venture Development Stages: Entrepreneurial Ventures: Management succession challenge, Developing a succession strategy; Harvest strategy: Liquidity events – Initial Public Offer							
(IPO); Complete sale of the venture							
Iodule:6 Contemporary Issues 2 hours							
Governmental initiatives to foster entrepreneurship across sectors, Funding opportunities for start-ups, Business Incubation and its benefits.							
Total Lecture hours:	20 hours						
Project: Team of maximum 6 students would undertake 20							
the project. The faculty coordinator would provide the [Non Contact							
topic based on the modules. hrs]							
1							

Specific Assessment Methods  % Weighting Intended subject learning outcomes								
Mode of Evaluation								
Ventures,4 <sup>th</sup> edition, Pearson Education.								
2. Bruce R Barringer, (2011), Entrepreneurship: Successfully Launching No.								
1. Timmons, Spinelli, (2012), New Venture Creation, 9 <sup>th</sup> edition. McGraw Hill.								
Reference Books								
Cengage Learning.								
Kuratko, Rao, (2012), Entrepreneurship A South-Asian Perspective, 8 <sup>th</sup> edition,								
Hisrich, Peters, Shepherd, (2016), Entrepreneurship, 10 <sup>th</sup> edition. McGraw Hill.								
Practice, 10 <sup>th</sup> edition. Cengage Learning.								
1. Kuratko, Hodgetts, (2014), Entrepreneurship - Theory, Process and								
Text Book(s)								
# Mode: Flipped Class Room, Case Discussions, Lectures and Project								

Mode of Evaluation													
<b>Specific Assessment Methods</b>	% Weighting				ubjec				utco	me	s to	b	e as
		(Ple	(Please tick as appropriate)										
		1	2	3	4	5	6	7	8	9	10		
<b>Continue Assessment</b>	60												
Midterm	20												
Digital Assignment – 1		V			V	V							
Digital Assignment - 2							1	1	1		$\sqrt{}$		
Quiz - 1		V			V	V							
Final Assessment Test	40										$\sqrt{}$		
Total	100												
Project													
Review 1	20												
Review 2	30						1	1	1		$\sqrt{}$		
Review 3	50	V			V	V	1	1	1		$\sqrt{}$		
Total	100												
Recommended by Board of	11-03-2019												
Studies													
Approved by Academic Council	No. 54	I	Date		14-03	3-201	9						

<b>Course Code</b>	Strategic Management	L	T	PJ	C
BMT6118		2	0 (	) 4	3
Pre-requisite	Nil	Syllal	bus	vers	sion
			7	v. 02	2.00

#### **OBJECTIVES:3**

students will be able to comprehend global trends influencing the business environment students will be able to involve stakeholders and team members in executing decisions

#### **OUTCOME:**

- 1. The student is able to analyse decisions using multiple international information sources
- 2. The student is able to appreciate cultural differences with the available information while making decisions
- 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 4. The student is able to establish a favourable team climate and ensure enthusiastic decision making
- 5. The student is able to elicit constructive feedback in conflicting situations
- 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making

Module:1 Strategic Management and Competitiveness 2 hours

The Competitive Landscape: The Global Economy, Technology and Technological Changes, The Resource-based model of above-average returns, Vision and Mission, Stakeholders, Strategic Leaders: Effective strategic leaders, Predicting outcomes of strategic decisions - profit pools, The Strategic Management Process

Module:2 3 hours

The External Environment: Opportunities, Threats, Competition and Competitor Analysis: Segments of the General Environment – Industry Environment Analysis – Porter's Five Forces, Strategic Groups, Competitor Analysis and Ethical Considerations.

The Internal Environment: Resources, Capabilities, Competencies and Competitive Advantages: Analyzing the internal organization, Concept of Creating Value, Resources, Capabilities and Core Competencies, Building core competence, Criteria of Sustainable Competitive Advantage, and Value Chain Analysis.

Module:3 4 hours

**Formulations of Strategic Actions - I**: **Business-Level Strategy**: Customers and their relationship with Business-level strategies, Purpose of Business-level strategy, Types of Business-level strategies – Porter's Generic Strategies.

**Competitive Rivalry and Dynamics**: Competitor Analysis – Market Commonality, Resource Similarity; Drivers of Competitive Actions and Responses; Competitive Rivalry – Strategic and Tactical Actions.

Module:4 4 hours

**Formulations of Strategic Actions- II: Corporate-Level Strategy:** Levels of Diversification – Operational Relatedness: Sharing Activities, Corporate Relatedness: Transferring of Core Competencies, Market Power.

**Strategic Acquisition and Restructuring:** Differentiating between Acquisition, Merger and Takeovers, Reasons for Acquisition, Restructuring – Downsizing, Down scoping, Leveraged

buy	outs, Re	structuring outcomes	
Cor	porate-le	<b>ategy</b> – Identifying international Opportunities, evel strategies, Choice of International Entry Modes ernational Environment.	
Mo	dule:5	Secondary Data Research	5 hours
owr		ation of Strategic Actions – Corporate Gover and managerial control, Ownership concentration	
		and Controls within Organizations: Evolutional Structure	onary Patterns of Strategy and
Indi Effe Bala	an Orga ective m anced C	Implications for Strategy in the Indian Scenario anizations, Role of Top-level manager, Manageria anagement of Firm's resource portfolio, Sustainin Organizational Controls; Entrepreneurial Opportun hrough Acquisitions.	al succession; Strategic Direction, ag effective organizational culture,
		Contemporary Issues	2 hours
Gu	est lectu	re by industry experts on contemporary strategic m	anagement practices in India.
		Total Lecture hours:	20 hours
proj	•	am of maximum 6 students would undertake the faculty coordinator would provide the topic based ales.	20 [Non-Contact hrs]
# M	lode: Fli	pped Class Room, Case Discussions, Lectures and	Project
Tex	t Book(	s)	
1. 2.	Hill	r, Ireland, Hoskisson, Manikutty, (2016), Strategic N., Jones, Shilling (2013), An Integrated Approach to Sedition, Cengage Learning.	
Ref	erence I		
1.	Mc	ompson, Strickland, Gamble, Jain, (2010), Crafting a Graw Hill.	
2.		d R. David, (2015), Strategic Management – Conceptation.	ots & Cases, 15 <sup>th</sup> edition, Pearson

- John Pearce, Richard Robinson, Amitha Mittal, (2012), Strategic Management, 13<sup>th</sup>edition, McGraw Hill. R. Srinivasan, (2012), *Strategic Management: The Indian Context*, 4<sup>th</sup> edition, PHI 3.
- 4.
- Bod de Wit, Ron Meyer, (2014), Strategy An International Perspective, 5th edition, Cengage Learning.

  Mode of Evaluation

<b>Specific Assessment Methods</b>			Intended student learning outcomes assessed (Please tick as appropriate)						
		1	2	3	4	5	6	7	
<b>Continue Assessment</b>	60								
Midterm	20								
Digital Assignment – 1	10								

Digital Assignment - 2		20				1				
Quiz – 1		10	V	<b>√</b>	1					
Final Assessment Test	40		1			1				
Total	100									
Project										
Review 1	20				1					
Review 2	30					1	<b>V</b>	1		
Review 3	50		1	1	1	1	1	1		
Total	100									
Recommended by Board of Stud	11-03-201	9								
Approved by Academic Council No. 54 Date 14-03-2019										

Course code	Preparing for Industry	L T P J C
STS5004		3 0 0 0 1
Pre-requisite	None	Syllabus version
		v. xx.xx

#### **OBJECTIVES:**

students will be able to articulate (oral and written) ideas to aid decision making students will be able to involve stakeholders and team members in executing decisions

#### **OUTCOME:**

- 1. The student is effective in oral communication of a managerial decision and is also convincing
- 2. The student is able to effectively use written communication for expressing views
- 3. The student is able to convince others on decision making using his or her oral and written communication skills
- 4. The student is able to establish a favorable team climate and ensure enthusiastic decision making
- 5. The student is able to elicit constructive feedback in conflicting situations
- 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making

#### Module:1 Interview skills 3 hours

#### **Types of interview**

- 1. Structured and unstructured interview orientation
- 2. Closed questions and hypothetical questions
- 3. Interviewers' perspective
- 4. Questions to ask/not ask during an interview

#### **Techniques to face remote interviews**

- 1. Video interview
- 2.Recorded feedback
- 3. Phone interview preparation

#### **Mock Interview**

- 1. Tips to customize preparation for personal interview
- 2. Practice rounds

Module:2	Resume skills	2 hours

#### **Resume Template**

- 1. Structure of a standard resume
- 2. Content, color, font

#### Use of power verbs

1. Introduction to Power verbs and Write up

#### **Types of resume**

3. Quiz on types of resume

#### **Customizing resume**

- 1. Frequent mistakes in customizing resume
- 2. Layout Understanding different company's requirement
- 3. Digitizing career portfolio

Module:3	Emotional Intelligence - L1	7 hours			
Transactional Analysis					

#### Transactional Analysis

1.Introduction

2. Contracting, ego states 3.Life positions **Brain storming** 1.Individual Brainstorming 2.Group Brainstorming 3. Stepladder Technique 4.Brain writing 4. Crawford's Slip writing approach 5. Reverse brainstorming 6.Star bursting 7. Charlette procedure 8. Round robin brainstorming **Psychometric Analysis** 1.Skill Test 2.Personality Test Rebus Puzzles/Problem Solving 1.More than one answer 2.Unique ways **Quantitative Ability-L3** Module:4 Parmutation\_Combinations

8 hours

1.Counting 2.Grouping 3.Linear Arrangement 4. Circular Arrangements  Probability 1.Conditional Probability 2.Independent and Dependent Events  Geometry and mensuration 1.Properties of Polygon 2.2D & 3D Figures 3.Area & Volumes  Trigonometry 1.Heights and distances 2.Simple trigonometric functions  Logarithms	
3.Linear Arrangement 4. Circular Arrangements  Probability 1.Conditional Probability 2.Independent and Dependent Events  Geometry and mensuration 1.Properties of Polygon 2.2D & 3D  Figures 3.Area & Volumes  Trigonometry 1.Heights and distances 2.Simple trigonometric functions  Logarithms	
4. Circular Arrangements  Probability 1. Conditional Probability 2. Independent and Dependent Events  Geometry and mensuration 1. Properties of Polygon 2.2D & 3D Figures 3. Area & Volumes  Trigonometry 1. Heights and distances 2. Simple trigonometric functions Logarithms	
Probability 1.Conditional Probability 2.Independent and Dependent Events Geometry and mensuration 1.Properties of Polygon 2.2D & 3D Figures 3.Area & Volumes Trigonometry 1.Heights and distances 2.Simple trigonometric functions Logarithms	
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2.Independent and Dependent Events  Geometry and mensuration  1.Properties of Polygon 2.2D & 3D  Figures 3.Area & Volumes  Trigonometry  1.Heights and distances  2.Simple trigonometric functions  Logarithms	
Geometry and mensuration  1.Properties of Polygon  Figures  Trigonometry  1.Heights and distances  2.Simple trigonometric functions  Logarithms	
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2.Simple trigonometric functions  Logarithms	
Logarithms	
1.Introduction	
2.Basic rules	
Functions	
1.Introduction	
2.Basic rules	
Quadratic Equations	
1.Understanding Quadratic Equations 2.Rules &	
probabilities of Quadratic Equations	
Set Theory	
1.Basic concepts of Venn Diagram	
Module:5 Reasoning ability-L3 5 ho	urs
Logical reasoning	
1.Syllogisms	

- 2...Binary logic
- 3. Sequential output tracing
- 4. Crypto arithmetic

#### **Data Analysis and Interpretation**

- 1.Data Sufficiency
- 2.Data interpretation-Advanced

Interpretation tables, pie charts & bar chats

Module:6 Verbal Ability-L3 5 hours

#### Comprehension and Logic

- 1.Reading comprehension
- 2.Para Jumbles
- 3..Critical Reasoning:
  - a)Premise and Conclusion
  - b) Assumption & Inference
  - c) Strengthening & Weakening an Argument

#### Text Book(s)

1. FACE(2016) Aptipedia Aptitude Encyclopedia. Delhi. Wiley publications ETHNUS(2013) Aptimithra. Bangalore. McGraw-Hill Education Pvt. Ltd.

#### **Reference Books**

1. Michael Farra and JIST Editors(2011)Quick Resume & Cover Letter Book: Write and Use an Effective Resume in Just One Day. Saint Paul, Minnesota.Jist Works

Daniel Flage Ph.D(2003)The Art of Questioning: An Introduction to Critical Thinking. London. Pearson

David Allen (2002) Getting Things done: The Art of Stress -Free productivity. New York City. Penguin Books.

#### Websites:

www.chalkstreet.com

www.skillsyouneed.com

www.mindtools.com

www.thebalance.com

www.eguru.ooo

**Mode of Evaluation:** Mode of Evaluation: FAT, Assignments, Projects, Case studies, Role plays, 3 Assessments with Term End FAT (Computer Based Test)

Recommended by Board of Studies	DD-MM-YYYY	•	
Approved by Academic Council	No. xx	Date	DD-MM-YYYY

Course code	Summer Internship	L T P J C
BMT6119		0 0 0 0 2
Pre-requisite	As per the academic regulations	Syllabus version
		v. 1.0

#### **OBJECTIVES:**

students will be able to co-create unique ideas, products and solutions students will be able to make decisions under constraints

students will be able to identify business problems and formulate alternative courses of action students will be able to articulate (oral and written) ideas to aid decision making

#### **OUTCOME:**

- 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support
- 2. Student uses multiple idea creation techniques
- 3. Student creates new ideas and combines multiple perspectives to develop new solutions
- 4. Student is able to relate all contextual factors in decision making
- 5. Student is able to analyse many costs and consequences of decision
- 6. The action plan considers many of the constraints in the given context
- 7. The student is comprehensively able to describe the problem in a decision making
- 8. The student is able to come up with multiple alternatives to resolve the problem
- 9. The student is able to suggest a very comprehensive and implementable action plan
- 10. The student is effective in oral communication of a managerial decision and is also convincing
- 11. The student is able to effectively use written communication for expressing views
- 12. The student is able to convince others on decision making using his or her oral and written communication skills

#### **Contents**

- 1. Introduction
- 2. Company Overview
- 3. Vision & Mission
- 4. Organizational Profile
- 5. Location
- 6. Organizational Chart
- 7. Products and Services
- 8. Key Functional Departments
- 9. Best practices of the Company
- 10. SWOT Analysis
- 11. CSR/Social inclusion activities/ any other initiatives

Mode of Evaluation: Periodic reviews, Presentation, Final oral viva

Recommended by Board of Studies	10.06.2015		
Approved by Academic Council	54 <sup>th</sup> AC	Date	16.06.2015

Course Code	Capstone Project	L T P J C
BMT6120		0 0 0 6
Pre-requisite	As per the academic regulations	Syllabus version
		v. 1.0

#### **OBJECTIVES:**

students will be able to co-create unique ideas, products and solutions

students will be able to make decisions under constraints

students will be able to identify business problems and formulate alternative courses of action students will be able to articulate (oral and written) ideas to aid decision making students will be able to involve stakeholders and team members in executing decisions

#### **OUTCOME:**

- 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support
- 2. Student uses multiple idea creation techniques
- 3. Student creates new ideas and combines multiple perspectives to develop new solutions
- 4. Student is able to relate all contextual factors in decision making
- 5. Student is able to analyse many costs and consequences of decision
- 6. The action plan considers many of the constraints in the given context
- 7. The student is comprehensively able to describe the problem in a decision making
- 8. The student is able to come up with multiple alternatives to resolve the problem
- 9. The student is able to suggest a very comprehensive and implementable action plan
- 10. The student is effective in oral communication of a managerial decision and is also convincing
- 11. The student is able to effectively use written communication for expressing views
- 12. The student is able to convince others on decision making using his or her oral and written communication skills
- 13. The student is able to establish a favorable team climate and ensure enthusiastic decision making
- 14. The student is able to elicit constructive feedback in conflicting situations
- 15. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making

#### Contents

Stage 1: Select a Topic: select a topic in the functional area of your interest-as agreed by the company - should suit a 5 month research work, should be time-relevant and help you in higher studies / placement

Stage 2: Define the Problem

Ask yourself-why this research? How does the company benefit? Does the problem help me gain insight on the concept studies or the way company functions?

Stage 3: Review of Literature

Relevant literature - record the reviews systematically (ref. appendix 1) - Literature review should help in identifying the need /gap + should help in providing more insight into the subject

Stage 4: Formulate Hypothesis

Stage 5: Choose a research Method

Decide on the sampling method, technique, number and sample units

Design and test data collection instrument (ex: Questionnaire, scheduler etc)

Stage 6: Pre-test and Collect Data

Stage 7: Analyse Data

Stage 8: Report in APA format

Mode of Evaluation: Periodic reviews, Presentation, Final oral viva,						
Recommended by Board of Studies	10.06.2015					
Approved by Academic Council	37 <sup>th</sup> AC	Date	16.06.2015			
Recommended by Board of Studies	05-08-2017					
Approved by Academic Council	No. 47	Date	05-10-2017			

# Programme Elective Subjects

	e		App	olied E	Econom	etrics			I	T	P J	C
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Pre-requisit									Sylla	abu		sion
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<b>OBJECTIV</b>	ES:								•			
students wi	ll be able to	identify bu	usiness pr	roblen	ns and f	ormula	ate alter	native o	courses	of a	ction	-
students wil	ll be able to	systematic	cally appl	y qual	litative	and qu	antitativ	e techr	niques to	o so	lve	
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Module:1	introductio	ii to Ecoi	iometric	5							3 11	ours
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Module:2	Cross section											ours
Qualitative												
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Module:3	Time series	aata Ecc	mometri	CS							5 H	ours
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	Total Lecture hours:	20 hours
for cross sectime series of	# OLS and critical evaluation of OLS, Tools used ctional data, Application of forecasting tools for data, application of tools in panel data and timization models.	20 hours
# Mode:	Flipped Class Room, Lectures, Case Discussions	
	and lab exercises.	

#### Text Book(s)

- 1. Damodar N. Gujarat, Dawn C Porter, Sangeetha Gunasekar, (2011),Basic Econometrics, 5th edition, McGraw-Hill
- 2. Gujarati. D, (2014), Econometrics by example, Palgrave Macmillan.
- 3. Brooks. C, (2014), Introductory Econometrics for Finance, Cambridge university press.

#### **Reference Books**

- 1. Wooldridge. J, (2015), Introductory econometrics: A modern approach, Nelson Education.
- 2. Maddala. G. S, Lahiri. K, (2009), Introduction to econometrics, Wiley.
- 3. Koutsoyiannis. A, (1977), Theory of econometrics: an introductory exposition of econometric methods, Macmillan.
- 4. Davenport, T. H, Harris. J. G, (2007), Competing on analytics: The new science of winning, Harvard Business Press.
- 5. Cooper, D. R, Schindler. P. S, (2003), Business research methods, Tata Mc Hill Publication.
- 6. Tsay.R. S, (2005), Analysis of financial time series (Vol. 543), John Wiley & Sons.
- 7. Enders. W, (2008), Applied econometric time series, John Wiley & Sons
- 8. Hanke, J. E., Wichern, D. W. (2008), Business Forecasting, Prentice-Hall.
- 9. Brockwell, Davis, (1996), Introduction to Time Series and Forecasting, 2nd edition, Springer.
- 10. Arellano. M, Honoré. B, (2001), Panel data models: some recent developments, Handbook of econometrics.

#### Mode of Evaluation

NIOUE OF EVALUATION										
<b>Specific Assessment Methods</b>	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
			1	2	3	4	5	6	7	
<b>Continue Assessment</b>	60									
Midterm	20		V		1	1				
<b>Final Assessment Test</b>	40									
Total	100	)								
Practical	100									
Recommended by Board of Studie	es	11-03-2019	9							
Approved by Academic Council	•	No. 54								

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Course cod	le	Behavioural Finance	
BMT61	22		3 0 0 0 3
Pre-requisi	ite	BMT6112	Syllabus version
			v. 02.00
<b>OBJECTIV</b>			
		e to make decisions under constraints	
		e to comprehend global trends influencing the	
		e to articulate (oral and written) ideas to aid	decision making
OUTCOM			
		to relate all contextual factors in decision m	
		to analyse many costs and consequences of	
		n considers many of the constraints in the gi	
		able to analyse decisions using multiple inte	
		able to appreciate cultural differences wi	in the available information while
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		s effective in oral communication of a	managerial decision and is also
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	_	able to effectively use written communication	on for expressing views
		able to convince others on decision makin	
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Module:1		luction to Behavioural Finance	3 hours
1,100,000			
Introduction	ı, Tradi	tional vs. Behavioral Theory, The Decisio	n Making Process and Behavioral
Biases, Lim	its to A	rbitrage	-
Module:2	Behav	ioural Finance Theory and Bubbles	6 hours
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_	neory, S	P/A Theory, Behavioural Portfolio Theory,	Empirical and Statistical detection
tests	Dagisi	on Theory Donadoves	( h a una
Module:3	Decisi	on Theory Paradoxes	6 hours
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Paradox Th	e St Pe	Keynesian Beauty Context and The Prison tersburg Paradox. The Allais Paradox. The I	•
	l .	tersburg Paradox, The Allais Paradox, The	Ellsberg Paradox
Module:4	Non-E	tersburg Paradox, The Allais Paradox, The Behavioural Finance	Ellsberg Paradox 5 hours
Module:4 Introduction	Non-E	tersburg Paradox, The Allais Paradox, The Behavioural Finance we care: The roles of securities prices i	Ellsberg Paradox  5 hours  n the economy; Efficient markets
Module:4 Introduction hypothesis	Non-E n; Why (EMH):	tersburg Paradox, The Allais Paradox, The Behavioural Finance we care: The roles of securities prices i Definitions; EMH in supply and demand	Ellsberg Paradox  5 hours  n the economy; Efficient markets framework; Theoretical arguments
Module:4 Introduction hypothesis for flat aggr	Non-En; Why (EMH): regate do	tersburg Paradox, The Allais Paradox, The Behavioural Finance we care: The roles of securities prices i Definitions; EMH in supply and demand emand curve; Equilibrium expected returns it	Ellsberg Paradox  5 hours  n the economy; Efficient markets framework; Theoretical arguments models
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Module:4 Introduction hypothesis of flat aggramodule:5 Definition costs; Funda	Non-En; Why (EMH): regate do Dema Invest of arbitra	tersburg Paradox, The Allais Paradox, The Behavioural Finance we care: The roles of securities prices in Definitions; EMH in supply and demand terms of the curve; Equilibrium expected returns to the curve of the curve; Equilibrium expected returns to the curve of the cur	Ellsberg Paradox  5 hours  n the economy; Efficient markets framework; Theoretical arguments models  8 hours  Transaction costs and short-selling age; Destabilizing informed trading
Module:4 Introduction hypothesis of for flat aggr Module:5  Definition costs; Funda (positive fee	Non-En; Why (EMH): regate do Dema Invest of arbitramental edback,	tersburg Paradox, The Allais Paradox, The Behavioural Finance we care: The roles of securities prices i Definitions; EMH in supply and demand emand curve; Equilibrium expected returns ind by Arbitrageurs and Average ors ageur; Long-short trades; Risk vs. Horizon; risk; Noise-trader risk; Professional arbitra	Ellsberg Paradox  5 hours  n the economy; Efficient markets framework; Theoretical arguments models  8 hours  Transaction costs and short-selling age; Destabilizing informed trading Belief biases; Limited attention and
Module:4 Introduction hypothesis of for flat aggr Module:5  Definition costs; Funda (positive fee	Non-En; Why (EMH): regate do Dema Invest of arbitramental edback, on; No	tersburg Paradox, The Allais Paradox, The Behavioural Finance we care: The roles of securities prices in Definitions; EMH in supply and demand emand curve; Equilibrium expected returns to the Arbitrageurs and Average ors ageur; Long-short trades; Risk vs. Horizon; risk; Noise-trader risk; Professional arbitrate predation), Definition of average investor; Intraditional preferences — prospect theory	Ellsberg Paradox  5 hours  n the economy; Efficient markets framework; Theoretical arguments models  8 hours  Transaction costs and short-selling age; Destabilizing informed trading Belief biases; Limited attention and
Module:4 Introduction hypothesis of for flat aggr Module:5  Definition of costs; Funda (positive feed categorization)	Non-En; Why (EMH): regate do Dema Invest of arbitra amental edback, on; Non nvestor	tersburg Paradox, The Allais Paradox, The Behavioural Finance we care: The roles of securities prices in Definitions; EMH in supply and demand emand curve; Equilibrium expected returns to the Arbitrageurs and Average ors ageur; Long-short trades; Risk vs. Horizon; risk; Noise-trader risk; Professional arbitrate predation), Definition of average investor; Intraditional preferences — prospect theory	Ellsberg Paradox  5 hours  n the economy; Efficient markets framework; Theoretical arguments models  8 hours  Transaction costs and short-selling age; Destabilizing informed trading Belief biases; Limited attention and

**Total Lecture hours:** 

30 hours

Guest Lecture from industry experts on contemporary behavioral finance issues

#### # Mode: Flipped Class Room, Case Discussions, Lectures

- 1. Behavioral Finance (2009). Williams Forbes. WILEY. ISBN: 978-0-470-02804-9
- 2. Behavioral Finance: Insights into Irrational Minds and Markets, by James Montier
- **3.** Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, by Burton and Shah
- **4.** Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, by Shefrin

#### **Reference Books**

- 1. Advances in Behavioral Finance, Volume II (2005) R.H. Thaler. Princeton University Press
- **2.** Manias, Panics and Crashes: A History of Financial Crises, Sixth Edition (2007) C.P. Kindleberger and R.Z. Aliber. Palgrave Macmillan.
- **3.** The Wall Street Journal, Bloomberg, CNN Money

#### **Mode of Evaluation**

Mode of Evaluation									
<b>Specific Assessment Methods</b>	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
			1	2	3	4	5	6	
<b>Continue Assessment</b>	40								
Midterm	20								
<b>Final Assessment Test</b>	40					$\sqrt{}$			
Total	100	)							
Recommended by Board of Studie	S	11-03-2019	)						
Approved by Academic Council	•	No. 54		Date	;	14-03	3-201	9	

Course code	Capital Markets and Financial Services	L	T	P	J	С
BMT6123		3	0	0	0	3
Pre-requisite	Nil	Syll	abı	us '	ver	sion
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#### **OBJECTIVES:**

students will be able to comprehend global trends influencing the business environment students will be able to identify business problems and formulate alternative courses of action

#### **OUTCOME:**

- 1. The student is able to analyse decisions using multiple international information sources
- 2. The student is able to appreciate cultural differences with the available information while making decisions
- 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 4. The student is comprehensively able to describe the problem in a decision making
- 5. The student is able to come up with multiple alternatives to resolve the problem
- 6. The student is able to suggest a very comprehensive and implementable action plan

#### **Module:1** Indian Financial System

9 hours

**Regulators :** Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority

**Primary Market**: Role of Primary Market, Functions, Intermediaries, Methods of floatation of Capital –IPO's, FPO's and Right issues, Investor protection in primary market, Recent trends in primary market. Book building process.

**Secondary Market**: Functions, intermediaries, Demutualization structure, Major stock exchanges in India

#### **Indian Stock Exchanges:**

Market types, order types and books. BSE: BOLT System, NSE: NEAT system

#### OTCEI-

Need, Features, Participants, Listing procedure, Trading and Settlement.

Legislative framework guiding the capital markets and intermediaries.

Module:2 6 hours

**Listing of Securities**: Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislative k related to listing.

Trading cycle: T+2 Trading Cycle, Pay in and Pay out, Bad Delivery, Short delivery, Auction

**Clearing & Settlement:** Different types of settlements -DEMAT settlement, Physical settlement, Institutional segment and Funds settlement.

#### Risk Management system in BSE & NSE

Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.

#### **Index Management**

Importance of index computation, Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India

#### **Module:3** Leasing and Hire Purchase

6 hours

Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications

Microfinance: Consumer Credit

#### **Factoring and Forfaiting**

Module:4	Credit rating & Securitization	4 hours

**Credit rating: Definition** and meaning- Process of credit rating of financial instruments- Rating methodology-Rating agencies –Rating symbols of different companies. Legislative framework guiding the CRAs.

**Securitization:** Meaning-Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.

## **Module:5** Depositories

3 hours

Depositary services- Role of depositories and their services— Advantages of depository system – NSDL and CDSL- Depository participants and their role- Stock Broking Services including SEBI guidelines.

#### **Module:6** | Contemporary Issues

2 hour

Guest Lecture from industry experts on contemporary developments in capital market performance and implication of securitization in Indian scenario.

periorman	ice and implication of securitization in Indian sec	mai io.	
	Total Lecture hours:		30 hours
# Mode:	: Flipped Class Room, Case Discussions, Lectures		
	and Term Paper		

#### Text Book(s)

- 1. Khan M.Y, (2015), Financial Services, 8<sup>th</sup> edition, Mcgraw Hill.
- 2. K Sasidharan, Alex. K Mathews, (2008), Financial Services and System, Tata McGraw Hill.
- 3. Jeff Madura (2014), Financial Institutions and Markets, 10thEdition, Cengage Learning.

#### Reference Books

- 1. NISM-Series-XII: Securities Markets Foundation Certification Examination Work Book
- 2. Stephen Cecchetti, Kermit Schoenholtz, (2014), Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education.
- 3. MadhuVij, Swati Dhawan (2011), Merchant Banking and Financial Services, 1st edition, McGraw Hill.
- 4. Tripathy, NaliniPrava (2007), Financial Services, PHI, Learning Pvt. Ltd.
- 5. NISM-Series-VI Depository Operation Exam Work Book.

#### **Mode of Evaluation**

<b>Specific Assessment Methods</b>	%	Weighting				Mod	dules	5	
			1	2	3	4	5	6	
<b>Continue Assessment</b>	40								
Midterm	20								
<b>Final Assessment Test</b>	40								
Total	100								
Recommended by Board of Studie	11-03-2019	9							
Approved by Academic Council		No. 54		Date		14-03	-201	9	

Course code			Corpora	te Ta	xes					LI	PJ	C
BMT6124										3 0	0 0	) 3
Pre-requisite	Nil								Sv		ıs ver	
									~ 5			2.00
<b>OBJECTIVES:</b>												
students will be a	ble to systematic	allv a	apply qualita	tive a	nd aua	ntitat	ive te	chnic	ues 1	to sol	ve	
business problem	•	,	11 5 1		1			•	1			
OUTCOME:												
The student is abl	e to perform a co	mpre	ehensive qua	intitat	ive dat	a ana	lysis				-	
The student is abl	e to interpret qua	litati	ve informati	ion in	detail		•					
The student is abl	e to represent the	ana	lyses as a co	mplet	e solut	tion to	the b	usin	ess p	roble	m	
Module:1 Inco	me Tax as Appl	icab	le to Compa	nies							6 h	ours
Income tax as app					Assessi	ment	year –	prev	ious	year	– pers	son
– Assessee– deter												
payers – Definition	ons relating to Co	mpa	nies as per tl	ne pro	vision	s of I1	ncome	Tax	Act	-Tax	X	
planning, avoidan		_	_	_								
Module:2 Com	nputing Business	Inc	ome of The	Comp	pany						7 h	ours
Computing Busin	ess Income of th	e Co	mpany: Inco	me ui	nder tl	ne hea	d pro	fit an	ıd ga	ins o	f busi	ness
and its computati		oles f	for arriving a	at bus	iness i	ncom	e – P1	roble	ms o	n co	mputa	ation
of income from b						Г						
Module:3Other Income5 hoursHouse Property - Capital Gains - Other sources (Provisions applicable to Companies) - Dividend -												
	-		,					Comp	panie	es) - I	Divide	end -
Dividend Tax - Tax Implicationsrelating to Amalgamation and Merger.												
	putation of Inc											ours
Set off and Carry	forward and Set-	-off -	- Deductions	relati	ing to	Comp	anies	$-\mathbf{M}$	inim	um A	lterna	ative
Tax			~~~			I						
Module:5 Goo	ds and Service	l'ax (	GST)	4		D 4			1'4			ours
	of GST – Conce - Filing of return			kempt	ions –	Kates	s-1ax	x cre	dit –	com	positi	on –
Module:6 Con			5111								2 h	ours
	om industry expe		n contemno	rary ta	v nrac	tices	in Ind	ian c	omn	aniec		<u>Jui 5</u>
Guest Lecture II	om maustry expe	118 0	Total Lectu			tices	III IIIU	iaii C	ompa		30 ho	
											<b>30 H</b> 0	)u15
	ed Class Room,	Case	Discussions	s, Lect	tures							
Text Book(s)												
	Singhania, Vinod		•	017),	Stude	nts G	uide to	o Inc	ome	Tax	Inclu	ding
	kmann Publicatio			1.5		261	4	_		_	4.	
	ey, (2017), Indire	ct Ta	ixes :Laws a	nd Pra	actice,	36the	edition	ı, Ta	xmar	nn, In	dıa.	
Reference Books		1'	, T. T.	(0.	COT	7 1	\ <b>T</b>		,	T 1'		
	dhani, (2016), In	direc	t Iax Laws	- (Set	ot 3 V	olum	es), T	axma	ann,	ındıa	<u> </u>	
Mode of Evaluat		04	X7 • 1 ·•	T .	, .		4 1	•		4		<del>,  </del>
Specific Assessi	nent Methods	%	Weighting		nded	•			_			be
					ssed (1				_	priat	.e)	
1 2 3 4 5 6												
Continue Asses Midterm	Sinent	<b>40</b> 20		1	1	V				-		
Iviidleiiii												
Final Assessmen	nt Tost	40		1	1	V	1	V	1	-		
Total	ut 1 CSl	100	\	V	l v	٧	٧	٧	٧	1		
	Poord of Studio				1		]	<u> </u>				
Recommended by		8	11-03-2019	7	Data	1	14.02	201	0			
Approved by Aca	aemic Council		No. 54		Date		14-03	-201	9			

Course code	Costing Methods and Tech	nianos	L	Т	P J	C
Course code	Costing Methods and Tech	iiques	1	1	1 3	
BMT6125			3	0	0 0	3
Pre-requisite	BMT5112		Sylla	bu	s ver	sion
-					v. 0	2.00
<b>OBJECTIVES:</b>						
students will be al	ole to identify business problems and formul	ate alternative c	ourses o	of a	ction	
students will be al	ole to systematically apply qualitative and qualitative	iantitative techn	iques to	so	ve	
business problems	8					
<b>OUTCOME:</b>						
1. The student	t is comprehensively able to describe the pro-	oblem in a decis	ion mak	ing		
2. The student	t is able to come up with multiple alternative	es to resolve the	problen	1		
3. The student	t is able to suggest a very comprehensive and	d implementable	action	pla	1	
4. The student	t is able to perform a comprehensive quantitation	ative data analys	sis	_		
5. The student	t is able to interpret qualitative information i	n detail				
6. The student	t is able to represent the analyses as a compl	ete solution to th	ne busin	ess	prob	lem
Module:1 Job a	nd Process Costing				5 h	ours
Job costing – Batc	h costing - Contract costing - Profit from	uncompleted -	Cost pl	us (	ontr	act -
Contract with Esca		_	_			
			<b>.</b> .			
_	Normal and Abnormal Losses and Gains- W	-	ent Prod	uct	on	
`	y) – Joint Product and By Product (Simple P	roblems)				
	ce Costing		1			ours
	Costing in different undertakings - Transpor	rt costing - Hote	el costin	g –	Hos	pital
costing – Pricing D		-				
Module:3 Activ	•		'. D	1		ours
•	osting Systems, Cost Hierarchies, Imple	_	•			•
	mparing Alternative Costing Systems, Consi					
	tems, Benefits and Costs of Activity-Based					
	Activity-Based Costing Systems, Activity					
	sions, Cost Reduction and Process Improve					-
_	naging Activities, Activity-Based Costing	and Departmen	ii Cosii	ng	Sysu	ems,
	d Merchandising Companies.	1			6 h	ours
	ce Scorecard – Quality and Time Detitive Tool, The Financial Perspective: To	ha Casta of Ov	1:4xx 7	7 <b>l</b> a a		
	Perspective: Analyzing Quality Problems an	•	•			
	ts of Improving Quality - Evaluating a (	1 0 \	-	•		_
	s and Costs of Delays-Balanced Scorecard and				IIIaII	-
Module:5 Cost	·		vicasuic		5 h	ours
	Audit Report Rules - Assurance Standa	l rds - annointme	ent of c	net		
	porting under Cost Audit - Internal Au					
	it- techniques and procedures - Special r					
emOBJECTIVES	yees - Evaluation of internal control s	ystem, budgeta	ry con	trol	sys	tem,
inventory control	system, management information system					
procedures.		1				
•	emporary Issues					ours
	m industry experts on contemporary cost ma	nagement techn	iques us	sed	in th	e
corporate world.						
	<b>Total Lecture hours:</b>				30 h	ours
# Mode: Flippe	ed Class Room, Case Discussions, Lectures					
Text Book(s)						
1						

Horngren, Data, Foster, (2015), Cost Accounting – A Managerial Emphasis, 15th Edition,

- Pearson Education, India.
- Raiborn, Kinney, (2013), Cost Accounting Principles, 9thEdition, Cengage Learning.

### **Reference Books**

- Don R. Hansen, Maryanne M, Mowen Liming Guan, (2014), Cost Management: Accounting and Control, 3rd Edition, Cengage Learning.
- S.P. Jain, K. L. Narang, (2012), Cost Accounting Principles and Practice, 18thEdition, 2. Kalyani Publishers, India.
- Arora(2012), Cost Accounting Principles and Practice, 12th edition, Vikas Publication. 3.
- K.Alex(2012), Cost Accounting, 1st edition, Pearson Education.

#### **Mode of Evaluation**

<b>Specific Assessment Methods</b>	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)									
			1	2	3	4	5	6				
<b>Continue Assessment</b>	40											
Midterm	20				1							
Final Assessment Test	40				1	1						
Total	100											
Recommended by Board of Studie	es	11-03-2019	9									

Total	100								
Recommended by Board of Studie	S	11-03-2019	)						
Approved by Academic Council		No. 54		Date	14-03	-2019	9	,	

Course code	Financial Modelling		LT	PJ	$\mathbf{C}$
BMT6126			2 0	2 0	3
Pre-requisite	BMT6115	S	yllabu	s ver	sion
				v. 0	2.00
<b>OBJECTIVES:</b>					
students wi	ll be able to co-create unique ideas, products and	solutions			
students wi	l be able to make decisions under constraints				
students wi	ll be able to systematically apply qualitative and c	uantitative tecl	hnique	es to	
	ess problems				
OUTCOME:					
	duces original ideas with minimal guidance. In	nplementation	soluti	ons	have
_	ential support				
	s multiple idea creation techniques				
	ates new ideas and combines multiple perspective	-	ew sol	ution	S
	ble to relate all contextual factors in decision make				
	ble to analyse many costs and consequences of de				
-	plan considers many of the constraints in the give				
	is able to perform a comprehensive quantitative				
	is able to interpret qualitative information in deta				
	is able to represent the analyses as a complete so		isiness		
		ours			<b>O</b> : 1
	ks of Account using Excel – Preparation of Trial				
	g SUMIF / SUMIFS Functions – Preparation of T				
HLOOKUP	the Table Function – Naming of Cells and Cell b	locks - VLOOR	S UP -	_	
HIJOKIP	TANK TO THE TANK THE				
		nire		$\sim$	
Module:2 EXC	EL IN FINANCIAL MANAGEMENT 4 ho		Table		O: 2
Module:2 EXCl Sorting –Format co	ells - Date – EOMONTH - IF Function and its u	sage - PIVOT		-M	ode
Module:2 EXCl Sorting –Format co creation - NPA Ar	ells - Date — EOMONTH - IF Function and its unalysis — Chart creation and analysis - IRR and I	sage - PIVOT NPV Analysis		-M	ode
Module:2 EXCl Sorting –Format co creation - NPA Ar and Leverage Anal	ells - Date — EOMONTH - IF Function and its unalysis — Chart creation and analysis - IRR and Nysis, Calculating operating and Cash Break — Eve	sage - PIVOT NPV Analysis n Points		e – M ık – I	ode Ever
Module:2 EXCl Sorting –Format co creation - NPA Ar and Leverage Anal Module:3 EXCl	ells - Date – EOMONTH - IF Function and its usualysis – Chart creation and analysis - IRR and Maysis, Calculating operating and Cash Break – Everal EL IN VALUATION 4 ho	Isage - PIVOT NPV Analysis In Points	- Brea	e – M ak – I C	ode Ever O: 2
Module:2 EXCL Sorting –Format co creation - NPA Ar and Leverage Anal Module:3 EXCL Time value of mo	ells - Date – EOMONTH - IF Function and its usualysis – Chart creation and analysis - IRR and Maysis, Calculating operating and Cash Break – Every EL IN VALUATION 4 house – Excel built in functions – Equity valuations	nsage - PIVOT NPV Analysis n Points Durs tion- Multistag	- Brea	e – M ak – I C	lode Even O: 2
Module:2 EXCl Sorting –Format co creation - NPA Ar and Leverage Anal Module:3 EXCl Time value of mod Valuation-yield cu	ells - Date – EOMONTH - IF Function and its usualysis – Chart creation and analysis - IRR and Maysis, Calculating operating and Cash Break – Event EL IN VALUATION 4 hours	Isage - PIVOT NPV Analysis In Points Ours Tion- Multistage In functions.	- Brea	e – M ak – I C M- E	O: 2
Module:2 EXCl Sorting –Format co creation - NPA Ar and Leverage Anal Module:3 EXCl Time value of mo Valuation-yield cu: Module:4 EXCl	ells - Date — EOMONTH - IF Function and its usualysis — Chart creation and analysis - IRR and Maysis, Calculating operating and Cash Break — Everal EL IN VALUATION 4 house — Excel built in functions — Equity valuative, Theorems, duration and convexity using Excel	nsage - PIVOT NPV Analysis In Points Durs Ition- Multistage In functions.	- Brea	C - M	O: 2 O: 2
Module:2 EXCl Sorting –Format co creation - NPA Ar and Leverage Anal Module:3 EXCl Time value of mo Valuation-yield cu: Module:4 EXCl	ells - Date – EOMONTH - IF Function and its usualysis – Chart creation and analysis - IRR and Mysis, Calculating operating and Cash Break – Every EL IN VALUATION 4 house – Excel built in functions – Equity valuative, Theorems, duration and convexity using Excel EL in Risk-Return relationship 2 house Geometric Mean. Median, Rate of return, Standard	nsage - PIVOT NPV Analysis In Points Durs Ition- Multistage In functions.	- Brea	C - M	O: 2
Module:2 EXCl Sorting –Format co creation - NPA Ar and Leverage Anal Module:3 EXCl Time value of mo Valuation-yield cu Module:4 EXCl Arithmetic mean, variation Correlation	ells - Date – EOMONTH - IF Function and its usualysis – Chart creation and analysis - IRR and Mysis, Calculating operating and Cash Break – Every EL IN VALUATION 4 house – Excel built in functions – Equity valuative, Theorems, duration and convexity using Excel EL in Risk-Return relationship 2 house Geometric Mean. Median, Rate of return, Standard	nsage - PIVOT NPV Analysis n Points ours tion- Multistagel functions. ours lard Deviation,	- Brea	e - M $k - I$ $C$ $M$ $C$ $C$ $C$ $C$ $C$	O:

Determining Efficient Portfolio - Creating Dynamic Portfolios- Portfolio Insurance- Fixed Income Portfolio Management using Excel.

**Module:6** | Contemporary Issues

2 hours

CO: 2,3

Guest Lecture from industry experts on contemporary Financial tools and Techniques

Total Lecture hours:	20 hours	
Practical/Lab Hours	20 Hours	

# Mode: Flipped Class Room, Lab, Case Discussions, Lectures:

Lab Hours: Use of Excel in Preparing Financial Statements, Capital Budgeting Decisions such as NPV, IRR, ARR estimation, Bond Valuation, Risk – Return Estimation with the help of Statistical tools.

#### **Text Books**

1. Day, A. (2013), Mastering Financial Modelling in Microsoft Excel, 3rd edition, ePub eBook. Pearson UK.

Soubeiga, E. (2013), Mastering financial modeling, McGraw-Hill Education.

#### **Reference Books**

- 1. Francis J Clauss(2009), Corporate Financial Analysis with Excel, Mc Graw Hill
- 2. Jackson, M., & Staunton M. (2006), Advanced modelling in finance using Excel and VBA, John Wiley & Sons.
- 3. Alastair L. Day (2003), Mastering Financial Modelling in Microsoft Excel ,Pearson Education Ltd.
- 4. Proctor, K. S. (2004). Building financial models with Microsoft Excel: A guide for business professionals . John Wiley & Sons.
- 5. Benninga, S., &Czaczkes.B. (2000) Financial modeling, MIT press.

**Mode of Evaluation:** Continuous Assessment (Excel Assignments, Midterm Lab etc), and Term End Lab

Eliu Lau			_						
<b>Specific Assessment Methods</b>	%	Weighting							
			1	2	3	4	5	6	
<b>Continue Assessment</b>	40								
Midterm		20							
Final Assessment Test	40		$\sqrt{}$	1	$\sqrt{}$	1			
Total	100								
Recommended by Board of Studie	es	11-03-2019	9						
Approved by Academic Council		No. 54		Date		14-03	-201	9	

Course code	Financial Derivatives		L T P J C					
BMT6136			3 1 0 0 4					
Pre-requisite	BMT6135		Syllabus version					
•			v. 01.00					
<b>OBJECTIVES:</b>								
students will be a	ble to systematically apply qualitative ar	d quantitative	techniques to solve					
business problems		-	-					
OUTCOME:								
1. The student	is able to perform a comprehensive quantit	ative data analy	sis					
2. The student	is able to interpret qualitative information i	n detail						
3. The student	is able to represent the analyses as a compl	ete solution to t	he business problem					
Module:1 Deriv	atives: An Introduction	3 hours	CO:1,2					
Definition - Deriv	rative Markets and Instruments - Basic De	erivatives – For	wards, Futures, and					
Options – Derivati	ve Terminologies.							
	ard and Futures Contract	8 hours	CO:3,5,6					
	vard and Futures Markets - Forward Co							
	cts - Types of Futures - Mechanics of Future Trading- Characterist							
	s – Hedging and Speculation with Commod							
	- Stock Index Futures - Basic principles							
	ard - Techniques of Arbitrage in Stock	Index –Pricin	g of Index Futures					
Contracts								
Module:3 Option	ns Contracts	8 hours	CO:4,5,6					
Types of Option C	ontracts – Option Pricing – Factors affecting	g Option Pricing	g – Principles of Call					
	icing - Binomial and Black - Scholes Opt							
	y Options and Trading Strategies - Option							
	nd Complex Option Strategies – Covered							
		C						
Straddles and Strar	igles – Spreads – Option Greeks.		1100000110 100					
	agles – Spreads – Option Greeks. est Rate Contracts	5 hours	CO: 6,7					
Module:4 Interes	est Rate Contracts		CO: 6,7					
Module:4 Interest Rate		Collars – Swapti	CO: 6,7					
Module:4 Interest Rate	est Rate Contracts  Derivatives – Uses of Caps, Floors, and C	Collars – Swapti	CO: 6,7					
Module:4 Interest Rate Forward Rate Agre Strategies	est Rate Contracts Derivatives – Uses of Caps, Floors, and Ceements – Interest Rate Options– Caplet &	Collars – Swapti	CO: 6,7 ions and Forwards – est Rate Derivatives					
Module:4 Interded Basic Interest Rate Forward Rate Agree Strategies  Module:5 Swap	est Rate Contracts Derivatives – Uses of Caps, Floors, and Ceements – Interest Rate Options– Caplet & Transactions	Collars — Swapti Floorlet — Inter 5 hours	CO: 6,7 ions and Forwards – est Rate Derivatives CO: 7					
Module:4 Interest Rates Forward Rate Agres Strategies  Module:5 Swap Introduction – Interest	est Rate Contracts Derivatives – Uses of Caps, Floors, and Capements – Interest Rate Options– Caplet & Transactions  Erest Rate Swaps – Currency Swaps – Co	Collars – Swapti Floorlet – Inter  5 hours  mmodity Swap	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps –					
Module:4 Interded  Basic Interest Rate Forward Rate Agree Strategies  Module:5 Swap  Introduction – Interded  importance of Swa	est Rate Contracts Derivatives – Uses of Caps, Floors, and Cements – Interest Rate Options– Caplet & Transactions  Erest Rate Swaps – Currency Swaps – Cops – Mechanics of Swap Transactions – Val	Collars – Swapti Floorlet – Inter  5 hours  mmodity Swap	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps					
Module:4 Interded  Basic Interest Rate Forward Rate Agree Strategies  Module:5 Swap Introduction – Inte importance of Swa  Module:6 Conte	est Rate Contracts Derivatives – Uses of Caps, Floors, and Capements – Interest Rate Options– Caplet & Transactions  Experimental Stransactions  Experimental Stransactions – Currency Swaps – Cops – Mechanics of Swap Transactions – Valemporary Issues	Collars — Swapth Floorlet — Inter  5 hours  mmodity Swapth uation and App  1 hour	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps  CO: 5,6,7					
Module:4 Interded  Basic Interest Rate Forward Rate Agre Strategies  Module:5 Swap Introduction - Inte importance of Swa Module:6 Conte	est Rate Contracts Derivatives – Uses of Caps, Floors, and Capements – Interest Rate Options– Caplet & Transactions  Erest Rate Swaps – Currency Swaps – Cops – Mechanics of Swap Transactions – Valemporary Issues  m industry experts on contemporary hedgin	Collars — Swapth Floorlet — Inter  5 hours  mmodity Swapth uation and App  1 hour	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps  CO: 5,6,7					
Module:4 Interded  Basic Interest Rate Forward Rate Agree Strategies  Module:5 Swap Introduction – Inte importance of Swa  Module:6 Conte	est Rate Contracts Derivatives – Uses of Caps, Floors, and Capements – Interest Rate Options– Caplet & Transactions  Erest Rate Swaps – Currency Swaps – Cops – Mechanics of Swap Transactions – Valemporary Issues  m industry experts on contemporary hedgin	Collars — Swapth Floorlet — Inter  5 hours  mmodity Swapth uation and App  1 hour	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps  CO: 5,6,7					
Module:4 Interded  Basic Interest Rate Forward Rate Agre Strategies  Module:5 Swap Introduction - Inte importance of Swa Module:6 Conte	est Rate Contracts Derivatives – Uses of Caps, Floors, and Capements – Interest Rate Options– Caplet & STransactions  Exercise Rate Swaps – Currency Swaps – Copps – Mechanics of Swap Transactions – Valemporary Issues  m industry experts on contemporary hedgink.	Collars — Swapti Floorlet — Inter  5 hours  mmodity Swap  uation and App  1 hour  ng strategies use	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps  CO: 5,6,7					
Module:4 Interest Basic Interest Rate Forward Rate Agre Strategies  Module:5 Swap Introduction - Inte importance of Swa Module:6 Conte Guest Lecture fro world to avoid ris	est Rate Contracts Derivatives – Uses of Caps, Floors, and Cements – Interest Rate Options– Caplet & STransactions  Erest Rate Swaps – Currency Swaps – Copps – Mechanics of Swap Transactions – Valemporary Issues  m industry experts on contemporary hedgink.  Total Lecture hours:  Total Tutorial hours:	Collars – Swapth Floorlet – Intersection Shours  mmodity Swaph Luation and App 1 hour mg strategies use 30 hours	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps  CO: 5,6,7					
Module:4 Interded Basic Interest Rate Forward Rate Agree Strategies  Module:5 Swap Introduction — Interded Inte	est Rate Contracts Derivatives – Uses of Caps, Floors, and Capements – Interest Rate Options– Caplet & STransactions  Experimental Stransactions  Experimental Stransactions  Experimental Stransactions – Corps – Mechanics of Swap Transactions – Valental Stransactions – Va	Collars – Swapth Floorlet – Intersection Shours  mmodity Swaph Luation and App 1 hour mg strategies use 30 hours	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps  CO: 5,6,7					
Basic Interest Rate Forward Rate Agre Strategies  Module:5 Swap Introduction – Inte importance of Swa Module:6 Conte Guest Lecture fro world to avoid ris  # Mode: Flipped Cand tutori	est Rate Contracts Derivatives – Uses of Caps, Floors, and Capements – Interest Rate Options– Caplet & STransactions  Experimental Stransactions  Experimental Stransactions  Experimental Stransactions – Corps – Mechanics of Swap Transactions – Valental Stransactions – Va	Collars – Swapth Floorlet – Intersection Shours  mmodity Swaph Luation and App 1 hour mg strategies use 30 hours	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps  CO: 5,6,7					
Module:4 Interded Basic Interest Rate Forward Rate Agree Strategies  Module:5 Swap Introduction — Interimportance of Swap Module:6 Contemportance of Swap Guest Lecture froworld to avoid ris  # Mode: Flipped Cand tutori  Text Book(s)	est Rate Contracts Derivatives – Uses of Caps, Floors, and Capements – Interest Rate Options– Caplet & Transactions  Erest Rate Swaps – Currency Swaps – Copps – Mechanics of Swap Transactions – Valemporary Issues  m industry experts on contemporary hedgings.  Total Lecture hours:  Total Tutorial hours:  Class Room, Case Discussions, Lectures als.	Sollars – Swapth Floorlet – Intersection of the Swap Lation and App 1 hour and strategies use 10 hours	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps  CO: 5,6,7 ed by the corporate					
Module:4 Interest Basic Interest Rate Forward Rate Agre Strategies  Module:5 Swap Introduction - Inte importance of Swa Module:6 Conte Guest Lecture fro world to avoid ris  # Mode: Flipped Cand tutori  Text Book(s)  1. John C. He	est Rate Contracts Derivatives – Uses of Caps, Floors, and Cements – Interest Rate Options– Caplet & Transactions  Erest Rate Swaps – Currency Swaps – Cops – Mechanics of Swap Transactions – Valemporary Issues In industry experts on contemporary hedgink.  Total Lecture hours:  Total Tutorial hours:  Class Room, Case Discussions, Lectures als.  all, Sankarshan Basu (2016), Options, Future	Sollars – Swapth Floorlet – Intersection of the Swap Lation and App 1 hour and strategies use 10 hours	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps  CO: 5,6,7 ed by the corporate					
Basic Interest Rate Forward Rate Agre Strategies  Module:5 Swap Introduction - Inte importance of Swa Module:6 Conte Guest Lecture fro world to avoid ris  # Mode: Flipped C and tutori  Text Book(s)  1. John C. Hi Pearson ed	est Rate Contracts Derivatives – Uses of Caps, Floors, and Cements – Interest Rate Options– Caplet & Transactions  Erest Rate Swaps – Currency Swaps – Cops – Mechanics of Swap Transactions – Valemporary Issues In industry experts on contemporary hedgink.  Total Lecture hours:  Total Tutorial hours:  Class Room, Case Discussions, Lectures als.  all, Sankarshan Basu (2016), Options, Future	Sollars – Swapth Floorlet – Intersection of the Swap Lation and App 1 hour and strategies use 10 hours	CO: 6,7 ions and Forwards - est Rate Derivatives  CO: 7 s - Equity Swaps - lication of Swaps  CO: 5,6,7 ed by the corporate					
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Module:4 Interest  Basic Interest Rate Forward Rate Agre Strategies  Module:5 Swap Introduction - Inte importance of Swa  Module:6 Conte Guest Lecture fro world to avoid ris  # Mode: Flipped C and tutori  Text Book(s)  1. John C. Ho Pearson ecc  Reference Books  1. Don M. G Manageme 2. Dubofsky,	est Rate Contracts Derivatives – Uses of Caps, Floors, and Cements – Interest Rate Options– Caplet & Transactions  Erest Rate Swaps – Currency Swaps – Cops – Mechanics of Swap Transactions – Valemporary Issues  In industry experts on contemporary hedgings.  Total Lecture hours:  Total Tutorial hours:  Class Room, Case Discussions, Lectures als.  Lall, Sankarshan Basu (2016), Options, Futur ducation.  Chance, Robert Brooks, (2015), An Intractions	Shours    5 hours     mmodity Swap     uation and App     1 hour     ng strategies use     10 hours     es and other Decoduction to Decoduction to Decoduction to Decoduction	CO: 6,7 ions and Forwards – est Rate Derivatives  CO: 7 s – Equity Swaps – lication of Swaps  CO: 5,6,7 ed by the corporate  crivatives, 9 <sup>th</sup> Edition					

**Mode of Evaluation** 

<b>Specific Assessment Methods</b>	% Weighting Intended subject learning outcomes to l assessed (Please tick as appropriate)								
			1	2	3	4	5	6	
Continue Assessment	40								
Midterm		20		1					
									1
									1
									1
Final Assessment Test	40		$\sqrt{}$	1	V	1	1		
Total	100	)							]
Recommended by Board of Studies	S	11-03-2019	9						
Approved by Academic Council		No. 54		Date	;	14-03	3-201	9	

Course code	Financial Planning & Wealth Management	L T P J C
BMT6127		2 0 0 4 3
Pre-requisite	BMT6111	Syllabus version
		v. 02.00

#### **OBJECTIVES:**

students will be able to make decisions under constraints students will be able to systematically apply qualitative and quantitative techniques to solve business problems

#### **OUTCOME:**

- 1. Student is able to relate all contextual factors in decision making
- 2. Student is able to analyse many costs and consequences of decision
- 3. The action plan considers many of the constraints in the given context
- 4. The student is able to perform a comprehensive quantitative data analysis
- 5. The student is able to interpret qualitative information in detail
- 6. The student is able to represent the analyses as a complete solution to the business problem

# Module:1 Personal Financial Planning 3 hours

Financial Planning – meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget. Estimating Financial goals.

Financial Planning Delivery Process.

# Module:2 Comprehensive Financial Planning 3 hours

The role of debt and financial pressure from debt. Debt counselling. Investment for Liquidity and Financial Goals.

Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios.

# Module:3 Insurance Planning & Retirement Planning 5 hours

Insurance Planning – Need of life and non-life, life insurance need analysis, life insurance products.

Retirement Planning – Need, estimating & determining the retirement corpus, retirement products.

#### **Module:4** Wealth Management

5 hours

Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories.

**Types of Service Mandates:** Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix

HNI segmentation and reason for looking at HNIs.

#### **Understanding the Client**

**Client Segmentation:** Segmentation based on Personality, Age and way of accumulation, Risk & return preferences

Client Engagement: Client profiling, targeting and Building relationships

**Finding HNI Clients:** Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family

**Asset Allocation:** Advising the optimal portfolio and the corresponding asset allocation.

Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.

Module:5 Tax Planning 2 hours

Indian Tax Laws for investment and Wealth Management

Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption

<b>Module:6</b>	Contemporary Issues	2 hours
Guest Lect	ture from industry experts on contemporary wealth	management decisions to fulfill
their client	s' goals.	
	Total Lecture hours:	20 hours
group and	maximum of four / five students will form a they have to come up with a financial plan for respondents by collecting data.	20 Non-contact hours
service solu	an ability to design a Quantitative / product / tions applying all the relevant standards and with astraints, in different managerial contexts.	
_	an ability to design and conduct case analysis, survey / experiments, as well as to analyze and ta	
# Mode:	Flipped Class Room, Case Discussions, Lectures and Project	
T D 1-4	~ \	

### Text Book(s)

- 1. NISM-Series-X A: Investment Adviser Level 1 Exam Work Book
- 2. Dun, Bradstreet (2009), Wealth Management, Tata Mcgraw Hill, India.

### Reference Books

- 1. NISM-Series-X B: Investment Adviser Level 2 Exam Work Book
- 2. NISM-Series-XVII: Retirement Advisor Exam Work Book
- 3. Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA
- 4. G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA
- 5. Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors, Wiley.
- 6. Sankaran S (2012), Wealth Engine: Indian Financial Planning and Wealth Management Handbook, Vision Books.
- 7. Indian Institute of Banking & Finance (2017), Introduction to Financial Planning, 4<sup>th</sup> Edition.
- 8. Indian Institute of Banking & Finance, (2017), Investment Planning Tax Planning and Estate Planning.

### **Mode of Evaluation**

<b>Specific Assessment Methods</b>	% Weighting				Mod	lules		
		1	2	3	4	5	6	
<b>Continuous Assessment</b>	40							
Midterm	20	V						

<b>Final Assessment Test</b>	40				 			
Total	100	1						
Project								
Review 1	20		1	1	 1			
Review 2	30		V	V	 V			
Review 3	50		V		 V	$\sqrt{}$		
Total	100							
Recommended by Board of Studies	S	11-03-201	9					
Approved by Academic Council		No. 54		Date	14-03	-2019	9	

Course code	e	Fixed Income Securities	<u> </u>	L T P J	C
BMT612	28			2 0 0 4	3
Pre-requisit	te			Syllabus vers	sion
				v. 02	2.00
<b>OBJECTIV</b>	ES:				
stude	ents wil	l be able to comprehend global trends influe	ncing the busine	ess environment	t
		l be able to systematically apply qualitative a			
		ess problems	•	•	
OUTCOMI	E:	•			
<ul><li>2. The make</li><li>3. The</li></ul>	student ing deci student	is able to analyse decisions using multiple in is able to appreciate cultural differences we sions is sensitive to consequences of interculturys of communicating in the given context	ith the available	e information w	hile
		is able to perform a comprehensive quantita	tive data analysi	is	
		is able to interpret qualitative information in		ıs	
		is able to represent the analyses as a comple		e husiness nroh	lem
Module:1		and Money market instruments & Bond	te solution to the	3 ho	
Wioduic.1		And Yields		5 IIC	Juis
Organization <b>Bond Prices</b>	n of Go s And Y and cur	market instruments: Bonds, market participation wernment Bond market and role of RBI in Garields: Pricing of bonds- Time value of montrent yield, zero coupon rate. Supply and dentates.	overnment Secu ey- nominal Vs	rrities. Real interest ra	
Module:2		structure of interest rates & Bond price		5 ho	
Module:2	volatil			3 110	Jurs
duration –co	<b>volati</b> l onvexit	<b>lity</b> – Price sensitivity – immunization - my measurement. Factors influencing Yield. ebt instruments.			
Module:3	Fixed	Income Portfolio Management		5 ho	ours
Active and	Passive	Bond Portfolio construction-Management	strategies. Inde	xing-bond indi	ices.
Setting portf	folio ob	jectives, interpreting portfolio parameters an	d performance r	measurement.	
	Hedgi			3 ho	
Swaps and f derivatives.	utures,	Credit derivatives – credit default swaps, pla	ain vanilla optio	ns and more ex	otic
Module:5	Securi	tization		2 hc	urs
Mortgage ba	acked s	ecurities – collateral mortgage obligations,	Asset Backed se	ecurities- Collat	teral
debt obligati					
		mporary Issues		2 ho	urs
Guest Lect	ure fron	n industry experts on contemporary approaction in Indian market.	hes in formulation	ng the fixed	
1		<b>Total Lecture hours:</b>		20 ho	urs
project. The portfolio an mitigate the 6. Having a service solu	ey will d then interest an abil tions ap	of four / five students would undertake the be assigned to form a fixed income come with the immunization strategy to trate risk.  ity to design a Quantitative / product / oplying all the relevant standards and with in different managerial contexts.	20	0[Non-Contact	hrs]

realistic constraints, in different managerial contexts.

MBA

Page 75

14.	Having an ability to design	and conduct cas	se ana	lysis,						
sim	ulation / survey / experiments	, as well as to a	nalyz	e and						
inte	rpret data									
	# Mode: Flipped Class Room,	Case Discussion	ıs, Led	ctures						
			and P	roject						
Tex	at Book(s)									
1.	Frank J.Fabozzi, (2012), F	Bond Markets, Ai	nalysis	and	Strate	gies,	9 <sup>th</sup> ed	ition,	Pea	rson
	India.		•							
2.	Moorad Choudhry, Masek	coldrich, (2014),	Fixed	Incon	ne Ma	ırkets	Inst	rume	nts,	
	Applications, Mathematic	s, 2nd edition, Wi	iley Fi	nance	Serie	es.				
Ref	erence Books									
1.	Fabozzi, F. J, (2012), Fixe	ed income securit	ies, 8 <sup>t</sup>	n editi	on, W	liley.				
2.	Choudhry, M, (2010), Fix	ed-income Secur	ities a	nd De	rivati	ves H	andb	ook,	2nd	edition,
	Wiley.									
3.	Martellini, L, Priaulet, P,	Priaulet. S, (2005	), Fix	ed-inc	ome	securi	ties:	valua	tion,	risk
	management and portfolio	strategies, Wiley	у.							
4.	Veronesi. P, (2010), Fixe									
т.	v cionesi. 1, (2010), rixe	d income securit	ties: V	'aluat	ion, r	isk, a	nd ris	sk ma	anag	ement, 1s
۲.	edition, Wiley.	d income securit	ties: V	'aluat	ion, r	isk, a	nd ris	sk ma	anago	ement, 1s
		d income securit	ies: V	'aluat	ion, r	isk, a	nd ris	sk ma	anag	ement, 1s
Mo	edition, Wiley.	d income securit	ties: V	'aluat	ion, r		dule:		anago	ement, 1s
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11-03-2019 No. 54

Date

14-03-2019

Recommended by Board of Studies
Approved by Academic Council

Course code	Game Theory for Strategic Decisions	L T P J C
BMT6129		3 0 0 0 3
Pre-requisite	BMT5111	Syllabus version
		v. 02.00

### **OBJECTIVES:**

students will be able to make decisions under constraints
students will be able to formulate competitive strategies for the digital market places
students will be able to identify business problems and formulate alternative courses of action

### **OUTCOME:**

- 1. Student is able to relate all contextual factors in decision making
- 2. Student is able to analyse many costs and consequences of decision
- 3. The action plan considers many of the constraints in the given context
- 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 5. The student does a comprehensive analysis of potential dangers of competitors activity
- 6. The student provides comprehensive industry assessment and strategy formulation and implementation details
- 7. The student is comprehensively able to describe the problem in a decision making
- 8. The student is able to come up with multiple alternatives to resolve the problem
- 9. The student is able to suggest a very comprehensive and implementable action plan

Module:1	Introduction to Game Theory	3 hours
Introduction	n, The Theory of Rational Choice, Expected Utility	Theory, Nash Equilibrium
Module:2	<b>Strategic Form Games</b>	6 hours
	strategies, Rationalizability, Existence of equilib	
Proper Equi	librium, Common Knowledge, Correlated Equilibri	um, Cooperative Game Theory
Module:3	<b>Extensive Form Games</b>	5 hours
Mixed and	Behavioral Strategies, Perfect Recall, Representation	n, Subgame Perfection
Module:4	Incomplete Info: Static and Multistage	6 hours
Bayes-Nash	Equilibrium, Purification, Examples and Application	ions, Perfect Bayesian Equilibrium,
Sequential 1	Equilibrium	
Module:5	Repeated Games and Learning Dynamics	8 hours
Infinitely R	epeated Games, Finitely Repeated Games, Reput	ations, Cournot Dynamics (F&L),
Fictitous Pl	ay (F&L), Replicator Dynamics (F&L), Supermodu	Parity & Dynamics
	") (1 002), 110p 110 1101 2 J 110 11110 (1 002), 2 0 p 011110 110	larity & Dynamics
	Contemporary Issues	2 hours
Module:6		2 hours
Module:6 Guest Lect	Contemporary Issues	2 hours f game theory for strategic
Module:6 Guest Lect	Contemporary Issues ure from industry experts on contemporary issues o	2 hours f game theory for strategic
Module:6 Guest Lect decisions l	Contemporary Issues ure from industry experts on contemporary issues o ike Axiomatic Bargaining, Reputations & Stereoty	f game theory for strategic ping, Experimental Evidence

- 5. Martin J. Osborne's An Introduction to Game Theory (2004, Oxford University Press).
- **6.** Thinking Strategically (by Dixit and Nalebuff, 1991, Norton)
- 7. Game Theory: Analysis of Conflict (by Roger Myerson, Harvard University Press, 1991)

### **Reference Books**

- 1. Charalambos D. Aliprantis and Subir K. Chakrabarti, Games and Decision Making, 2000
- 2. David Besanko, D. Dranove, M. Shanley, S. Schaefer, Economics of Strategy, Wiley, 2007.
- 3. Avinash Dixit and Barry Nalebuff, Thinking Strategically, 1991.
- 4. Avinash Dixit and Susan Skeath, Games of Strategy, 1999.
- 5. Drew Fudenberg and Jean Tirole, Game Theory, 1991.

Mode of Evaluation Specific Assessment Methods	%	Weighting			•	ect lea		_		nes to be te)
			1	2	3	4	5	6	7	
Continue Assessment	60									
Midterm	20		$\sqrt{}$							
			,				,			
<b>Fi</b> □ <b>al Assessment Test</b>	40				1					
Total	100	)								
Recommended by Board of Studie	es	11-03-2019	9							
Approved by Academic Council		No.54		Date	2	14-03	3-201	9		

Course code	Insurance Management		L '	ГІ	J	C
BMT6130			2 (	) (	4	3
Pre-requisite	Nil	Syl	lab	us '	vers	sion
				7	7. 02	2.00

### **OBJECTIVES:**

students will be able to practice ethical values in achieving stakeholders welfare students will be able to systematically apply qualitative and quantitative techniques to solve business problems

### **OUTCOME:**

- 1. The student is able to recognise ethical issues that affect multiple stake holders
- 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making
- 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare
- 4. The student is able to perform a comprehensive quantitative data analysis
- 5. The student is able to interpret qualitative information in detail
- 6. The student is able to represent the analyses as a complete solution to the business problem

### Module:1 Introduction

2 hours

Insurance –history and development –mortality table and actuarial science. Products and classification. Legal aspects- IRDA role and regulations – Insurance act 1938 – Rules – important sections.

### **Module:2** | Life Insurance

3 hours

Life insurance –products-plans-market linked plans.

Underwriting –

mortality tables— risk classification- financial underwriting —rating methods. Premium setting. Life insurance policies- contract —clauses, terms and conditions — nomination-claims settlements — grievance

Equity linked insurance schemes.

### **Module:3** General and Health insurance

5 hours

General insurance –principles and practices – marine cargo insurance – motor insurance –fire insurance – property insurance.

Health insurance —mediclaim policy — role of TPAs — hospitals. Group policies —accident policies — travel policies —one time insurance policies. ECGC. Reinsurance.

Applications of mortality tables for health insurance - net level premiums - loss ratios - factors affecting premiums - provider payment arrangements - accidental death and dismemberment - premium rate variables - managed care pricing – HMO - policy reserves.

### Module:4 Risk Management

5 hours

Risk management – identifying and analyzing loss exposure –loss forecasting –risk management tools. Legal principles of Indemnity – subrogation –utmost Good faith – aleatory contract. Liability risk.

### **Module:5** | Current Industry Scenario

3 hours

### **Current Industry Scenario**

Insurance companies and financial markets. Globalization and changes in the Industry – Insurance sector reforms in India – domestic versus foreign player –recent development.

**Corporate Group Insurance:** Group term life insurance, Group Accidental death and dismemberment insurance and group universal life insurance.

**Pricing** – ethics and role of intermediaries – mis-selling issues – premium fixation for corporate

ınsı	irance.										
Coı	mpany o	perations –marketing	, Social Insurance	e							
Mo	dule:6	Contemporary Issue	es								2 hours
Gu	iest Lect	ure from industry expe	erts on contempor	rary d	evelop	ment	in ins	suran	ce se	ctor	in India.
			Total Lectu	ıre ho	urs:						20 hours
		<b>Project:</b> A Team of undertake the project							<b>20</b> N Hrs	on C	Contact
	# N	<b>Iode:</b> Flipped Class R	oom, Case Discu		s and tures						
Tex	t Book(	s)									
1.		Arunajatesan, T.R. Vis cmillan Publishers Ltd		) , Ris	sk Ma	nager	nent a	nd In	sura	nce,	1stedition,
2.		orge E.Rejda, (2010),	Principles of In	nsurar	nce an	nd Ri	sk M	anage	emen	nt, 10	Othedition,
		rson Education.									
Ref	erence I										
1.		old Skipper, W.Jean k	, ,	sk Ma	nagen	nent a	nd In	suran	ce: P	Persp	ective in a
		balEconomy,1st edition	•								
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2		rance,10thedition, PI	<b>C</b> *		n		N / T		4	1	T
3.		tt Harrington, Gregordition, Tata McGraw	•	2010)	, K	.1SK	Mana	geme	nt a	ına	insurance,
4.		rese Vaughan, Emn		13) 1	Funda	ments	als o	f Ri	sk a	nd	Insurance
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Fi	nal Asse	ssment Test	40								

100

11-03-2019 No. 54

14-03-2019

Date

□Total

Recommended by Board of Studies
Approved by Academic Council

Course code	e	International Financial Manag	gement L T P J	C
BMT61.	31		3 0 0 0	3
Pre-requisit		BMT6115	Syllabus versi	
			v. 02.	
OBJECTIV	ES:		1	
		le to comprehend global trends influencing th	he business environment	
		le to identify business problems and formulat		
		le to systematically apply qualitative and qua		
business pr	oblems		-	
OUTCOM	E:			
1. The stu	dent is	able to analyse decisions using multiple inter-	national information sources	
2. The stu	ident is	able to appreciate cultural differences with	h the available information wh	ile
making	decisio	ons		
		s sensitive to consequences of intercultur	ral communication and propos	ses
	•	of communicating in the given context		
		comprehensively able to describe the problem		
		able to come up with multiple alternatives to		
		able to suggest a very comprehensive and imp		
		able to perform a comprehensive quantitative		
		able to interpret qualitative information in de		
		able to represent the analyses as a complete s		
Module:1		luction to International Finance	4 hou	
		ning, Nature, scope, Importance, Gold St	tandard, Bretton Woods syste	m,
		nes, fixed and floating exchange rates.	0.1	
Module:2		II: FOREIGN EXCHANGE	8 hou	ırs
Even ation on	MAR	ure of the Forex markets, major participants,	tymas of tuonsoations and	
		ne contine rorex markets, major participants, a exchange quotations, process of arbitrage.	types of transactions and	
Module:3		AGEMENT OF FOREIGN	6hou	1140
Wiodule.3		IANGE EXPOSURE AND RISK	Onot	113
Types of F		e, Foreign Currency Exposure, Economic	E Exposure Operation exposu	ıre
		ure. <b>Theories</b> - Purchase Power Parity - In		
Fisher Effec	-	ino. Theories Taremase Tower Turney in		
Module:4		IV: CROSS-BORDER INVESTMENT	4 hou	ırs
		SIONS		
Capital buds		Approaches to Project Evaluation, Risk in C	ross-border Investment Decision	ns,
		Investment Decisions. Financing Decisions		,
Module:5		FINATIONAL FINANCING	6 hou	ırs
	INCT	TUTIONS AND WORKING		
	111011			
- 22		TAL MANAGEMENT		
The Interna	CAPI tional	FAL MANAGEMENT Bank for Reconstruction and Developmen	•	
The Interna association,	CAPI tional The I	TAL MANAGEMENT	•	
The Interna association, Import finan	CAPI tional The Incing.	FAL MANAGEMENT  Bank for Reconstruction and Developmenternational Finance Corporation, Internation	onal monetary fund, Export a	ınd
The Interna association, Import finan Module:6	tional The Incing. Conte	FAL MANAGEMENT Bank for Reconstruction and Developmenternational Finance Corporation, International mporary Issues	onal monetary fund, Export a	ınd
The Interna association, Import finan Module:6	tional The Incing. Conte	FAL MANAGEMENT  Bank for Reconstruction and Developmenternational Finance Corporation, Internation	onal monetary fund, Export a	ınd
The Interna association, Import finan Module:6	tional The Incing. Conte	TAL MANAGEMENT  Bank for Reconstruction and Development enternational Finance Corporation, International mporary Issues  in industry experts on contemporary International finance Corporation industry experts on contemporary industry experts on contemporary experts on contemp	onal monetary fund, Export a	ınd
The Interna association, Import finan Module:6 Guest Lect	CAPI tional The Incing. Conte	FAL MANAGEMENT  Bank for Reconstruction and Development enternational Finance Corporation, International mporary Issues  In industry experts on contemporary International finance Corporation industry experts on contemporary industry experts on contemporary experts on contemp	onal monetary fund, Export a  2 hou onal financial issues.	ınd
The Interna association, Import finan Module:6 Guest Lect	CAPI tional The Incing. Conte	TAL MANAGEMENT  Bank for Reconstruction and Development of the International Finance Corporation, International Total Lecture hours:	onal monetary fund, Export a  2 hou onal financial issues.	ınd

- **9.** Apte P G, International Financial Management, New Delhi: Tata McGraw Hills, publications, 2008.
- **3.**Shapiro Alan C, Multinational Financial Management, New Delhi : Wiley India Pvt Ltd, 2008
- 4. T. Siddaiah International Financial Management, Pearson, 2009.
- 5.O.P.Agarwal, International Financial Management Himalaya publishing house.

### **Reference Books**

- 4. Machi Raju International Financial Management, HPH, 2008.
- 5. V. A Avadhani International Financial Management, Himalaya 2008
- **6.** Eiteman & Stonchill, "Multinational Business Finance", Addisen Wesley Longman, New Delhi, 2001
- 7. Adrian Buckley, "The Essence of International Management",1995
- **8.** Abdullah Faud.A. "Financial Management for the Multinational Firm", 1987.

<b>Specific Assessment Methods</b>	%	% Weighting						
			1	2	3	4	5	6
Continue Assessment	40							
Midterm	20							
<b>Final Asses</b> ☐ ment Test	40							
Total	100	)						
Recommended by Board of Studie	es	11-03-2019	9					
Approved by Academic Council		No.54		Date		14-03	3-201	9

Course code	Management	Control Systems L T P J C
BMT6132		3 0 0 0 3
Pre-requisite	Nil	Syllabus version
		v. 01.00
<b>OBJECTIVES:</b>	·	•

students will be able to make decisions under constraints

students will be able to comprehend global trends influencing the business environment students will be able to formulate competitive strategies for the digital market places

### **OUTCOME:**

- 1. Student is able to relate all contextual factors in decision making
- 2. Student is able to analyse many costs and consequences of decision
- 3. The action plan considers many of the constraints in the given context
- 4. The student is able to analyse decisions using multiple international information sources
- 5. The student is able to appreciate cultural differences with the available information while making decisions
- 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 7. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 8. The student does a comprehensive analysis of potential dangers of competitors activity
- 9. The student provides comprehensive industry assessment and strategy formulation and implementation details

### **Management Control system** Management Control System: Meaning, Nature, Basic concepts, Process, scope and boundaries of Management control system, Internet impact on Management Control System, Characteristics of a good Management control system. Module:2 Responsibility centres 6 hours Purpose and types of responsibility centres- Expense centres-Marketing centres-R&D centres-Investment centres-Profit centres-EVA-Multiple performance measures. **Module:3** | Budget: A tool of Management control 6 hours Budget: Meaning of a Budget, Budgetary control, Objectives of budgetary control, Essential

features of Budgetary Control& merits, Steps in budgetary Control, Types of Budgets, Flexible Budget, Limitation of Budget Control, Management action. 6 hours

Module:4 Management Control through **Analysis** 

Standard Costing: Definition and difference between Standard cost and Budgetary Control, Establishment of standards, Variance analysis, Material cost variance, Material price variance, Material usage variance and sales variances. Management Action.

# Performance management system Performance measures: Need, financial and non-financial performance measures, Cost reductions

and value enhancement, Monitoring performance and reporting. **Module:6** | Contemporary Issues

2 hours

Guest Lecture from industry experts on contemporary issues related to management action on various organizational issues.

### **Total Lecture hours:** 30 hours # Mode: Flipped Class Room, Case Discussion, Lectures Text Book(s)

### **Reference Books**

- Management Control Systems, Pradip Kumar Sinha, Excel Publication, Latest Edition.
- 2. Management Control Systems, N Ghosh, PHI Publication, Latest Edition.
- Modern Management Control Systems, Kenneth A Merchant, Pearson Publication, Latest 3. Edition.

Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects and FAT									
Specific Assessment Methods	<b>%</b> '	Weighting							
_			1	2	3	4	5	6	
Continue Assessment	40								
Midterm	20								
Final A□sessment Test	40			V	V	V		V	
Total	100								
Recommended by Board of Studies	s	11-03-2019	9						
Approved by Academic Council		No. 54		Date	)	14-03	3-201	9	

Course code	Management of Banks	L T P J C
BMT6133		2 0 0 4 3
Pre-requisite	Nil	Syllabus version
		v. 02.00

### **OBJECTIVES:**

students will be able to formulate competitive strategies for the digital market places students will be able to systematically apply qualitative and quantitative techniques to solve business problems

### **OUTCOME:**

- 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 2. The student does a comprehensive analysis of potential dangers of competitors activity
- 3. The student provides comprehensive industry assessment and strategy formulation and implementation details
- 4. The student is able to perform a comprehensive quantitative data analysis
- 5. The student is able to interpret qualitative information in detail
- 6. The student is able to represent the analyses as a complete solution to the business problem

Module:1 3 hours

Indian Banking System: History–growth –nationalization-emerging trends –classification.

**Banking regulation**: Monitoring and Control- Central banking-RBI and its functions — Annual policy —monetary policy, Policy rates-PLR-BPLR - statutory reserves-CRR&SLR.

BIS role and functions –Basel Accord - Basel I, II, and III and implementation in Indian Banks.

### **Module:2** | Banking Products and Services

3 hour

**Retail banking and Private banking product and services:** Deposit, Credit cards, Negotiable instruments, Personal loan, home loan, vehicle loan, educational loan and gold loan.

**Rural Banking, Microfinance and Financial Inclusion:** Rural Banking in India; RBI guidelines for Inclusive growth, Micro finance.

Customer relations – Know your Customer (KYC) guidelines, Anti Money Laundering

### **Module:3** | Banking Operations

5 hours

Loans and Advances: Secured Advances, Agricultural Finance, credit to priority sectors.

**Corporate banking** –debt restructuring –working capital financing –loan syndication/ consortium advance

**International Banking** – Forex dealing room operations - FEDAI guidelines - Letter of Credit - Foreign Exchange and Export finance - Exporters Gold Card Scheme - Forfaiting and Factoring - Exchange and Trade Control Guidelines for Importers Trade Credit – Supplier's Credit and Buyer's Credit Risks in Foreign Trade – Role of ECGC, Role of EXIM Bank.

**Investment Banking** – Structure - Innovation and New Products - Mergers & Acquisitions

 $\begin{tabular}{ll} \textbf{Development Baking} &- International development banks - Role - Functions - Products and Management. \end{tabular}$ 

### Offshore Financial Centers.

**Principles of Lending:** Borrower's capacity analysis - Financial statement analysis - ratio analysis of the applicant.

**Management of Non-performing Asset.** 

Module:4	Banking Technology and Fintech	4 hours
----------	--------------------------------	---------

Electronic Banking -Core Banking - Electronic Products - Banking Technology - Distribution Channels - Teller -Machines at the Bank Counters - Cash Dispensers - ATMs - Anywhere Anytime Banking - Home Banking (Corporate and Personal) Electronic Payment Systems

Electronic funds transfer systems - plain messages - (Telex or data communication) - structured messages - (SWIFT etc...)-RTGS -NEFT.

**Fintech** – Future of financial services, Embedding fintech in banking, Developing fintech framework.

### **Module:5** | Analyzing Bank Performance

3 hours

Balance sheet; income statement; profitability, liquidity and solvency analysis; CAMELS.

Asset Liability Management: RBI guidelines on asset liability management.

### **Module:6** | Contemporary Issues

2 hours

Guest Lecture from industry experts on contemporary developments in the Banking system of India

	Total Lecture hours:	20 hours
	<b>Project:</b> A Team of four / five students would	20 Non Contact
	undertake the project.	Hrs
# Mode:	Flipped Class Room, Case Discussions, Lectures	
	and Quizzes.	

### Text Book(s)

- 1. Peter Rose, Sylvia Hudgins, (2014), Bank Management and Financial Services, 8th edition, McGraw Hill
- 2. Padmalatha Suresh Justin Paul, (2014), Management of Banking and Financial Services, 3rd edition, Pearson Education, India.

### Reference Books

- 1. Kanhaiya Singh, VinayDutta, (2013), Commercial Bank Management, 1st edition, McGraw Hill.
- 2. IIBF, (2010), Security and Electronic Banking, 2nd edition, Macmillan India.
- 3. CAIIB, (2010), Retail Banking, 1st edition, Macmillan Publishers, India.
- 4. Finance Indian Institute Of Banking, (2010), Banking Products And Services, Taxmann Allied Services Pvt. Ltd..

# **Mode of Evaluation**

Specific Assessment Methods	% Weighting	Intended subject learning outcom assessed (Please tick as appropria						
		1	2	3	4	5	6	
Continue Assessment	40							
Midterm	20	$\sqrt{}$						
Final Assessment Test	40	V	1	1	V			
□otal	100							

Recommended by Board of Studies	11-03-2019		
Approved by Academic Council	No. 54	Date	14-03-2019

Course code	Risk Managemen	t in Banks L T P J C
BMT6134		3 0 0 0 3
Pre-requisite	BMT6133	Syllabus version
		v. 02.00
OD IECTIVES.	•	•

### **OBJECTIVES:**

students will be able to identify business problems and formulate alternative courses of action students will be able to systematically apply qualitative and quantitative techniques to solve business problems

### **OUTCOME:**

- 1. The student is comprehensively able to describe the problem in a decision making
- 2. The student is able to come up with multiple alternatives to resolve the problem
- 3. The student is able to suggest a very comprehensive and implementable action plan

### **Module:1** Introduction To Risk

4 hours

Understanding Risk - Nature of Risk, Source of Risk, Need for risk management, Benefits of Risk Management, Risk Management approaches. Risk Classification using ERM Wheel. Information Technology support in Mitigating the risk management. Role of Chief finance office, Chief risk officer and Chief information officer in mitigation of risk in banks.

### **Module:2** | Market Risk & Exchange rate Risk

6 hours

**Market Risk** – Identification-measurement-mitigation-risk and regulatory capital. Portfolio Beta - PV01 - Portfolio duration - Key rate duration – Convexity - Spread analysis - Yield curve analysis - Concept of Value at Risk - Types of VaR measures - VaR reporting to RBI - Stress testing and back-testing VaR - Conditional VaR and its relevance - Comparison between VaR and cVaR.

**Exchange rate risk**- drivers- measurement- risk management – forecasting- tools- futures, options and swaps.

### **Module:3** Interest rate risk & Liquidity risk

7 hours

**Interest rate risk**-relationship between interest rates and option free bond prices. Duration and Price volatility. GAP and earnings sensitivity. Measuring Interest rate risk with duration gap. Economic value of equity sensitivity analysis. Usage of derivatives to manage Interest risk- micro hedging- macro hedging- SWAPS-caps –floor

**Liquidity risk** – objective- CRR& SLR measures-Funding the bank- Liquidity management-Asset liability management – objectives- ALCO- functions – risks. ALM – Risk control and hedging. ALM systems in Banks- RBI Guidelines. Strategies to mitigate liquidity risk.

### Module:4 | Credit risk

6 hours

Drivers- capital adequacy- risk rating and pricing-loan policy – capital requirement- credit risk approach – credit ratings- stress test. Credit risk mitigation - Credit derivatives, Securitization. Credit risk management strategies – Credit VaR- Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation etc. - Credit default swaps (CDS).

**Sovereign Credit Rating** – Rating - Probability of Default (PD) – LGD - Stress testing - Early Warning - Scenario Building etc.

### **Module:5** | Operational risk & Technology risk

5 hours

**Operational risk**- definition- types- events. Operational risk management practices- approaches- organizational setup- responsibilities. Identification- measurement- monitoring- mitigation-internal audit. Strategies to mitigate operational risk.

**Technology risk:** Identify the drivers and strategies to mitigate the technology risk.

### **Module:6** | Contemporary Issues

2 hours

Guest Lecture from industry experts on contemporary risk management practices in Indian Banks.

**Total Lecture hours:** 

30 hours

:	# Mode: Flipped Class Room,	Case Discussions	s, Lect	ures						
		an	d Quiz	zzes.						
Tex	kt Book(s)									
1.	Anthony Saunders, Marc	ia Millon Cornet	t,(201	4),Fi1	nancia	l Insti	itutio	ns M	lanag	gement: A
	Risk Management Approa	ach, McGraw Hil	l.							
2.	Padmalatha Suresh, Justin	n Paul, (2014), M	[anage	ment	of Ba	nking	and	Fina	ncial	Services,
	3rdedition, Pearson Education, India.									
3.	Don M. Chance, Robert Brooks, (2015), An Introduction to Derivatives and Risk									
	Management, 10th edition, Cengage Learning.									
Ref	Reference Books									
1.	Michel Crouhy, Dan Gal	ai, Robert Mark,	(201	4), T	he Ess	ential	ls of	Risk	Ma	nagement,
	McGraw Hill.									
2.	John Hull, (2012), Risk M	Ianagement and F	inanc	ial In	stitutio	ons, W	Viley			
3.	IIBF, (2010), Risk Manag	ement, Macmilla	n.							
4.	Joel Bessis, (2009),Risk N	Management in B	anking	g, Joh	n Wile	ey & S	Sons	Ltd.		
Mo	de of Evaluation									
Sp	pecific Assessment Methods	% Weighting	Inte	nded	subje	ct lea	rnin	g ou	tcom	es to be
			asse	ssed (	Please	e tick	as a	ppro	priat	te)
			1	2	3	4	5	6	7	
Continue Assessment		60								
	Midterm	20	V							

□ Total
100

Recommended by Board of Studies
11-03-2019

Approved by Academic Council
No. 54
Date
14-03-2019

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**Final Assessment Test** 

Course code	Security Analysis and Portfolio Management		T	PJ	C
BMT6135		3	3 0	0 (	3
Pre-requisite	BMT6111, 6115	Syll	abu	s ver	sion
<del>-</del>				v. 0	1.00
<b>OBJECTIVES:</b>					
students v	will be able to make decisions under constraints				
students v	will be able to systematically apply qualitative and quantitative	e techn	ique	es to	
solve bus	iness problems				
<b>OUTCOME:</b>					
1. Student is	s able to relate all contextual factors in decision making				
2 Studenti	sable to analyse many costs and consequences of decision				

- 2. Student is able to analyse many costs and consequences of decision
- 3. The action plan considers many of the constraints in the given context
- 4. The student is able to perform a comprehensive quantitative data analysis
- 5. The student is able to interpret qualitative information in detail
- 6. The student is able to represent the analyses as a complete solution to the business problem

	1 2	1
Module:1	Investment, Risk and Return & Valuation of	6 hours
	Securities	

Concepts of investment – Sources of investment information- Investment Instruments. Investment

Concept of total risk, factors contributing to total risk; default risk, interest rate risk, market risk, management risk, purchasing power risk, systematic and unsystematic risk.

Bond and fixed income instruments valuation –valuation of equity and preference shares.

### Module:2 | Fundamental and Technical Analysis

6 hours

Concept of intrinsic value. Objectives and beliefs of fundamental analysts. Economy-Industry-Company framework, Economic analysis and forecasting.

Technical analysis: Points and figures chart, bar chart, RSA, RSI, Moving average analysis, MACD, Japanese Candlesticks.

Capital allocation between risky and risk free assets-Utility analysis

### **Module:3** Efficient Market Hypothesis

Market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management.

### **Module:4** | Portfolio Theory and Capital Market Theory

5 hours

Markowitz portfolio theory. Risk and risk aversion. Efficient Frontier and Utility.

Capital Market Theory – Capital Market Line (CML) & Separation Theorem, Market Portfolio, Security Market Line (SML) Capital Asset Pricing Models - CAPM and Arbitrage pricing theories.

### Module:5 Portfolio Management Strategies and **Portfolio Performance Evaluation**

6 hours

Passive Vs Active management - Passive strategies and active strategies of Portfolio Management. Asset Allocation Strategies.

Portfolio Evaluation Measures - Sharpe ratio, Treynor ratio and Jensen's Alpha. monitoring and revision.

### **Module:6** | Contemporary Issues

2 hours

Guest Lecture from industry experts on contemporary practices in formulation of effective portfolio for the clients.

**Total Lecture hours:** 

30 hours

# Mode: Flipped Class Room, Case Discussions, Lectures	
and Term Paper	

### Text Book(s)

- 1. Frank K. Reilly, Keith C. Brown, (2012), Investment Analysis and Portfolio Management, 10<sup>th</sup> Edition, Cengage Learning.
- 2. Herbert B. Mayo, (2017), Investments An introduction, 12thEdition, Cengage Learning.

### **Reference Books**

- 1. ZviBodie, Alex Kane, Alan Marcus, Pitabas Mohanty, (2017), Investments, 10thedition, McGraw-Hill.
- 2. ShaliniTalwar, (2016), Security Analysis and Portfolio Management, Cengage Learning.
- 3. Prasanna Chandra, (2017), Investment Analysis and Portfolio Management,5<sup>th</sup> edition, McGraw Hill
- 4. Dhanesh kumar Khatri, (2012), Investment management and Security analysis Text and cases, 2ndedition, Trinity Press.
- 5. M. Ranganatham, R. Madhumathi, (2011), Security Analysis and Portfolio Management, 2ndedition, Pearson Education.

### **Mode of Evaluation**

<b>Specific Assessment Methods</b>	% Weighting	Modules							
_		1	2	3	4	5	6	7	
Continue Assessment	40								
Midterm	20								
<b>Final Assessment Te</b> □t	40								
Total	100								

<b>Course Code</b>	FinTech and Investment Analysis	L	T	P	J	C
BMT 6205		0	0	6	0	3
Pre-requisite	Nil	Syll ver				

### **OBJECTIVES:**

students will be able to comprehend global trends influencing the business environment students will be able to systematically apply qualitative and quantitative techniques to solve business problems

### **OUTCOME:**

- 1. The student is able to analyse decisions using multiple international information sources
- 2. The student is able to appreciate cultural differences with the available information while making decisions
- 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 4. The student is able to perform a comprehensive quantitative data analysis
- 5. The student is able to interpret qualitative information in detail
- 6. The student is able to represent the analyses as a complete solution to the business problem

Lab Experiment	Simulate and critically validate the performance of various	6 hours
1	asset classes - Stock (Reliance, HDFC Bank as an example),	
	Gold and Bonds (Government Securities as an example), in	
	terms of Return, Risk, Sharpe Ratio, over the time period	
	2011 till current date	
Lab Experiment	Based on the results in Lab experiment 1, provide the	4 hours
2	reasoning as to why a particular asset class have a higher	
	Risk/Standard deviation as compared to others	
Lab Experiment	Simulate and provide reasoning, with examples on how asset	6 hours
3	allocation across asset classes reduces risk/standard	
	deviation of the portfolio	
Lab Experiment	Study the performance of Exchange Traded Funds in Indian	4 hours
4	Market, critically evaluate the performance of ETF and	
	market penetration of ETF's in India	
Lab Experiment	Study the performance of Large Cap ETF's, vs Gold ETF	4 hours
5	from the time period 2011 to till Date	
Lab Experiment	Construct a portfolio with leverage, for a time period 2015 to	4 hours
6	till date and study how leverage impacted the performance of	
	the portfolio	
Lab Experiment	Constructed a market neutral hedged portfolio for NIFTY50	4hours
7	benchmark, validate the performance from 2016 to till date	
Lab Experiment	Simulate and critically validate the performance of	6hours
8	Momentum strategy for Financial Sectors, validate the	
	performance for the time period 2011 till 2014	
Lab Experiment	Simulate the performance of market neutral Momentum	4 hours
9	strategy for NIFTY50, evaluate the results for the period	
	2011 till date	
Lab Experiment	Simulate the performance of market neutral momentum	6 hours
10	strategy for sectors - Industrials, Technology, Energy and	
	Communications, provide the reasoning performance of the	
	strategy	

Lab Experiment	Simulate the performance of	Volue Investing strate	ory licing	6 hours				
11	Book to Market, Earnings to	_	· ·	o nours				
11	for the period 2014 to till date		resurts					
Lab Experiment			nantum	6 hours				
12	<u> </u>	Construct a portfolio with the combination of Momentum and Value Strategy, evaluate the performance of the portfolio						
12		the performance of th	e portiono					
T 1 D ' '	for the period 2014 till date	T + C 1+ C	•	4.1				
Lab Experiment	Compute the valuation of the	•	rvices	4 hours				
13	using discounted cash flow a			4.1				
Lab Experiment	Compute the valuation of a F		the	4 hours				
14	discounted cashflow approach							
Lab Experiment	Study the emerging FinTech			6hours				
15	States and provide reasoning		customer					
	experience in building the pro-	oduct						
Lab Experiment	Study the role of Governmen	t agencies and the Fin	Tech eco-	4 hours				
16	system in promoting the grov	wth of FinTech sector	in India					
Lab Experiment	Study how "Payments" lands	cape have evolved in	India,	6 hours				
17	China and United States Mar	ket, articulate your rea	asoning					
	the growth in these markets a							
	technologies	•						
Lab Experiment	Study how "Asset Manageme	ent & Investment Man	nagement"	6 hours				
18	industry have evolved in Indi							
	articulate with reasoning on t							
	Total Lecture hours:			90				
_	Total Lecture hours:			90 Hours				
Text Book(s)	Total Lecture hours:			90 Hours				
Text Book(s)		FinTechEcosystem In	· The FinTe	Hours				
1. Jutla, S. – Sur	ndararajan, N. (2016): India's l			Hours				
1. Jutla, S. – Sur Book: The Fi				Hours				
1. Jutla, S. – Sur Book: The Fi Visionaries	ndararajan, N. (2016): India's l nancialTechnology Handbook	for Investors, Entrepr	eneursand	Hours				
<ol> <li>Jutla, S. – Sur Book: The Fi Visionaries</li> <li>John Hill, (20</li> </ol>	ndararajan, N. (2016): India's I nancialTechnology Handbook 018) Fintech and the Remaking	for Investors, Entrepr	eneursand	Hours				
<ol> <li>Jutla, S. – Sur Book: The Fi Visionaries</li> <li>John Hill, (20 Publication, 1</li> </ol>	ndararajan, N. (2016): India's I nancialTechnology Handbook 018) Fintech and the Remaking	for Investors, Entrepr	eneursand	Hours				
<ol> <li>Jutla, S. – Sur Book: The Fi Visionaries</li> <li>John Hill, (20 Publication, 1 Reference Books</li> </ol>	ndararajan, N. (2016): India's I nancialTechnology Handbook 018) Fintech and the Remaking st Edition ISBN: 978-01	for Investors, Entrepr of Financial Institution 28-134-979	eneursand ons, Elsevie	Hours				
<ol> <li>Jutla, S. – Sur Book: The Fivisionaries</li> <li>John Hill, (20 Publication, 1 Reference Books</li> <li>Osterwalder,</li> </ol>	ndararajan, N. (2016): India's I nancialTechnology Handbook 018) Fintech and the Remaking st Edition ISBN: 978-01 A. – Pigneur, Y. (2010): Busin	for Investors, Entrepr of Financial Institution 28-134-979	eneursand ons, Elsevie	Hours				
<ol> <li>Jutla, S. – Sur Book: The Fivisionaries</li> <li>John Hill, (20 Publication, 1 Reference Books</li> <li>Osterwalder, Visionaries, O</li> </ol>	ndararajan, N. (2016): India's	for Investors, Entrepr of Financial Institution 28-134-979 ess ModelGeneration	eneursand ons, Elsevie	Hours				
<ol> <li>Jutla, S. – Sur Book: The Fivisionaries</li> <li>John Hill, (20 Publication, 1 Reference Books</li> <li>Osterwalder, Visionaries, Changers, An</li> </ol>	ndararajan, N. (2016): India's InancialTechnology Handbook  118) Fintech and the Remaking st Edition ISBN: 978-01  A. – Pigneur, Y. (2010): Busing Game and Challengers. New York: Joh	of Financial Institution 28-134-979 ess ModelGeneration n Wiley& Sons	ons, Elsevie	Hours ech r				
<ol> <li>Jutla, S. – Sur Book: The Fir Visionaries</li> <li>John Hill, (20 Publication, 1 Reference Books</li> <li>Osterwalder, Visionaries, Ochangers, And</li> <li>Van der Kleij</li> </ol>	ndararajan, N. (2016): India's InancialTechnology Handbook (2018) Fintech and the Remaking (2018) ISBN: 978-01 (2010): Busing (2016): New York: John, E. (2016): Tech Giants Becon	for Investors, Entrepr of Financial Institution 28-134-979 ess ModelGeneration n Wiley& Sons ming Non-Bank Bank	eneursand ons, Elsevie : A Handbo s. In: The Fi	Hours ech r				
<ol> <li>Jutla, S. – Sur Book: The Fivisionaries</li> <li>John Hill, (20 Publication, 1 Reference Books</li> <li>Osterwalder, Visionaries, Changers, An</li> <li>Van der Kleij Book: The Fivors</li> </ol>	ndararajan, N. (2016): India's InancialTechnology Handbook  118) Fintech and the Remaking st Edition ISBN: 978-01  A. – Pigneur, Y. (2010): Busing Game and Challengers. New York: Joh	for Investors, Entrepr of Financial Institution 28-134-979 ess ModelGeneration n Wiley& Sons ming Non-Bank Bank	eneursand ons, Elsevie : A Handbo s. In: The Fi	Hours ech r				
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Course code		Advanced Marketing Research with M Analysis	lultivariate	L	T	P	J	(
BMT613	37	Anaiysis		2	0	2	0	3
Pre-requisit		BMT6113			_		ıbu	
11c-1cquisit					sio			
							1.0	
<b>OBJECTIV</b>	ES:					. 0	1.0	<u> </u>
		be able to systematically apply qualitative a	nd quantitative t	ecl	nnic	1116	es t	0
		s problems	na quantitati ( )	•••		1000		Ŭ
		be able to involve stakeholders and team mem	bers in executing	de	cis	on	ıs	
OUTCOME		ov were to inverve summericates and realisment			<b>U1</b> D.			
		s able to perform a comprehensive quantitative	data analysis					
		s able to interpret qualitative information in de	•					
		is able to represent the analyses as a comp		the	e bi	ısi	nes	SS
probl		is used to represent the ununiques us in comp						
-		s able to establish a favorable team climate an	d ensure enthusia	ısti	c d	eci	sio	n
makii								
	_	s able to elicit constructive feedback in conflic	ting situations					
		is able to facilitate enthusiastic stakehole	_	cip	atic	n	an	d
		n decision making	1	1				
Module:1	Introd	uction to Advanced Marketing Research			2	ho	our	·s
		Value of Information - Defining the marketin	g research proble	m	$\neg$			
Specifying th	e marke	eting research objectives and research process						
Module:2	Tradi	tional and Contemporary Data Collection			3	ho	our	·s
	Metho	ds and Sampling						
		ntitative Research Methods - Mobile Technol						
		aling - Instrument Design and Administration	- Sampling Meth	ıod	s: I	)es	sigi	1,
		stical considerations	T					
Module:3		fying relationship between marketing			5	ho	our	'S
	variab		1 17 : 61					
		ques: Canonical Correlation Analysis - Multip						
	•	sis – MANOVA and Conjoint Analysis - H	lands on experi	enc	e v	V1t	h	K
Program and			T			_		
Module:4		ing the Collected Data into Manageable			6	h	our	'S
EOD IECTI		nation and confirmation	<u> </u>	4				1.
		ory and Confirmatory Factor analysis -						
		ltivariate techniques: Custer Analysis - M llysis - Partial Least Squares Regression (PLS						
R Program a			) - Hands on exp	0011	CH		WIL	11
Module:5					2	h		•6
	MR							
Marketing F	Research	farketing Research Results - International Ethics - New Directions in Marketing Research		ch				
Module:6		mporary Issues			2	ho	our	'S
Guest Lectu	re from	industry experts on- Emerging Marketing Res	earch Techniques					
		<b>Total Lecture hours:</b>			20	ho	ur	S
		D	20.11					
		Practical/Lab Hours	20 Hours					

	# Mode: Flipped Class Room, Case I	Disc	sussion, Lectures	and						
	Project									
Tex	Text Book(s)									
1.										
	Pearson Education, ISBN-13: 978-0134734842									
Ref	Ference Books									
1.	Dawn Iacobucci (2014), Marketi	_								
	Analytics, Createspace Independent	Pub	lishing Platform,	ISBN	13:	978150	)2901	873		
2.										
	V. Kumar, Robert P. Leone, Davi				•		-	Das (2018),		
2	Marketing Research, 13th Edition, W	/ ile	y Publication, ISI	BN: 97	/881	2657/1	.25			
3.	Hair, J.F., Jr., Black, W.C., Babin	, E	DI & Andorson	DE	(2)	014) N	Multis	zariata data		
	analysis: Pearson new international			-	•					
4	Education. ISBN: 9781292021904.	cai	tion (7th ca.). C	pper	Sauc	iic itiv	CI, IV.	J I carson		
•										
	Sarstedt, M.; Mooi, E. (2019), A C	onc	ise Guide to Ma	rket R	esea	rch: Th	ne Pro	ocess, Data,		
	and Methods Using IBM SPSS Statis	stics	s. Third Edition, l	Berlin:	Spr	inger B	Berlin			
Mo	de of Evaluation			1						
	Specific Assessment Method	ls	% Weighting					=		
				4	14	17	5			
	<b>Continue Assessment</b>		60		<b>\</b> ,					
	Midterm		20	√	√	√	√			
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								_		
								_		
	T1 14 (T)		40	1	,	1	1	_		
	Final Assessment Test		40	√		√	√	_		
	Total		100					_		
	Practical	1 4 4	100 100							
	commended by Board of Studies		-03-2019		1	44.05	2010			
App	proved by Academic Council	No	0.54	Date		14-03-	-2019			

Advanced Selling and Negotiation Skills	-	1	1	J	C
	2	0	0	4	3
	Sylla	bus	s v	ers	ion
		Sylla	Syllabus	Syllabus v	Syllabus vers  ble to formulate competitive strategies for the digital market places

students will be able to identify business problems and formulate alternative courses of action

students will be able to articulate (oral and written) ideas to aid decision making

### **OUTCOME:**

- 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 2. The student does a comprehensive analysis of potential dangers of competitors activity
- 3. The student provides comprehensive industry assessment and strategy formulation and implementation details
- 4. The student is comprehensively able to describe the problem in a decision making
- 5. The student is able to come up with multiple alternatives to resolve the problem
- 6. The student is able to suggest a very comprehensive and implementable action plan
- 7. The student is effective in oral communication of a managerial decision and is also convincing
- 8. The student is able to effectively use written communication for expressing views
- 9. The student is able to convince others on decision making using his or her oral and written communication skills

### Module:1 **Concepts of Selling, Sales Organization** 3 hours Sales Management: Evolution of sales function - Objectives of sales management positions -Functions of Sales executives - Relation with other executives Sales Organization and relationship: - Purpose of sales organization - Types of sales organization structures - Sales department external r elations - Distributive network relations.

Module:2	Theories of personal selling and Selling	3 hours
	strategies	

Theories of personal selling - Types of Sales executives - Qualities of sales executives -Prospecting, pre-approach and post-approach- Organizing display, showroom & exhibition -Sales Presentations

### **Module:3** Negotiation strategies and Stages

4 hours

Negotiation strategies – Distributive Negotiations- Integrative Negotiations - Conflict and Dispute Resolution- reasons for negotiations breakdowns - Legal aspects in Sales & Negotiation

Negotiation stages - The Preparation Stage - Preparing a range of objectives - Constants and variables - Researching the other party

The Discussion Stage - Rapport building - Opening the negotiation -Questioning techniques -• Listening skills - Controlling emotions- Art of persuasion and emotions – ethics in sales

### Intelligence, Module:4 Negotiating Bargaining & 4 hours Closing

Negotiating Intelligence - Influencing and assertiveness skills- Spotting the signs - non-verbal communication and voice clues

The Proposing Stage - Stating your opening position- Responding to offers - Adjournments -Administering Contracts and Role of Negotiations

The Bargaining and Closing Stage - Making concessions - the techniques - Closing techniques -Confirming agreement

Module:5	Sales force Administration & Management	4 hours
Sales Anal	ysis - Sales quotas -sales budget - sales territory aver	rage and - sales audit

l Sa	les Force Management Reci	nitment at	nd Sele	ection	Sale	ec Tra	ining	Sales Compensation -	
	dule:6   Contemporary Issue	Dan	114	iiiiig	2 hours				
	Guest lecture by industry experts on Role of information technology in Sales Management								
			l Lectu			<i>6.</i>	,	20 hours	
	Project: Team of m	aximum 6	6 stude	ents w	ould	20 [1	Von-Co	ntact hrs]	
	undertake the project					_		•	
	would provide the top	pic based o	on the r	nodul	les.				
# N	<b>Mode:</b> Flipped Class Room, Ca	se Discuss	sion an	d Lec	tures				
	at Book(s)								
1.	Charles Futrell (2004), Sa	les Manag	gement,	6th I	Edition	, Tho	mson S	outh Western	
2.	Selling: Building Partners John F Tanner. McGraw I			. Bart	on A V	Weitz,	Stephe	en B Castleberry, and	
Ref	erence Books								
1.	Negotiation and Dispute Hall, 2013.	Resolution	n, Bevo	erly I	DeMar	r and	Suzanı	ne De Janasz. Prentice	
2	Essentials of Negotiation	n, 5th Edi	ition, F	Roy J	Lew	icki, I	Bruce	Barry, and David M	
	Saunders, McGraw Hill, 2								
3	Mastering the ISDA Mast			A Prac	ctical (	Guide	for Neg	gotiation, 3/e	
	Paul Harding, Pearson/FT	Press, 20	10.						
	de of Evaluation	1		1				1	
Sp	ecific Assessment Methods	% Weig	hting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
				2	17	20	14	s appropriate)	
C	ontinue Assessment	60			17	20	17		
	Midterm	20		V					
Fi	nal Assessment Test	40			V	V			
To	Total 100								
	Project								
Pr		20 \ \ \ \ \							
Re	eview 1			Review 2 30 √					
Re Re	eview 1 eview 2	30			V	1	<b>V</b>		
Re Re	eview 1 eview 2 eview 3	30 50		√ √	√ √	√ √	√ √		
Re Re To	eview 1 eview 2 eview 3 otal	30 50 100		1	<del>-                                    </del>	√ √	<u> </u>		
Rec	eview 1 eview 2 eview 3	30 50 100	03-2019	1	<del>-                                    </del>	V	<u> </u>		

Course code	Advertising & Promotions Management	L T P J C
BMT6139		3 0 0 0 3
Pre-requisite	Nil	Syllabus version

### **OBJECTIVES:**

students will be able to identify business problems and formulate alternative courses of action students will be able to articulate (oral and written) ideas to aid decision making students will be able to involve stakeholders and team members in executing decisions

### **OUTCOME:**

- 1. The student is comprehensively able to describe the problem in a decision making
- 2. The student is able to come up with multiple alternatives to resolve the problem
- 3. The student is able to suggest a very comprehensive and implementable action plan
- 4. The student is effective in oral communication of a managerial decision and is also convincing
- 5. The student is able to effectively use written communication for expressing views
- 6. The student is able to convince others on decision making using his or her oral and written communication skills
- 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making
- 8. The student is able to elicit constructive feedback in conflicting situations
- 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making

### **Student Learning Outcomes (SLO):**

Students will be able to:

- [2] Having a clear understanding of the subject related concepts and of contemporary issues
- [9] Having a clear understanding of professional and ethical responsibility
- [14] Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data
- [17] Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice
- [18] Having critical thinking and innovative skills

# Module:1Advertising and the marketing process6 hoursIntegrated Marketing Communications Functions, Advertising Planning Process- Brand<br/>communication process and its integration, Consumer brand decision making, Roles of<br/>Segmentation, Targeting, and Positioning in Advertising and Promotions planningModule:2Advertising models and budgets5 hoursCommunications and Advertising models-Advertising objectives based on Brand outcomes-<br/>Setting advertising and promotions budgets6 hoursModule:3Creative and Media Strategy6 hours

Creative Strategy- Creative Concept and Messages, Message Execution, Appeal styles, Print, Broadcast, and Out-of-Home Media, Internet, Interactivity, and e-Commerce Media

Media planning and strategy, media budgeting, planning for different media, media scheduling and execution, Develop an ad plan

# Module:4Sales Promotions6 hoursConsumerSales Promotion, Channel Marketing: Trade Sales Promotions and Co-Marketing,

Consumer Sales Promotion, Channel Marketing: Trade Sales Promotions and Co-Marketing, Personal Selling, Public Relations and Brand Publicity, Direct Marketing and Customer Service, Product Placements, Events, Sponsorship

Module:5	Measurements and Ethics	5 hours
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Different metrics for evaluation of different communication channels, Evaluation criteria for different communication channels, Measurement of effectiveness

Social, Legal, and Ethical Issues in Advertising & Promotions, Advertising in Global markets

Module:6 Guest Lecture 2 hours

Latest trends in advertising and promotions management in traditional and new age media

Total Lecture hours: 30 hours

### Text Book(s)

- 1. William Chitty, Nigel Barker, Valos, Terence Shimp, (2013), Advertising, Promotion and other aspects of Integrated Marketing Communications,9thedition, Cengage Learning.
- 2. Belch, Belch, Kerr, Powell, (2012), Advertising and Promotion: An Integrated Marketing Communication Perspective, 2ndedition, McGraw-Hill.

### **Reference Books**

- 1. Kenneth Clow, Donald Back, (2015), Integrated Advertisements, Promotion and Marketing Communication, 7th Edition, Prentice Hall
- 2. Duncan T, Ouwersloot H, (2008), Integrated Marketing Communications. European, McGraw-Hill.
- 3. Wells, Burnett, Morairty, (2006), Advertising Principles & Practices, 7thedition, Pearson Education.

### **Mode of Evaluation**

Specific Assessment Methods	%	Weighting					rning as app		o be
			2	9	14	17	19		
Continue Assessment	60								
Midterm	20		V	√	√	1	1		
Final Assessment Test	□0		√	V	<b>√</b>	V	1		
Total	100	)							
Project	100	)							
Review 1	20					1	$\sqrt{}$		
Review 2	30		V	V	1	V	1		
Review 3	50		V	1	1	V	V		
Recommended by Board of Studie	es	11-03-2019	9	1					1
Approved by Academic Council		No. 54		Date	2	14-03	-2019		

Course cod	le		Bran	d Manag	ement		L	T	P	J	C
BMT61	140						3	0	0	0	3
Pre-requis	ite							•	S	ylla	bus
-									,	vers	sion
<b>OBJECTI</b>	VES:										
stud	lents wil	l be able to	co-create u	ınique ide	as, products	s and solutio	ns				
		l be able to	compreher	nd global 1	trends influ	encing the b	ısines	s env	iron	mer	nt
OUTCOM											
1.	Student	produces o	original ide	eas with	minimal gu	iidance. Imp	lemer	ntatio	n so	oluti	ons
		ong evidenti									
		uses multipl									
			w ideas a	ind comb	ines multij	ple perspect	ives 1	to de	evelo	op r	new
	solution										
		dent is able	e to analy	se decision	ons using 1	multiple into	ernatio	nal	info	rmat	tion
	sources										
				ate cultur	al differen	ces with the	avail	able	info	rmat	tion
		aking decisi			C 1	. 1	٠,		1		
						tural commu	ınıcatı	on a	nd p	ropc	oses
		e ways of co			given conte	ext					
Module: 1	Basics	s of Brand N	<u>Vlanageme</u>	ent	1	· D 1	1	. •		<u>5 ho</u>	urs
						vices-People	- loca	tion-	ıdea	ıs —	
		rategic Bran		nent proc	ess	1					
Module:2	Buildi	ing Brand	equity Drand V	marriladas	Duilding	brands –Ke	11 an'a	40 7 7440	<u></u>	5 ho	urs
		rer's models		liowieuge	-Dunaing	oranus – Ke	Hel S	руга	IIIIG	11100	uei-
		ing Brands	3						4	5 ho	11116
			accociation	s_ Brand	Essence and	d Brand Maı	ntra_ F	Prand			
		Brand Audi		is- Diana	Essence and	a Diana Mai	ına- L	nand	CICI	.IICII	.13 –
Module:4				and	Brand					6 ho	iire
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wiodule:4	Marke		rograms	ana	21414						
	comm	unication				and channel	strate	eov-	Dio	ital :	and
Marketing	comm Program	unication  ns to build	brand equi			and channel	strate	egy-	Dig	ital	and
Marketing conventions	comm Program al brand	unication  ns to build to communication	brand equi	ty-Produc	et –Pricing	and channel	strate	egy-			
Marketing conventions  Module:5	comm Program al brand Brand	unication  ns to build to communicate  l equity and	brand equi	ty-Produc	et –Pricing					6 ho	urs
Marketing conventions  Module:5  Measuring qualitative	comm Program al brand Brand Brand g Brand researc	unication  as to build to communicate the comm	brand equi tion I Branding Brand Val I valuation	ty-Produc g strategi ue chain . Brand s	et —Pricing  es  - Brand to strategy — I	racking stud	ies- (	Quan e and	titati	6 ho	urs and
Marketing conventions  Module:5  Measuring qualitative Brand external	comm Program al brand Brand g Brand e researce	unication  ns to build communicate lequity and equity — It for brandand new brandand	brand equition  I Branding  Brand Val  I valuation  ands – Co-	ty-Produc g strategi ue chain . Brand s	et —Pricing  es  - Brand to strategy — I		ies- (	Quan e and	titati	6 ho	urs and
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Marketing conventions Module:5 Measuring qualitative Brand externations Module:6 Guest Lect Text Books Kevin Lan Management Reference	researce content ture from (s)  Rrand Brand Prand Pran	equity and equity — I ch for brand and new brages and trendermorary Is mindustry e	brand equition  I Branding Brand Vall I valuation ands – Co-l ds sues xperts on b To arameswar arson educa	ty-Producty-Producty g strateging the chain of the chain	es - Brand to strategy - I - Reinforcing in the digitare hours:	racking stud Brand Arching, revitalizing al era	ies- (tecture ag and	Quan e and adju	titati l hie istin	6 ho ive are g bra 3 ho hou	and chy- cand ours
Marketing conventions Module:5  Measuring qualitative Brand extra portfolio- Module:6  Guest Lec  Text Book Kevin Lan Manageme Reference David Aake	researce ensions a Challeng Conte ture from [8] Conte ent, 4th 6 Books er(2015)	equity and equity — I equity — I equity — I eh for brand and new brages and trenders and trenders in industry eer, M.G. Padition, Pearly, Aaker on I	brand equition  I Branding Brand Vall I valuation ands – Co-l ds sues xperts on b arameswar arson educa	ty-Producty g strateging use chain and Branding pranding to tal Lecturan MG and tion.	es - Brand to strategy - I -Reinforcin in the digit are hours: and Jacob	racking stud Brand Arching, revitalizing	ies- (tecture ag and	Quan e and adju	titati l hie istin	6 ho ive are g bra 3 ho hou	and and and ours

Rajendra K. Srivastava and Gregory Metz Thomas (ed.) (2016), The Future of Branding, New

MBA Page 99

Jean Noel Kapferer, (2013), The New Strategic Brand Management, Kogan Page India Pvt Ltd Laura Busche, (2014), Lean Branding-Creating Dynamic Brands to Generate Conversion, Shroff

Karthikeya Kompella (ed.) (2014), The Definitive Book of Branding, New Delhi: Sage Response

Publishers and Distributors Pvt. Ltd.

Delhi, Sage Publications India Pv	t. Ltd										
<b>Mode of Evaluation</b>											
<b>Specific Assessment Methods</b>	%	Weighting			•	ect lea		_			o be
			1	2	3	4	5	6	7	8	9
<b>Continuous Assessment</b>	60										
Midterm	20										
Assignments	40										
Final Assessment Test	40										
Total	100	)									
Recommended by Board of Studie	es	11-03-2019	9								
Approved by Academic Council		No.54		Date	;	14-0	3-201	9			

Course code	Business to Busine	ess Marketing	L T P J C
BMT6141			3 0 0 0 3
Pre-requisite	Nil		Syllabus version
OBJECTIVES:			
	le to formulate competitive strategic		
OUTCOME:	le to involve stakeholders and team	members in executin	g decisions
	t provides a definitive and outsta	nding assessment of	the market share and
	e advantage of competitors in the m		
	t does a comprehensive analysis of	*	ompetitors activity
	t provides comprehensive industry	y assessment and str	rategy formulation and
	ation details	12	
	t is able to establish a favourable to	eam climate and ensu	re enthusiastic decision
making  5 The studen	t is able to elicit constructive feedba	ack in conflicting situ	ations
	nt is able to facilitate enthusia		
	n in decision making		1 1
	nizational Buying		6 hours
	ng versus Consumer Marketing		
	ng Business to Business Env	rironment, Custome	rs, Organization and
Marketing.			
Organizational Bu	ying and Decision Process, Buyer B	ehaviour and Motiva	tion, Buying Center,
	the Buy-grid framework, Buyer-Se		
	sing Function and Documentation.	ı	
	sing Marketing Opportunities an	d	5 hours
Market Passarah	ulating Product Strategy Segmenting, Targeting and Position	ing Dayalaning Proc	duat Sarvias and Valua
	dustrial Product Life-cycle, New Pr		
	Business to Business Branding.		,
	nel Relationships and Communic		5 hours
	nd Management, Channel Opportun	ities and Relationship	ps, Channel Motivation
and Conflicts.			
Elements of the 1	Promotion Mix, Managing B2B A	Advertising – Budge	t, Message and Media
	Communication with the Market, Tr		, 2
Module:4 Distr	ibution		6 hours
<b>Distribution</b> : Dis	tinctive Nature, Channel Design, M	anaging and Adminis	stering Channel
Members, Direct &	t Indirect Channels, Supply Chain a	and Logistics Manage	ment
Pricing and Neg	otiation: Pricing Basics and Ol	piectives. Price Mod	els and Skills. Pricing
tactics, Negotiated	_	<b>.</b>	
Module:5			6 hours
~ ~	<b>sonal Selling Function:</b> Personal Son, Training, Control and Evaluation	_	es Force Management,
Customer Retent	ion and Ethics: Delivering Value a	and avoiding commod	litization. Strategies for
Customer Retentie	on, Managing the Product Offeri ysis, Customer Relationship Manag	ng, Key Account M	_
Jan on on the final	, s.s., sussessing reductionismip manag		
	emporary Issues		2 hours

Gu	iest lectu	re by industry experts	on B	2B Marketii	ng in l	ndia						
				Total Lectu	re ho	urs:					30 hou	irs
# N	Mode: Fl	ipped Class Room, Ca	se D	iscussion and	d Lect	ures						
Tex	t Book(	<u>s)</u>										
1.	Mic	chael D. Hutt, Dheera	j Sha	arma, Thom	as W.	Speh,	, (20	014), B2B	Mark	eting	g-A Sou	uth
		an Perspective, 11thed										
2.	Kri	shna K. Havaldar, (201	l0), E	Business Mar	rketin	g- Tex	t and	d Cases,M	cGraw	Hill Hill		
Ref	erence l	Books										
1.	Rol	pert Vitale, Joseph C	iglie	r, Waldema	r, Pfo	oertsch	Ι,	(2011), B	usines	s to	Busine	ess
	Marketing –Analysis and Practice, Person Education.											
2.	Jam	nes C Anderson, Ja	mes	A. Narus,	Das	Nara	ıyan	das,(2009)	), Bus	sines	s Mar	ket
		nagement – Understa	andin	g, Creating	, and	Deliv	verii	ng Value,	3rde	ditio	n, Pers	son
	Edu	ication.										
Mo	de of Ev	aluation										
Sp	ecific A	ssessment Methods	%	Weighting	Inte	nded s	subj	ect learni	ng ou	tcom	es to b	)e
					asses	ssed (I	Plea	se tick as	appro	priat	ie)	
Co		Assessment	60									
	Midten	n	20									
		essment Test	40									
To	otal		100									
Rec	ommeno	led by Board of Studie	S	11-03-2019	)							
App	proved b	y Academic Council		No.54		Date		14-03-20	19			

Course code	Channel Management Strategie	es	L	T	P J	C
BMT6142			2	0	0 4	3
<b>Pre-requisite</b>					Sylla	
					ver	sion
<b>OBJECTIVES:</b>						
	be able to identify business problems and for	mulate alteri	native	cours	es of	
action	1 11					
	be able to articulate (oral and written) ideas to					
	be able to involve stakeholders and team men	ibers in exec	cuting	decis	ions	
OUTCOME:		11 . 1		1	•	
	nt is comprehensively able to describe the pro				_	
	nt is able to come up with multiple alternative					
3. The stude	nt is able to suggest a very comprehensive and	i impiement	abie ac	tion p	olan i :	.1
	ent is effective in oral communication of a	manageriai	aecis	ion a	na 1s	aiso
convincin	<del>-</del>	ation for aven		~	***	
	nt is able to effectively use written communicated is able to convince others on decision in					and
	ommunication skills	laking using	g ms (	JI IIC	Olai	anu
	nt is able to establish a favorable team climat	e and ensure	enthi	iciacti	c deci	cion
making	int is able to establish a lavorable team emmat	c and chisure	CIIIII	istasti	c ucci	51011
	nt is able to elicit constructive feedback in cor	eflicting situ	ations			
	ent is able to facilitate enthusiastic stake	_		rticin	ation	and
	on in decision making	011014017 10411	. Pu	rucip	ution	una
	oduction to Marketing Channels				2 ho	nirs
1,104,410,1						7 411 5
Channel function	s – contribution of channel partners to markete	ers and cons	umers			
Module:2 Con	sumers and channels				4 ho	ours
Types of channel	s based on segmentation and service outputs –	value propo	sitions	S		
					41.	
Module:3 Cha	nnel management strategies				4 hc	ours
Flows- power – c	onflict- alignment- adaptation – gaps in chann	el				
Module:4 Om	ni and Hybrid Channels				4 hc	ours
Channel prolifera backward channe	tion – online, offline, business to business, b l integration	usiness to co	onsum	er, v	ertical	and
Module:5 Cha	nnel performance assessment				4 hc	ours
Efficiency – con	npensation – performance metrics					
Module:6 Con	temporary Issues				2 ho	ours
Role of disinterr	mediation in disrupting marketing channel stra	tegies				
	Total Lecture hours:				20 ho	urs
	ject: Team of maximum 6 students would ertake the project. The faculty coordinator	20 [Non-Co	ontact 1	hrs]		

would provide the t	opic based on the i	nodul	es.							
Text Book(s)			I							
Palmatier, R., Stern, L., & El-A	nsary, A. (2016). N	Marke	ting C	hanne	l Stra	tegy	Rout	ledge	<b>2</b> .	
Reference Books										
Furey, T., & Friedman, L. (2012) Fotiadis, T., & Folinas, D. (20) Approach. Routledge.	,	_			_	agen	nent:	A S	Syste	nic
Mode of Evaluation										
Specific Assessment Methods	% Weighting		nded ssed (	•			_			be
		9	14	17	19			†		
			1.	1 /	1					
Continuous Assessment	60	V	1	1/	1					
Midterm Midterm	20	√ 	1	<del> </del>	-í					
Midterm		1	√   √	<del> </del>	-í					
		√ -	√ V	<del> </del>	-í					
Midterm		√ 	√ V	<del> </del>	-í					
Midterm  Project		√ 	√	<del> </del>	-í					
Midterm  Project Review 1		<b>V</b>	√ ·	<del> </del>	-í					

Recommended by Board of Studies 11-03-2019
Approved by Academic Council No.54 Date 14-03-2019

100

Total

BMT6143	
	2 0 0 4 3
Pre-requisite	Syllabus version
	v. 01.00
OBJECTIVES:	•
students will be able to formulate competitive strate	egies for the digital market places
students will be able to practice ethical values in ac	hieving stakeholders welfare
OUTCOME:	
1. The student provides a definitive and outstanding as	ssessment of the market share and
competitive advantage of competitors in the market	place
2. The student does a comprehensive analysis of poter	ntial dangers of competitors activity
3. The student provides comprehensive industry assess	
implementation details	
4. The student is able to recognise ethical issues that a	ffect multiple stake holders
5. The student is able to apply multiple ethical concep	ts in analysing consequences of
decision making	
6. The student is able to evaluate the most appropriate	perspective in achieving stakeholder
welfare	
Module:1 Introduction	2 hours
Concepts, Significance, Dimensions of Consumer Behavior	r, Relevance of Market Research with
Consumer Behavior.	
<b>Module:2</b> The Consumer Decision Making Process	4 hours
Buying Motives and Roles, Consumer Decision Making Pr	
The Economic model, Howard Sheth model of Buying Be	chaviour, Engel, Blackwell and Miniard
(EBM) model	
Module:3 Psychological Influences on Consumer	5 hours
Decision Making -I	
Consumer's Needs & Motivation, Personality and Consum	mer behaviour, Brand Personality, Self
and Self-image, Consumer Perception, Risk and Imagery	
Module:4 Psychological Influences on Consum	ner 5 hours
Decision Making –II	
Consumer Learning, memory, Consumer Attitude: Belief	
and Intention, Attitude Formation and Attitude Change, Co	
Module:5   Sociological Influences on Consumer Decision	ion 2 hours
Making	
Sociological Influences on Consumer Decision Making	g: Consumer groups, reference groups,
Family & Its social standing-Culture's influence on consur	mer behaviour- Cross cultural consumer
behaviour. Other Influences and Trends in Consumer	Behaviour: Diffusion and adoption of
innovations- Marketing ethics and social responsibility, Da	rk side of consumer behavior
Madalar Continue and I	21
Module:6 Contemporary Issues	2 hours
Guest lecture by industry experts on contemporary tools u	ised to capture factors influencing the
consumer decision making.	201
Total Lecture hour	rs: 20 hours
	11 20 57
<b>Project:</b> Team of maximum 6 students wou	
	tor
undertake the project. The faculty coordinate	
undertake the project. The faculty coordina would provide the topic based on the modules	
would provide the topic based on the modules	
1	res

### Text Book(s)

- 1. Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015), Consumer Behaviour, 11<sup>th</sup> edition, Pearson Education, Inc.
- 2. Dheeraj Sharma, Jagdish Sheth, Banwari Mittal, (2015), Consumer Behaviour A Managerial Perspective, Cengage Learning.

### **Reference Books**

- 1. Hawkins et al, (2010), Consumer Behaviour-Building Marketing Strategy, Tata McGraw Hill.
- 2. Hoyer, Mcinnis, Pieters, (2013), Consumer Behavior, 6thedition, Cengage Learning.
- 3. Majumdar, Ramanuj, (2010), Consumer Behaviour Insights from Indian Market, PHI.
- 4. Michael R. Solomon, (2016), Consumer Behaviour-Buying Having and Being, 12thedition, Pearson Education.
- 5. Underhill et.al, (2008), Why we buy: The Science of Shopping, Simon & Shuster.

### Mode of Evaluation

Mode of Evaluation							
<b>Specific Assessment Methods</b>	%	Weighting			•		rning outcomes to be as appropriate)
			1	2	3	4	
<b>Continue Assessment</b>	60						
Midterm	20			1			
DA-1							
DA-2							
Pre midterm Quiz							
Post Midterm Quiz							
Final Assessment Test	40			1			
Total	100	)					
Project							
Review 1	20						
Review 2	30						
Review 3	50						
Total	100						
Recommended by Board of Studie	es	11-03-2019	9				
Approved by Academic Council		No.54		Date	;	14-03	-2019

Course code	Customer Engagement Marketing	L T P J C
BMT6144		3 0 0 0 3
Pre-requisite	Nil	Syllabus version
		v. 01.00
<b>OBJECTIVES:</b>		
students will	be able to co-create unique ideas, products and solutions	

students will be able to co-create unique ideas, products and solutions students will be able to articulate (oral and written) ideas to aid decision making students will be able to involve stakeholders and team members in executing decisions

### **OUTCOME:**

- 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support
- 2. Student uses multiple idea creation techniques
- 3. Student creates new ideas and combines multiple perspectives to develop new solutions
- 4. The student is effective in oral communication of a managerial decision and is also convincing
- 5. The student is able to effectively use written communication for expressing views
- 6. The student is able to convince others on decision making using his or her oral and written communication skills
- 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making
- 8. The student is able to elicit constructive feedback in conflicting situations
- 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making

## **Student Learning Outcomes (SLO):** 1,2,17

- [1] Having an ability to apply business problem solving techniques in customer engagement business applications
- [2] Having a clear understanding of the customer engagement marketing related concepts and of contemporary issues
- [17] Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice

Module:1Concepts and Meaning of Customer Engagement7 hoursCustomer Relationship Management, Customer Engagement - Customer Engagement - Customer Engagement and Theoretical Foundations - The Process of Customer Engagement - Metrics for Engaging CustomersBehaviour: Behavioral perspectives of customer Engagement - Metrics for Engaging Customers

Module:2Customer Engagement Brand Relationships6 hoursConnective Brands with Customers - Assessing Customer Engagement and brand relationship - Customer Engagement in virtual brand community - Facebook and Other Social Network platforms - Customer Engagement in offline brand community

Module:3 Conceptualizing and Measuring Customer Engagement Value 6 hours

Customer Brand Value, Customer Lifetime Value, Customer Referral Value, Business Reference Value

Module:4 Engagement, Interactivity, Social Media and Technology 5 hours

Customer Influence Value, Customer Knowledge Value - Managing the Customer Engagement Value Framework - Organizational Challenges

Module:5Emerging Customer Engagement4 hoursAntecedents and outcomes of Customer Engagement - Developing a Spectrum of Positive to<br/>Negative Citizen Engagement - Negative Customer Brand Engagement in Blogs

Module:6Contemporary Issues2 hoursGuest Lecture from industry experts on Customer Engagement with AI and VR

			Tota	ıl Lecture ho	urs:	:					30 hours
# N	Iode: F	lipped Class Room, Case Di	scuss	sion, Lectures	and	l Proje	ct				
Tex	kt Bool	$\mathbf{x}(\mathbf{s})$									
1.		er V (2014), Profitable Custo cations Pvt. Limited, New De			Conc	cept, M	1etric	es and	Strat	egies,	, Sage
Ref	ference	Books									
1. 2. 3.	Marko Linda Custo Massa Roder Conte	etier, Robert W., Kumar, V., eting, Palgrav Macmillan, Ind Pophal (2014), The Everyth mers to Build Trust, Foster Inchusetts, USA. Fick J. Brodie, Linda D. Homporary Issues and Challeng Evaluation  Specific Assessment Method	dia ing C Loyal llebe	Guide To Custo ty, and Grow ek and Jodie	ome a Si Cor	er Eng	agem ful B	nent: ( usine	Conne ss, Ac	ect wit	th Media,
		Continue Assessment		60							-
		Midterm		20		1	1	1	1	1	]
	-										- - -
		Final Assessment Test		40		$\sqrt{}$	$\sqrt{}$	V	√	√	_
		Total		100							
		nded by Board of Studies	-	-03-2019		_	1.4	00.00	10		
Apj	proved	by Academic Council	No.	.54	Da	te	14-	03-20	119		

Course code	Digital Marketing and analytics	L	T P	J	C
BMT6145		2	0 0	4	3
Pre-requisite	Nil	Sylla	bus v	ersi	on

#### **OBJECTIVES:**

students will be able to comprehend global trends influencing the business environment students will be able to formulate competitive strategies for the digital market places students will be able to systematically apply qualitative and quantitative techniques to solve business problems

#### **OUTCOME:**

- 1. The student is able to analyse decisions using multiple international information sources
- 2. The student is able to appreciate cultural differences with the available information while making decisions
- 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 5. The student does a comprehensive analysis of potential dangers of competitors activity
- 6. The student provides comprehensive industry assessment and strategy formulation and implementation details
- 7. The student is able to perform a comprehensive quantitative data analysis
- 8. The student is able to interpret qualitative information in detail
- 9. The student is able to represent the analyses as a complete solution to the business problem

# **Module:1** Digital Marketing Strategy

3 hours

Digital Vs. Traditional marketing- Significance - Online marketing mix - E-product, STP, E-price, E-Promotion. Affiliate marketing

Online tools for Content Marketing – market influence analytics in Digital Eco system

# **Module:2** Social media Marketing and Search analytics

5 hours

Social Media Channels, Social Media Strategy, Web PR and Online reputation management Search Engine marketing - Search Engine Optimization and Adwords - PPC Advertising - Video SEO- Conversion Optimization

Monitoring, trends analysis, dashboards, segmentation - Navigation analysis (funnel reports, heat maps, etc) - Experimentation A/B and multivariate testing - Search analytics Current trends & challenges: web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytic

#### **Module:3** Web Analytics

4 hours

Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques compared: web server log analysis, page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Web Analytics at e-Business scale - Data collection architecture- Introduction to OLAP, Web data exOBJECTIVES ration and reporting - Introduction to Splunk

#### **Module:4** | Text and Visual Analytics

3 hours

Natural Language Processing (NLP)- Supervised Machine Learning (ML) Algorithms-API and Web data scarping using simple R / Python

Visual Analytics: Drill down and hierarchies-Sorting-Grouping- Additional Ways to Group-Creating Sets- Analysis with Cubes and MDX- Filtering for Top and Top N- Using the Filter Shelf- The Formatting Pane-- Trend Lines- Forecasting- Formatting- Parameters

#### **Module:5** | Google Analytics

3 hours

Key features and capabilities of Google analytics- how Google analytics works - implementing

Google analytics -getting up and running with Google analytics -navigating Google analytics - using Google analytics reports -Google metrics - using visitor data to drive website improvement-focusing on key performance indicators- integrating Google analytics with third-party applications

Module:6Contemporary Issues2 hoursGuest lecture by industry experts on contemporary digital media tools, Web Analytics likeMobile Analytic- Game Analytics, Video Analytics, Twitter/Facebook/LinkedIn Analytics andViral Analytics

V II al I IIIal	yties	
	Total Lecture hours:	20 hours
	<b>Project:</b> Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.	20 [Non-Contact hrs]
# Mode:	: Flipped Class Room, Case Discussions, Lectures and Project	

#### Text Book(s)

- 1. Rob Stokes, (2014), eMarketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.
- 2. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.

# Reference Books

- 1. Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
- 2. Vandana Ahuja, (2015), Digital Marketing, 1stedition, Oxford University Press.
- 3. Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity,

#### Mode of Evaluation

Midde of Evaluation							
<b>Specific Assessment Methods</b>	%	Weighting					arning outcomes to be as appropriate)
			2	17	20	14	
<b>Continue Assessment</b>	60						
Midterm	20						
<b>Final Assessment Test</b>	40		$\sqrt{}$	1			
Total	100	)					
Project							
Review 1	20			V	V	V	
Review 2	30			V	V	V	
Review 3	50			V			
Total	100	)					
Recommended by Board of Studie	es	11-03-2019	9				
Approved by Academic Council		No. 54		Date	;	14-03	3-2019

Course code	Marketing Analytics	L T P J C
BMT6146		2 0 2 0 3
Pre-requisite	Nil	Syllabus version

#### **OBJECTIVES:**

students will be able to systematically apply qualitative and quantitative techniques to solve business problems

#### **OUTCOME:**

- 1. The student is able to perform a comprehensive quantitative data analysis
- 2. The student is able to interpret qualitative information in detail
- 3. The student is able to represent the analyses as a complete solution to the business problem

# **Student Learning Outcomes (SLO):** 1,2,9,14,17

Students will be able to

- [1] Having an ability to apply mathematics / business problem solving techniques in business applications
- [2] Having a clear understanding of the subject related concepts and of contemporary issues
- [9] Having problem solving ability solving social issues and business problems
- [14] Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data
- [17] Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice

# **Module:1** | Marketing Analytics Framework

3 hours

Introduction to Marketing Analytics and Models. **Market Insight** - Market Data Source – treatment of outliners, Market sizing, PESTLE Market analysis, Porter Five Force Analysis **Market segment identification, targeting, and positioning -Tools and Techniques**: Regression, Cluster Analysis, and Perceptual Mapping Techniques

#### **Module:2** | Business Strategy and Operations

3 hours

Analytics based strategy selection with strategic models

Strategic Scenarios, Strategic Decision Models, Strategic Metrics - Business Operations: Forecasting, Predictive Analytics, Data Mining, Balanced Scorecard, Critical Success Factors

# **Module:3** | **Product and Price Analytics**

4 hours

**Product and Service Analytics**: Conjoint Analysis model, Decision Tree Model, Portfolio Resource Allocation, Product/ service Metrics, Attribute Preference testing **Price Analytics:** Pricing Techniques, Pricing Assessment, Profitable pricing, Pricing for Business Markets, Price Discrimination

#### **Module:4** | Distribution and Promotions Analytics

4 hours

**Distribution analytics:** Distribution Channel Characteristics, Retail Location selection, Channel Evaluation and Selection, Multi-channel Distribution, Distribution Channel Analytics

**Promotion Analytics**: Promotion Budget estimation, Promotion Budget Allocation – Ad value equivalence model, Promotion Metrics for traditional Media, Promotion Metrics for social media

	dule:5	Sales Analytics and									4 h	ours
Εc	ommer	ce sales model, sales m	etrics, profitabili	ty met	trics a	ınd suj	pport 1	metric	S			
Raı	nid deci	sion models, excel exc	ellence, data driv	en pre	esenta	tions						
	dule:6	Contemporary Issue		p							2 h	ours
		re by industry experts		issue	s and	oppor	tuniti	es in a	ppli	catio		
		analytics in different so				11		1	. 1			
		•	Total Lectu	ire ho	urs:						20 h	ours
Pra	ctical :			<b>20 hours</b> 1,2,3,4,5				3,4,5				
#	Mode:	Flipped Class Room,	Lectures, Case D	iscuss	sions							
			and lab									
Tex	t Book(	s)				<u>l</u>						
1.		ohen Sorger, (2013),	MARKETING A	ANAI	YTIO	CS, S1	trategi	c Mo	dels	and	Me	trics,
	Firs	st Edition, Admiral Pre	SS.									
2.	Gar	y L. Lilien and Arv	ind Rangaswam	y (20	14), 1	Marke	ting I	Engine	erin	g: (	Comp	uter-
	Ass	isted Marketing Analy	sis and Planning	, Traff	ord P	ublish	ing U	K				
Ref	erence l	Books										
1.	Wayn	e L. Winston (2014), N	Marketing Analyt	ics: D	ata-D	riven '	Гесhn	iques v	with	Mic	roso	ft
		Wiley, Indianapolis.										
2.		V. Farris, Neil T. Bend		ifer, D	avid.	J. Reił	ostein	(2010)	), M	arke	ting	
		es, 2nd Edition, Pearso	n USA.									
Mod	de of Ev	aluation										
Sp	ecific A	ssessment Methods	% Weighting					rning				be
								as app	oroj	oriat	<u>:e)</u>	
				1	2	9	14	17				
Co		Assessment	60	,	,	1	1	,				
	Midten	n	20	1	√	√	1	V				
											-	
E20	T 4	4 TP - 4	40	-1		1.1	1.1	-1			 	
		essment Test	40	7	√	1	1	1			<u> </u>	
To			100				1				<sup> </sup>	
Pra	actical		100								1	<u>.                                    </u>

Practical100Image: Comparison of Studies of

Course cod	e Marketing at the Bottom of the Pyramid	L	T	P	J	C
BMT61	47	3	0	0	0	3
Pre-requisi	te Sy	lla	bu	s v	ersi	on
OBJECTIV	/ES:					
	l be able to comprehend global trends influencing the business environn	nen	t			
	l be able to involve stakeholders and team members in executing decision					
OUTCOM	E:					
making 3. The stress sensitive 4. The stress making 5. The stress stress in decise  Module:1  Characterist	dent is able to elicit constructive feedback in conflicting situations ident is able to facilitate enthusiastic stakeholder/team participation are sion making  Introduction to BoP market and Marketing ics of BoP markets, rural vs Urban BoP, Introduction to the 4As of BoP	an sias	nd stic	pr de de	ropo ecis ibut hou	ses ion ion
Module:2	Product and service innovations for BoP			6	hou	urs
New produc	et and services for BoP, marketing research for innovative ideas					
Module:3	Channel and distribution issues in BoP			6	ho	urs
Characterist	ics of infrastructure in BoP, issues with channel member availability and	d q	ual			
Module:4	Pricing and promotion challenges in BoP			6	ho	urs
Purchasing	power and effective demand, pricing methods, media darkness	an	d	ef	fect	ive
communica	tion					
Module:5	Social Marketing in BoP market			6	ho	urs
	lved in social marketing, social marketing and awareness of essentia	<u>l</u> p	roc			
Module:6	Contemporary Issues				ho	ars
Guest Lect	ure from industry experts on current issues and developments in BoP ma	ark	ets			
	Total Lecture hours:		_		hou	

# Text Book(s)

Agrawal, A., & Kumar, P. (Eds.). (2018). Social Entrepreneurship and Sustainable Business Models: The Case of India. Springer.

# **Reference Books**

Caneque, F. C., & Hart, S. L. (Eds.). (2017). Base of the pyramid 3.0: sustainable development through innovation and entrepreneurship. Routledge.

London, T. (2016). The base of the pyramid promise: Building businesses with impact and scale. Stanford University Press.

Heeks, R., Foster, C., & Nugroho, Y. (Eds.). (2017). New Models of Inclusive Innovation for Development. Routledge.

Waibel, P. (2017). Putting the poor first: how base-of-the-pyramid ventures can learn from development approaches. Routledge.

# **Mode of Evaluation**

Specific Assessment Methods	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
			1	2	3	4	5	6	7	8	9
<b>Continue Assessment</b>	60										
Midterm	20										
Assignments		40									
Final Assessment Test	40										
Total	100	)									
Recommended by Board of Studies 11-03-20											
pproved by Academic Council No.54 Date 14-03-2019											

Course code	Marketing Metrics	L T P J C
BMT6148		3 0 0 0 3
Pre-requisite	Nil	Syllabus version
ODJECTIVES.		
objectives:	ble to identify business problems and formulate	e alternative courses of action
	able to systematically apply qualitative and	
business problem	• • • •	quantitative teeninques to solve
OUTCOME:	,	
	nt is comprehensively able to describe the prol	olem in a decision making
	nt is able to come up with multiple alternatives	
	nt is able to suggest a very comprehensive and	
	nt is able to perform a comprehensive quantitat	
5. The stude	nt is able to interpret qualitative information in	detail
6. The stude:	nt is able to represent the analyses as a complet	te solution to the business problem
Module:1 Mar	ket Share and Customer Profitability,	5 hour
	re of Mind, Share of Heart	
	t, Revenue, Relative Share-Competitive analy	sis, Market Concentration, Marke
Penetration-BDI-	CDI	
C . D C . 1	''' TI 1 C' 1' '1 1 1 D	1.: 1: C
	polity: The value of individual customers and R	<u> </u>
	rospect Value -Average acquisition cost-Avera	ge retention cost  6 hour
	netration, and Volume Projections - Growth: Pe	
	nnibalization Rates and Fair Share Draw-Bran	
		- ·
	iections-Segment utilities- Conjoint utilities at	
and consumer pro	jections-Segment utilities- Conjoint utilities ar	
and consumer pro  Module:3 Mar	gins & Profits, Pricing Metrics	6 hour
and consumer pro  Module:3 Mar  Unit Margin- M	gins & Profits, Pricing Metrics argin %- Channel Margins-Average Price p	6 hour der unit-Price per statistical unit
and consumer pro  Module:3 Mar  Unit Margin- M  Variable and fix	gins & Profits, Pricing Metrics	6 hour der unit-Price per statistical unit
and consumer pro  Module:3 Mar  Unit Margin- M  Variable and fix  Break even sales-	gins & Profits, Pricing Metrics argin %- Channel Margins-Average Price ped costs-Marketing spending- Contribution praget volume-Target revenues	6 hour er unit-Price per statistical unit per unit- Contribution margin %
and consumer pro  Module:3 Mar  Unit Margin- M  Variable and fix  Break even sales-	gins & Profits, Pricing Metrics  argin %- Channel Margins-Average Price ped costs-Marketing spending- Contribution praget volume-Target revenues  and optimization, with an eye toward setting prices.	6 hour ber unit-Price per statistical unit ber unit- Contribution margin % ices to maximize profits. Price
and consumer promoted Module:3   Mar Unit Margin- M Variable and fix Break even sales-  Price sensitivity a Premium - Reserven	gins & Profits, Pricing Metrics  argin %- Channel Margins-Average Price ped costs-Marketing spending- Contribution programme Target volume-Target revenues  and optimization, with an eye toward setting provation Price - Percent Good Value- Price elastic	6 hour ber unit-Price per statistical unit ber unit- Contribution margin % ices to maximize profits. Price
and consumer pro  Module:3 Mar  Unit Margin- M  Variable and fix  Break even sales-  Price sensitivity a  Premium - Reserve residual elasticity	gins & Profits, Pricing Metrics  argin %- Channel Margins-Average Price ped costs-Marketing spending- Contribution praget volume-Target revenues  and optimization, with an eye toward setting provation Price - Percent Good Value- Price elastic	6 hour per unit-Price per statistical unit per unit- Contribution margin % dices to maximize profits. Price city of demand-optimal price-
and consumer promoted Module:3   Mar Unit Margin- M Variable and fix Break even sales- Price sensitivity a Premium - Reserve residual elasticity Module:4   Promoted	gins & Profits, Pricing Metrics  argin %- Channel Margins-Average Price ped costs-Marketing spending- Contribution programme Target volume-Target revenues  and optimization, with an eye toward setting provation Price - Percent Good Value- Price elastic	6 hour per unit-Price per statistical unit per unit- Contribution margin % ices to maximize profits. Price city of demand-optimal price-

Temporary price promotions -Baseline Sales, Incremental Sales, and Promotional Lift - Redemption Rates for Coupons / Rebates - -The central measures of advertising coverage and effectiveness-Model for consumer response to advertising-

Advertising: Impressions, Gross Rating Points, and Opportunities-to-See - Cost per Thousand Impressions (CPM) Rates - Reach/Net Reach and Frequency - Share of Voice Impressions

Module:5	Sales force and Channel Management,	5 hours
	Linking marketing metrics to financial	
	performance	

Workload-Sales potential forecast-Sales total-sales force effectiveness-Sales force organization, performance, and compensation-Distribution coverage and logistics - Sales Force Coverage - Sales Force Goals - Sales Force Results - Sales Force Compensation - Facings and Share of Shelf - Out-of-Stock and Service Levels-Direct product profitability-GMROII

Net profit-Return on sales-Return on investment -Economic profits-EVA-payback-NPV-IRR-ROMI

Module:6	Application of mark	otine	motrics in								2 h	ours
Middule.0	organizations	Cum	g metrics m								<b>4</b> II	ours
Guest lecti	are by industry experts	on c	ontemporary	155116	s and	onno	rtuniti	es in	creati	nσ		
	s using marketing metr		omemporary	15540	5 and	оррс	)I tulliti	C5 III	Cicati	5		
			Total Lectu	re ho	urs:						30 h	ours
Text Book(	(c)				<u> </u>							
	7. Farris, Neil T. Bendle	- Ph	illin F. Pfeif	er Da	wid I	Reil	stein (	2010	) Mai	rketii	nσ	
	s, 2nd Edition, Pearson		-	CI, D	ivia J.	ICIC	ostem (	2010	<i>)</i> , wa	IKCII	ug	
Reference 1	<u>, , , , , , , , , , , , , , , , , , , </u>	0.01	1.									
	en Sorger, (2013), MA	DVI	TING AND	IVT	ICS	Strate	agic M	odals	n and	Mati	rice	First
_	on, Admiral Press.	MAXI	ZIIIO AIV	1L11	105,	Juan	egie ivi	oucis	and	Wicu	.ics,	тизс
	L. Lilien and Arvind R	anoa	swamy (201	4) M	arketii	nσ Fi	ngineer	ino.	Comr	niter.	- A cc	isted
	eting Analysis and Plan						iigiiicci	mg.	Comp	Juter	1 100	isica
	e L. Winston (2014), N	_			_		Techn	ianes	with	Mic	roso	ft
_	Wiley, Indianapolis	141111		105. 2	51		1001111	1900	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	1,110	1000	
Mode of Ex	· · · · · · · · · · · · · · · · · · ·											
	ssessment Methods	%	Weighting	g Intended subject learning outcomes to be								be
							se tick					
				1	6	17	18					
Continue	Assessment	60										
Midter	m	20			1	1	<b>V</b>					
Final Asse	essment Test	40		$\sqrt{}$	1		V					
Total		100	)									
Recommend	ded by Board of Studie	S	11-03-2019	)								
Approved b	y Academic Council		No. 54		Date	;	14-03	-201	9			

Course code	New Product Strategy	L T P J C
BMT6149		3 0 0 0 3
Pre-requisite	Nil	Syllabus version
<b>OBJECTIVES</b>	<b>:</b>	
students	will be able to co-create unique ideas, products and solution	ıs
students	will be able to make decisions under constraints	
<b>OUTCOME:</b>		
1. Student pr	oduces original ideas with minimal guidance. Implementation	on solutions have strong
evidential	support	
2. Student us	es multiple idea creation techniques	
3. Student cr	eates new ideas and combines multiple perspectives to devel	lop new solutions
4. Student is	able to relate all contextual factors in decision making	
	able to analyse many costs and consequences of decision	
6. The action	plan considers many of the constraints in the given context	
Module:1 Ba	sics of New Product Strategy	6 hours
New Product S	trategy-decisions- consumer behavior adoption and diffusion	n of innovations;
characteristics,	purpose, risk in new products; PLC	
Module:2 Id	ea Generation and Development	6 hours
	ew product ideas and identifying new market opportunities	, New Product Planning
	ate system and its application	T
	ne Product offer	6 hours
	ket opportunity and Designing new market offers-Co	encept Generation and
	veloping and Testing Physical offers	
	ew Product Brand Development and Pricing Strategies	6 hours
	Brand decisions and Brand identity development; Pricing of	a new product, Pre-tes
Marketing		
	ew Product Launch	4 hours
	ring launch and Post launch preparations;	
	ontemporary Issues	2 hours
Guest lecture	by industry experts on New product development practices is	in industry.
	Total Lecture hours:	30 hours
#	Mode: Flipped Class Room, Case Discussion and Lectures	
Text Book(s)		
	rl, Eppinger, Steven, (2012), Product Design and Developm	ent 5thedition
McGraw-I		one, stilledition,
	Merle, Di Benedetto, Anthony, (2014), New Products Mana	agement, 11thedition
McGraw-H	· · · · · · · · · · · · · · · · · · ·	
Reference Boo		
	Cooper, (2011), Winning at New Products, Creating Value t	hrough Innovation
	Basic Book, Perseus Books Group.	moagn mnovanon,
	t, Lance, (2010), Service Innovation: How to Go from Custo	omer Needs to
	vale Carriage MaCrayry IIII	111111111111111111111111111111111111111

Breakthrough Services, McGraw-Hill.

Mode of Evaluation										
<b>Specific Assessment Methods</b>	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
			2	4	5	6				
<b>Continue Assessment</b>	60									
Midterm	20									
DA-1				V						
DA-2						<b>√</b>				
Final Assessment Test	40			V		V				
Total	100									
Recommended by Board of Studie	es	11-03-2019	9							
Approved by Academic Council	No.54		Date	;	14-03	3-2019	)			

Course code Pricing and Revenue Management L T							P	J	$\mathbf{C}$
BMT61:	50					2 0	0	4	3
Pre-requisi	-	BMT5111			Sv	llabu		- 1	<u> </u>
110 requisi		2			- 23	114104			
<b>OBJECTIV</b>	ES:				I				
student	ts will b	e able to make decisions under const	traints						
student	ts will b	e able to formulate competitive strate	egies for	the digital 1	market j	places	S		
student	ts will b	e able to systematically apply qualita	ative and	l quantitativ	e techni	ques	to s	olv	e
	ss probl	ems							
OUTCOMI									
		to relate all contextual factors in dec		_					
		to analyse many costs and conseque							
		n considers many of the constraints i							
		ovides a definitive and outstanding a		ent of the ma	rket sha	are an	d		
		vantage of competitors in the marke		C	<b></b>	٠,٠	٠,		
		es a comprehensive analysis of pote							
		ovides comprehensive industry asses n details	ssment a	nd strategy	iormuia	uion a	ına		
		able to perform a comprehensive qua	antitativ	e data analy	cic				
		able to interpret qualitative informat			515				
		able to represent the analyses as a co			he husii	1688 T	roh	len	า
Module:1				BOIGHTON TO T	ne ousn	ress F		hou	
		ng and revenue management process	3					1100	415
Module:2 Demand Functions and Price optimisation 3 hour									
							3	hou	ırs
Module:2	Demai	d Functions and Price optimisatio	n	n consumer	behavio	or and			
Module:2  Demand Fo	<b>Dema</b> i recastir		eories or				pri	cin	g -
Module:2  Demand Fo Product des Price-respon	Demai recastir ign, but ise func	<b>Id Functions and Price optimisatio</b> g -microeconomic and marketing the idling and demand segmentation- Ecion; Competition	eories or				l pri miz	cin zatio	g - on:
Module:2  Demand Fo Product des Price-respon Module:3	Demain recasting ign, but use funce Pricin	nd Functions and Price optimisation g -microeconomic and marketing the adling and demand segmentation- Γ cion; Competition g Policies	eories or Demand	functions as	nd price	e opti	l pri miz	cin atio	g - on:
Module:2  Demand Fo Product des Price-respor Module:3  Markdown 1	Demai precastir ign, but ase func Pricin policies	g -microeconomic and marketing the adling and demand segmentation- Econ; Competition g Policies and liquidations - Pricing with supp	eories or Demand	functions as traints - Cu	nd price	e opti	l pri miz	cin atio	g - on: urs
Module:2  Demand Fo Product des Price-respor Module:3  Markdown 1	Demai precastir ign, but ase func Pricin policies	nd Functions and Price optimisation g -microeconomic and marketing the adling and demand segmentation- Γ cion; Competition g Policies	eories or Demand	functions as traints - Cu	nd price	e opti	l pri miz	cin atio	g - on: urs
Module:2  Demand Fo Product des Price-respon Module:3  Markdown prices vs. cu	Demain recastiring but have funced Pricin policies astomized	g -microeconomic and marketing the deling and demand segmentation- Exion; Competition g Policies and liquidations - Pricing with supply deprices; Responses to competitor bi	eories or Demand ply cons	functions as traints - Cu	nd price	e opti	pri miz 5	cin cation hou g: L	g - on: urs
Module:2  Demand Fo Product des Price-respor Module:3  Markdown 1	Demain recasting ign, but asse function policies astomized	d Functions and Price optimisation gradient and marketing the adling and demand segmentation. Experience of the competition gradient and liquidations - Pricing with supply deprices; Responses to competitor bittonal model of Price and Revenue	eories or Demand ply cons	functions as traints - Cu	nd price	e opti	pri miz 5	cin atio	g - on: urs
Module:2  Demand Fo Product des Price-respon Module:3  Markdown prices vs. cu Module:4	Demain recasting precasting policies astomized Management of the control of the c	d Functions and Price optimisation gradient and marketing the adling and demand segmentation. Explorer	eories or Demand ply cons ids - e-co	traints - Cu	stomize	e opti	pri miz 5 l cing	cin zation hou g: L	g - on: urs
Module:2  Demand Fo Product des Price-respor Module:3  Markdown prices vs. cu Module:4  Stochastic	Demain recasting ign, but ase funce Pricin policies astomized Opera Managan Inventor	g -microeconomic and marketing the deling and demand segmentation- Exion; Competition g Policies and liquidations - Pricing with supply d prices; Responses to competitor bitional model of Price and Revenue gement	eories or Demand ply cons ds - e-co	traints - Cuommerce	stomize	e opti	pri miz 5 l cing	cin zation hou g: L	g - on: urs
Module:2 Demand Fo Product des Price-respon Module:3 Markdown prices vs. cu Module:4 Stochastic Managemen	Demain recasting ign, but asse function policies astomized Opera Managin Inventorat, expect	rd Functions and Price optimisation gradient and marketing the adling and demand segmentation. Experience ion; Competition groups and liquidations - Pricing with supply deprices; Responses to competitor bit ional model of Price and Revenue gement groups and the Newsven ted marginal value to control sales -	ply consids - e-co	traints - Cuommerce	stomize	e opti	5 cing	cin zation hou g: L	g - on: urs List
Module:2  Demand Fo Product des Price-respon Module:3  Markdown prices vs. cu Module:4  Stochastic Managemen Module:5	Demain recastiring, but hase function policies astomized Managan Inventorit, expection Comp	red Functions and Price optimisation gradient and marketing the adling and demand segmentation. Exploition; Competition gradient and liquidations - Pricing with supply deprices; Responses to competitor bitional model of Price and Revenue gement  The Management and the Newsven ted marginal value to control sales - extitive factors and Industry applications.	ply cons ds - e-co	traints - Cuommerce	stomize	ed Pri	s l pri miz	hou hou hou	g - on: urs
Module:2  Demand Fo Product des Price-respon Module:3  Markdown prices vs. cu Module:4  Stochastic Managemen Module:5  Competitive	Demains recasting policies astomized Manage Inventor t, expect Comp	d Functions and Price optimisation gradient and marketing the adling and demand segmentation. Example 19 Description gradient segment and liquidations - Pricing with supply deprices; Responses to competitor bit tional model of Price and Revenue gradient and the Newsven ted marginal value to control sales - etitive factors and Industry applicates. Imperfect segmentation model:	ply cons dds - e-co	traints - Cuommerce  odel - Singoking	stomize	ed Pri	5] Recing	cin cation hou g: L hou ven ton	g - on: urs ist
Module:2 Demand Fo Product des Price-respor Module:3 Markdown prices vs. cu Module:4 Stochastic Managemen Module:5 Competitive managemen	Demain recasting ign, but asse function policies astomized Opera Managinventor it, expection Factor it and street in the street is the street in the street	reside Functions and Price optimisation of a microeconomic and marketing the adding and demand segmentation. Explorer ion; Competition of Policies and liquidations - Pricing with supply of prices; Responses to competitor bitional model of Price and Revenue tement of marginal value to control sales - etitive factors and Industry applicates. Imperfect segmentation model: ategic purchasing behavior - RM Proceedings - RM Procedure in the procedure of the price of the procedure of the price of the price of the procedure of the price of t	ply cons dds - e-co	traints - Cuommerce  odel - Singoking	stomize	ed Pri	5   Re Situ	hou hou hou wen ton	g - on: urs ist urs ner
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Module:2  Demand Fo Product des Price-respon Module:3  Markdown prices vs. cu Module:4  Stochastic Managemen Module:5  Competitive managemen Module:6  Guest lectu	Demains recasting ign, but asse function policies astomized to the comparison of the comparison of the content of the content is the content of the content	red Functions and Price optimisation gradient and marketing the adling and demand segmentation. Exploring Competition groups and liquidations - Pricing with supply deprices; Responses to competitor bitional model of Price and Revenue gradient gradient and the Newsvented marginal value to control sales - etitive factors and Industry applicates. Imperfect segmentation model: ategic purchasing behavior - RM Promporary Issues dustry experts on contemporary Revenues, hotels, car rentals, cruises. Industry	ply consider e-co	traints - Cuommerce  odel - Singoking  ete choice anagement in	stomize	ed Pri	5   Re  State of the state of t	hou hou ton uati	g - on: urs ist urs ier
Module:2  Demand Fo Product des Price-respon Module:3  Markdown prices vs. cu Module:4  Stochastic Managemen Module:5  Competitive managemen Module:6  Guest lectu	Demains recasting ign, but asse function policies astomized to the comparison of the comparison of the content of the content is the content of the content	d Functions and Price optimisation gradient and marketing the adling and demand segmentation. Example 19 Description group of the prices of the prices of the prices of the prices of the price of the p	ply consider e-co	traints - Cuommerce  odel - Singoking  ete choice anagement in	stomize	ed Pri	5   Re Sitt	hou hou ton uati	g - on: urs ist urs ier
Module:2  Demand Fo Product des Price-respon Module:3  Markdown prices vs. cu Module:4  Stochastic Managemen Module:5  Competitive managemen Module:6  Guest lectu	Demain recasting ign, but asse function policies astomized operation Management in expection of the content in air or co	d Functions and Price optimisation g -microeconomic and marketing the adling and demand segmentation- Ention; Competition g Policies and liquidations - Pricing with supply deprices; Responses to competitor bitional model of Price and Revenue gement  y Management and the Newsvented marginal value to control sales - etitive factors and Industry applicates resulting perfect segmentation model: ategic purchasing behavior - RM Promporary Issues dustry experts on contemporary Revenues, hotels, car rentals, cruises. Indu  Total Lecture has a segmentation model.	ply consider e-consider Monator Monato	traints - Cuommerce  odel - Singoking  ete choice magement in an agement applementation	stomized sto	e opti	5   Re  3   Cus e situ  20 h	hou hou ton uati hou out	g - on: urs urs ner ion urs
Module:2  Demand Fo Product des Price-respon Module:3  Markdown prices vs. cu Module:4  Stochastic Managemen Module:5  Competitive managemen Module:6  Guest lectu	Demains recasting policies astomized of the composition of the content of the con	d Functions and Price optimisation g -microeconomic and marketing the adling and demand segmentation. Example 19 Description g Policies and liquidations - Pricing with supply deprices; Responses to competitor bitional model of Price and Revenue gement and the Newsvented marginal value to control sales - etitive factors and Industry applicates. Imperfect segmentation model: attegic purchasing behavior - RM Promoter of the process of the p	ply cons dids - e-co ndor Mo Overboo ations Discre ocess ma ustry imp nours:	traints - Cuommerce  odel - Singoking  ete choice magement in an agement applementation	stomize	e opti	5   Re  3   Cus e situ  20 h	hou hou ton uati hou out	g - on: urs urs ner ion urs
Module:2  Demand Fo Product des Price-respon Module:3  Markdown prices vs. cu Module:4  Stochastic Managemen Module:5  Competitive managemen Module:6  Guest lectu	Demain recasting ign, but in see function policies astomized operation Manage Inventor it, expection and structure by in the in air operation of the project and structure by in the in air operation of the project and structure by in the in air operation of the project and structure by in the in air operation of the project and structure by in the interval of the project and structure in air operation of the project and structure in	de Functions and Price optimisation grading and demand segmentation. Example 1000: Competition groups and liquidations - Pricing with supply deprices; Responses to competitor bitional model of Price and Revenue greent groups and Industry applicated marginal value to control sales - etitive factors and Industry applicates. Imperfect segmentation model: ategic purchasing behavior - RM Promporary Issues dustry experts on contemporary Revenues, hotels, car rentals, cruises. Industry the Industry applicates are not contemporary Revenues, hotels, car rentals, cruises. Industry the Industry that I was a students of the project. The faculty coordinates are not contemporary for the project. The faculty coordinates are not contemporary for the project. The faculty coordinates are not contemporary for the project. The faculty coordinates are not contemporary for the project. The faculty coordinates are not contemporary for the project. The faculty coordinates are not contemporary for the project. The faculty coordinates are not contemporary for the project. The faculty coordinates are not contemporary for the project. The faculty coordinates are not contemporary for the project. The faculty coordinates are not contemporary for the project.	ply consider e-consider Mondor	traints - Cuommerce  odel - Singoking  ete choice magement in an agement applementation	stomized sto	e opti	5   Re  3   Cus e situ  20 h	hou hou ton uati hou out	g - on: urs urs ner ion urs
Module:2  Demand Fo Product des Price-respon Module:3  Markdown prices vs. cu Module:4  Stochastic Managemen Module:5  Competitive managemen Module:6  Guest lectu	Demain recasting ign, but in see function policies astomized operation Manage Inventor it, expection and structure by in the in air operation of the project and structure by in the in air operation of the project and structure by in the in air operation of the project and structure by in the in air operation of the project and structure by in the interval of the project and structure in air operation of the project and structure in	d Functions and Price optimisation g -microeconomic and marketing the adling and demand segmentation. Example 19 Description g Policies and liquidations - Pricing with supply deprices; Responses to competitor bitional model of Price and Revenue gement and the Newsvented marginal value to control sales - etitive factors and Industry applicates. Imperfect segmentation model: attegic purchasing behavior - RM Promoter of the process of the p	ply consider e-consider Mondor	traints - Cuommerce  odel - Singoking  ete choice magement in an agement applementation	stomized sto	e opti	5   Re  3   Cus e situ  20 h	hou hou ton uati hou out	urs ist urs ner ion urs
Module:2 Demand Fo Product des Price-respor Module:3 Markdown prices vs. cu Module:4 Stochastic Managemen Module:5 Competitive managemen Module:6 Guest lectu managemen	Demain recastiring, burnse function policies astomized Manage Inventorit, expection Factorit and structure by interest in air air would	g -microeconomic and marketing the deling and demand segmentation- Ention; Competition g Policies and liquidations - Pricing with supply deprices; Responses to competitor bitional model of Price and Revenue gement  y Management and the Newsvented marginal value to control sales - etitive factors and Industry applicates-Imperfect segmentation model: ategic purchasing behavior - RM Promotery Issues dustry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts of contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises and the project. The faculty coordinates are provided the topic based on the moduling provided the topic	ply consider e-consider Month of Month	traints - Cuommerce  odel - Singoking  ete choice magement in an agement applementation	stomized sto	e opti	5   Re  3   Cus e situ  20 h	hou hou ton uati hou out	g - on: urs ist urs ner ion urs
Module:2 Demand Fo Product des Price-respor Module:3 Markdown prices vs. cu Module:4 Stochastic Managemen Module:5 Competitive managemen Module:6 Guest lectu managemen	Demain recastiring, burnse function policies astomized Manage Inventorit, expection Factorit and structure by interest in air air and structure would	d Functions and Price optimisation grading and demand segmentation. It is adding and demand segmentation. It is policies and liquidations - Pricing with supply deprices; Responses to competitor bit is tional model of Price and Revenue gement. It is a many model of Price and Revenue gement and the Newsven at a marginal value to control sales - etitive factors and Industry applicates. Imperfect segmentation model: at a tegic purchasing behavior - RM Promoter Issues dustry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues. Industry experts on contemporary Revenues, hotels, car rentals, cruises. Industry experts on contemporary Revenues. Industry experts on	ply consider e-consider Month of Month	traints - Cuommerce  odel - Singoking  ete choice magement in an agement applementation	stomized sto	e opti	5   Re  3   Cus e situ  20 h	hou hou ton uati hou out	g - on: urs ist urs ner ion urs

- 1. Robert L. Phillips, Pricing and Revenue Optimization by. Stanford Business Book,2005
- 2. Vohra and Krishnamurthi, Principles of Pricing, Cambridge University Press,2012 ISBN 1107010659

# Reference Books

- 1. Kalyan T. Talluri Garrett J. Van Ryzin, The Theory and Practice of Revenue Management, Springer, 2004, ISBN 978-0-387-27391-4
- 2. G. Bitran and R. Caldentey. An Overview of Pricing Models for Revenue Management. MSOM, vol.5, 2003.
- 3. A. Boyd and I. Bilegan. Revenue Management and E-commerce. MS, vol.49, 2003

#### Mode of Evaluation

<b>Specific Assessment Methods</b>	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			1	2	6	17	
Continue Assessment	60						
Midterm	20		V	1			
							]
							]
							]
							1
Final Assessment Test	40		$\sqrt{}$	1			1
Total	100						
Recommended by Board of Studie	es	11-03-2019	)				
Approved by Academic Council		No. 54		Date	;	14-03	-2019

Course cod	le	Retail Analytics	L  T  P  J  C
BMT61	.51	•	2 0 2 0 3
Pre-requisi	ite		Syllabus version
			v. 01.00
<b>OBJECTIV</b>	VES:		
students w	ill be ab	le to identify business problems and formul	ate alternative courses of action
		le to systematically apply qualitative and qu	nantitative techniques to solve
business pi			
OUTCOM			
		is comprehensively able to describe the pro-	
		is able to come up with multiple alternative	
		is able to suggest a very comprehensive and	
		is able to perform a comprehensive quantita	
		is able to interpret qualitative information i	
	student olem	is able to represent the analyses as a c	complete solution to the business
	1	ew of modern retailing	2 h
Module:1		tics in Retail sector – Retail Analytics Fr	2 hours
		inderstanding technological aspects - Over	
and basic ar			view on K/K-Studio - Data access
Module:2		et Basket Analysis and Lift and Retail	4 hours
Wioduic.2		g Analytics	Indus
Computing		Two Products - Computing Three-Way Li	fts - Using Lift to Ontimize Store
		or Threat Analytics – Willingness to pay a	
price	1		C
Module:3	Measu	ring Promotion response and retail	5 hours
1,100,010,00		on analytics	
•		Optimizing Direct Mail Campaigns: RFM	• • • •
	_	volutionary Solver to Optimize a Direct Ma	
_		parametric models. Retailers' site location	
		eling – Spatial analysis: descriptive and Spa	mai Regression - Omni-channel in
Module:4		rence-in-differences (DID) models the SCAN*PRO Model and Its	4 hours
Module:4	Varia		4 nours
Introducing	the SCA	AN*PRO Model - Modeling and forecasting	g retail Sales - Predicting Revenue
_		del to Improve Forecast Accuracy – Invent	- -
		der to improve i oreeast recuracy invent	ory wanagement vendor
Managemer		0 4:	21
Module:5		Operations Space and Solor Resources Identifying	3 hours
_		Space and Sales Resources: Identifying	=
=	-	deling the Marketing Response to Sales For Using the Gompertz Curve to Allocate S	<u> </u>
Detection &		<u> </u>	supermarket Shen Space - Trauc
Module:6	1	mporary Issues	2 hours
		industry experts on Emerging topics in reta	1
Juest Leett	10111	Total Lecture hours:	20 hours
		i otal Lecture nours.	20 nours
	D-10 -4'	aal .	
	Practi	cai.	20 hours

# M	<b>Iode:</b> Flipped Class Room, Case Discussion, L	ectures and Pro	ject					
Tex	xt Book(s)							
1.	Wayne L. Winston (2014), Marketing	•	ıta-Dri	ven	Techr	niques	with	
	Microsoft Excel, Wiley India, ISBN: 978-1-	118-37343-9						
	ference Books							
1.	l · · · · · · · · · · · · · · · · · · ·	amet Cox (2011), Retail Analytics: The Secret Weapon, Wiley India, ISBN: 978-1-118-						
_	09984-1							
2.	Scales Anna Lana (2015) Datail Anala	tion. Into anota	J Day	4	:	1	T	
	Sachs, Anna-Lena (2015), Retail Analytics: Integrated Forecasting and Inventory Management for Perishable Products in Retailing, Springer, ISBN 978-3-319-13305-8							
3.	Wanagement for Ferishable Froducts in Retail	img, springer,	IODIN :	9/0-3	-319-	1330.	)-0	
3.	Jennifer LeClaire, Danielle Dahlstrom, and	Vivian Braun	(2014	4). Bı	ısines	s An	alytics in	
	Retail for Dummies, John Wiley & Sons, Inc.			, -		5 1 111	ury cres in	
Mo	de of Evaluation							
	Specific Assessment Methods   % W	eighting						
		1	2	3	4	5	]	
	Continue Assessment 60							
	Midterm 20	V	1	1	1		]	
				ļ.,	ļ.,	<b>.</b>		
	Fina ☐ Assessment Test 40	√	√	√	√	√		
	<b>□otal</b> 100							
	Practical 1000							
	commended by Board of Studies 11-03-20							
App	proved by Academic Council No.54	Date	14-	-03-20	)19			

Г								
Course code	Retailing							
BMT6152	жто							
Pre-requisite	Nil		Syllabus version					
OBJECTIVES:			<u> </u>					
	Il be able to co-create unique ideas, products	and solutions						
	If be able to comprehend global trends influence		ess environment					
	Il be able to involve stakeholders and team n							
<b>OUTCOME:</b>								
1 0 1 .	1 ' 1 ' 1 ' 1 ' 1 ' 1 ' 1 ' 1 ' 1	т 1 .	1 1					
	produces original ideas with minimal guida	nce. Implementa	ition solutions have					
	vidential support							
	uses multiple idea creation techniques creates new ideas and combines multiple pe	erspectives to dev	velon new solutions					
	ident is able to analyse decisions using							
sources	dent is dote to unaryse decisions using	manipie mierik	Monar Information					
5. The stu	dent is able to appreciate cultural differen	ces with the av	ailable information					
	aking decisions							
	dent is sensitive to consequences of intercu		cation and proposes					
	e ways of communicating in the given conte							
	dent is able to establish a favourable tea	m climate and	ensure enthusiastic					
	n making	G: 4: :4	·•					
	dent is able to elicit constructive feedback in							
	dent is able to facilitate enthusiastic station in decision making	akenoider/team	participation and					
	verview of retailing and retail economics		5 hours					
	role, relevance and trends, significance of re	etail industry, ne						
	g, role of franchising in retail, retail environ							
India's Policy impl								
Module:2 Retail			6 hours					
	analysis, strategy and understanding the							
strategic mix, retai	l customer, store locations and location str	ategy- its impor	tance, store design,					
planning, layouts a: <b>Module:3 Under</b>		1	5 hours					
	rstanding Shopping and Shoppers bing, process, behaviour, demographics, ps		5 hours					
	ns and shopping patterns in India. Retail Ser							
	pricing and merchandising		6 hours					
	EDLP), GMROI, buying functions (OTB),	selection of ve						
	ory management, Visual merchandising, re							
and branding.	,							
Module:5 Retail	Image and Store Loyalty		6 hours					
Retail Image and	Store Loyalty: Retail Advertising and Pron	notions, Atmosp	herics, Elements of					
retail image, store	choices and building store loyalty							
Retail managem	ent information systems: Retail technol	logy and autom	ations, retail audit,					
retail transactions, web applications, RFID, data security, retail technology, inventory shrinkages								
and e-tailing								
	emporary Issues		2 hours					
Guest lecture by in	Guest lecture by industry experts on merchandising and store management.  Total Lecture hours:							
	Total Lecture hours:	<u></u>	30 hours					
	Class Room, Case Discussion and Lectures							

#### Text Book(s) Barry Berman, Joel Evans, (2012), Retail Management: AStrategic Approach, 12thedition, Pearson Edition Patrick M Dunne, Robert F Lusch, James R Carver, (2014), Retailing, 8thedition, 2. Cengage Learning. **Reference Books** Piyush Kumar Sinha, Dwarika Prasad Uniyal, (2012),Managing Retailing, 2ndedition,Oxford University Press. RajnishTuli, Nidhi V 2. Chetan Bajaj, Srivastava, (2010), Retail Management, 2ndedition, Oxford University Press. Gibson G. Vedamani, (2013), Retail Management, 4thedition, Jaico Books Mode of Evaluation **Specific Assessment Methods** Intended subject learning outcomes to be % Weighting assessed (Please tick as appropriate) 60 **Continue Assessment** Midterm 20

40 100

11-03-2019

No.54

14-03-2019

Date

**Final Assessment Test** 

Recommended by Board of Studies

Approved by Academic Council

Course code	Course code Rural Marketing							
BMT6153			3 0 0 0 3					
Pre-requisite			Syllabus version					
110 requisite			Syllabas version					
<b>OBJECTIVES:</b>								
	will be able to co-create unique ideas, products	and solutions						
	will be able to make decisions under constraint							
	will be able to involve stakeholders and team m		cuting decisions					
OUTCOME:								
	uces original ideas with minimal guidance. Im	plementation s	olutions have strong					
evidential su		r						
-	multiple idea creation techniques							
	es new ideas and combines multiple perspectiv	es to develop r	new solutions					
	le to relate all contextual factors in decision ma							
	le to analyse many costs and consequences of o	_						
	an considers many of the constraints in the giv							
	is able to establish a favorable team climate		enthusiastic decision					
making								
8. The student is	s able to elicit constructive feedback in conflic	ting situations						
9. The student	s able to facilitate enthusiastic stakeholder/tear	n participation	n and contribution in					
decision mak	ting							
Module:1 Ru	ral Marketing and rural Environment		3 hours					
Rural Marketing an Overview: Principles of Marketing as Relevant to Rural Marketing -								
Evolution of Rus	al Marketing - Rural Marketing Mix - Rural E	conomy - Profi	les of Urban &					
Rural customers	and Differences in their Characteristics. Rural	Environment -	Rural Market					
Strategies with s	pecial reference to Segmentation, Targeting and	d Positioning.	(Rural to Rural,					
Rural to Urban,	Urban to Rural)							
Module:2 Pro	duct Strategies for Rural Market.		4 hours					
	mix - 4P's Vs 4A's: Acceptability, Affordab							
	assification - Rural Product design - Rural S	ervices - Rural	l Packaging - Rural					
	orands - Strategies to avoid fake brands.							
	cing Strategies for Rural market.		5 hours					
Pricing strategy	in rural marketing: Concept, Significance, Obje	ectives, Policy	and strategy.					
Module:4 Dis	tribution Strategies in Rural Market:		3 hours					
	hannel in Rural Market – Channels of distribu	tion Rural R						
	tion – Distributional model for FMCG, Dural							
	odels in Rural Market.	one and rake p	hoducts - Emerging					
	ral communication and promotion		3 hours					
	ards rural audience, exOBJECTIVESring in	nedia profilir						
designing right promotion strategy and campaigns. Social Medias' participation in Promotion and awareness program.								
	in rural marketing – CSR and Social Marketin	g practices rele						
Total Lecture hours: 30 Hour								
	Julia Lecture mours.							
Д № Лг_ Л 1711	and Class Danie Com Dines 1 1							
# Mode: Flip	oped Class Room, Case Discussions, Lectures							
	and Project							

Text Book(s)

1.	Rural Marketing, Pradeep Ka	shyaj	p, 3 <sup>rd</sup> Edition	ı, Per	son Edu	cation,	2016					
Ref	ference Books											
1.	Rural Marketing, Sawalia B Scientific Publishers, (India),			dhus	udan Na	arayan,	Potok	cuchi	Thryambal	kam,		
Mo	de of Evaluation											
Sp	pecific Assessment Methods	%	Weighting	ng Intended Student Learning Outcomes (Please tick as appropriate)				s to	be	asse		
				4	6	14	18					
Co	ontinue Assessment	60										
	Midterm	20		V	1							
	Digital Assignment – 1		10	V								
	$Digit \square l Assignment \square \square 2$		10		1	√						
	Quiz - 1		10		√	1						
Fi	nal Assessment Test		□ 0	V	1							
To	otal		100									
Red	commended by Board of Studie	es	11-03-2019	9								
Ap	proved by Academic Council		No.54		Date	14	-03-20	19				

Course code	Services Marketing		L	T	P	J	C
BMT6154			3	0	0	0	3
Pre-requisite	Nil	Sy	llat	ous	S V	ers	ion

#### **OBJECTIVES:**

students will be able to co-create unique ideas, products and solutions students will be able to comprehend global trends influencing the business environment students will be able to formulate competitive strategies for the digital market places

#### **OUTCOME:**

- 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support
- 2. Student uses multiple idea creation techniques
- 3. Student creates new ideas and combines multiple perspectives to develop new solutions
- 4. The student is able to analyse decisions using multiple international information sources
- 5. The student is able to appreciate cultural differences with the available information while making decisions
- 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 7. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 8. The student does a comprehensive analysis of potential dangers of competitors activity
- 9. The student provides comprehensive industry assessment and strategy formulation and implementation details

	inplementation details								
	Introduction		4 hours						
Characteristi	ics and Classification of Services – Growth of serv	ices in Asia and	World Economies						
Module:2	<b>Issues in Services Marketing</b>	6 hours							
Gaps in Serv	Gaps in Services Quality: GAPs Model - Managing Demand and Capacity								
Module:3	Focus on the Customer & Building	6 hour							
	Relationships								
Customer Ex	xpectations and Perceptions - Building Customer R	elationships- Se	ervice Recovery						
Module:4	Marketing Mix for Services – Traditional		5 hours						
Services offe	Services offering, Pricing, Place and Promotion								
	<b>Applying Expanded Ps in Services Marketing</b>	4 hou							
EmOBJECTIVESyee Role in Service Delivery - Physical Evidence - Service Process and Design									
	Role in Service Delivery: Consumer behaviour -	Customer Expe	erience Management						
in Services	- – Illustrations from Various Service Sectors								
	Contemporary Issues		2 hours						
	re by industry experts on contemporary issues and	opportunities in	n Services						
marketing a	and Marketing Services								
	<b>Total Lecture hours:</b>		30 hours						
# Mode:	Flipped Class Room, Case discussions, Lectures								
Text Book(s	<u>s)</u>								
1. Vala	arie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gr	remler, (2013),	Services Marketing,						
6the	edition, McGraw-Hill.								
2. Chri	istopher Lovelock, Jayanta Chatterjee, Jochen V	Virtz, (2011),	Services Marketing,						
	7thedition, Pearson Education.								
Reference B	Books								

- James A. Fitz simmons, Monaj Fitz simmons, (2013), Services Management: Operations, Strategy and Information Technology, 8thedition, McGraw Hill.
- Douglas Hoftman, John G. Bateson, (2011), Services Marketing: Concepts, Strategy and 2. Cases; 4thedition, Thomson – South western, Singapore.

# Mode of Evaluation

Specific Assessment Methods	%	Weighting	Intended subject learning outcomes to b assessed (Please tick as appropriate)						
Continue Assessment	60								
Midterm	20								
Final Assessment Tes	40								
Total	100	)							
Recommended by Board of Studie	es	11-03-2019	)						
Approved by Academic Council		No 54	Data 14.03.2010				•		

Approved by Academic Council No.54 Date | 14-03-2019

Course code	Strategic Marketing	L	T	P	J	C
BMT6155		3	0	0	0	3
Pre-requisite		Syl	llab	us v	ers	ion

# **OBJECTIVES:**

students will be able to make decisions under constraints students will be able to formulate competitive strategies for the digital market places students will be able to involve stakeholders and team members in executing decisions

#### **OUTCOME:**

- 1. Student is able to relate all contextual factors in decision making
- 2. Student is able to analyse many costs and consequences of decision
- 3. The action plan considers many of the constraints in the given context
- 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 5. The student does a comprehensive analysis of potential dangers of competitors activity
- 6. The student provides comprehensive industry assessment and strategy formulation and implementation details
- 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making
- 8. The student is able to elicit constructive feedback in conflicting situations
- 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making

Module:1	Introduction to Strategic Marketing 3 hours						
Market scop	be, competitive advantage, strategic target and strate	gic advantage, consumer and					
business markets							
	External environmental analysis 6 hours						
	conomic, socio cultural, technological forces and st						
Analysis of	effects Scenario analysis and forecasting for market	eting					
	Competitive marketing advantage	6 hours					
Strategic marketing group analysis, positional advantage and sources of advantage in marketing							
Module:4	Resource allocation and customer value 6 hours						
portfolio me	ethods used for product market combination for diff	erent SBUs					
Module:5	Implementation issues in marketing strategy	6 hours					
Marketing	mix policies, control, implementation and marketin	g organization issues					
Module:6	Contemporary Issues	3 hours					
Effect of c	urrent digital era on marketing strategy						
	Total Lecture hours:	30 hours					
Text Book(s)							
Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage							

#### **Reference Books**

Learning.

West, D. C., Ford, J., & Ibrahim, E. (2015). Strategic marketing: creating competitive advantage. Oxford University Press, USA.

Andaleeb, S. S., & Hasan, K. (Eds.). (2016). Strategic marketing management in Asia: case studies and lessons across industries. Emerald Group Publishing Limited.

Abratt, R., & Bendixen, M. (2018). Strategic Marketing: Concepts and Cases. Routledge.

Morgan, R. E. (2016). Strategic marketing: New horizons in theory and research. J. Rudd, M. Jaakkola, & G. W. Marshall (Eds.). Emerald Group Publishing Limited.

Mode of Evaluation														
<b>Specific Assessment Methods</b>	ds % Weighting			Intended subject learning outcomes to be										
		a		assessed (Please tick as appropriate)										
			1	2	3	4	5	6	7	8	9			
<b>Continue Assessment</b>	60													
Midterm	20													
Digital assignments		40												
<b>Final Assessment Test</b>	40													
Total	100	)												
Recommended by Board of Studie	es	11-03-2019	9											
Approved by Academic Council		No.54		Date		14-03	-201	9						

Course code	Balanced Score card and HR S	core Card	L T P J C
BMT6156			3 0 0 0 3
Pre-requisite			Syllabus version
<b>OBJECTIVES:</b>			
	ble to practice ethical values in achieving stak		
	ble to involve stakeholders and team member	s in executing d	ecisions
OUTCOME:		414141	1 1.1
	nt is able to recognise ethical issues that affec nt is able to apply multiple ethical concepts in		
decision r		anarysing cons	equences of
	nt is able to evaluate the most appropriate per	spective in achie	eving stakeholder
welfare	11 1 1	1	S
4. The stude	nt is able to establish a favorable team climate	e and ensure ent	husiastic decision
making			
	nt is able to elicit constructive feedback in con		
	nt is able to facilitate enthusiastic stakeholder	team participat	tion and
contributi	on in decision making		
	oduction		5 hours
_	ncepts, Definitions, Developments Perform		rement Systems ,
Fundamental Issu	es An overview, Need for Holistic and Strate	gic Approach	
	to conceiving idea of BSC.	1	
	ance Score Card	1 1 1 1 1 1	5 hours
done by them and	l its components? BSC Model evolved by K l conclusions , BSC and its Alternative Model		
	elopments in BSC		7 hours
	Evolution, four perspectives of BSC Com c Management System	munication Sys	stem, Measurement
Module:4 Met	hodology		6 hours
Making Score	Card Actionable Process, Methodology and	l Techniques.	Industry Analysis,
	rket Position Identify Initiatives and Action.	T	
	ning BSC with startegy	D1 : .1:	5 hours
	tegic Theme, Linking Strategy and Exclusion		
	Measure , Cause-and-Effect Relationship, Pr temporary Issues	eparation of fix	2 hours
	industry experts on effective use of BSC		2 110415
,	Total Lecture hours:		30 hours
# Moder Flin		1	- V Hours
# Wiode: Filp	ped Class Room, Case Discussions, Lectures and Quizzes.		
Text Book(s)			
1. Robert S.I	Kaplan and David P.Norton( 1996)Translating	strategy into ac	tion, THE
BALANCEI	O SCORE CARD, Harvard Business Press		·
References			
1 37 . 5	V 1 D (200) TI C	· ,· **	1D '
1. Norton D.	, Kaplan R (200) The Strategy-Focused Orga	nızatıon Harv	ard Business

School Press.

2. Hubert K. Rampersad (2005) Universal System Performance: How to achieve results while maintaining integrity, Wiley Publisher.

# **Mode of Evaluation**

<b>Specific Assessment Methods</b>	% Weighting		•	-	g outcomes to be propriate)
		1	2	3	4
Internal Assessment	40		1	V	V
Midterm	20		1		
Final Assessment Test	40	V	1	1	V
□Total	100				
Recommended by Board of Studie					

Approved by Academic Council 14-03-2019 Date No.54

Course code	Career Management	L T P J							
BMT6157		3 0 0 0							
Pre-requisite	Nil Syll								
•		v. 00							
OBJECTIVES:									
	be able to make decisions under constraints	•							
	be able to comprehend global trends influencing the busing								
OUTCOME:	be able to articulate (oral and written) ideas to aid decisio	n making							
	e to relate all contextual factors in decision making								
	able to analyse many costs and consequences of decision	1							
	plan considers many of the constraints in the given cont								
	it is able to analyse decisions using multiple internationa								
	nt is able to appreciate cultural differences with the avai	lable information wh							
making de									
	nt is sensitive to consequences of intercultural comm	unication and propo							
	vays of communicating in the given context	.1 4							
7. The stude convincing	nt is effective in oral communication of a manageria	if decision and is a							
•	s It is able to effectively use written communication for ex	nressing views							
	at is able to convince others on decision making using his								
	ation skills								
Module:1 Intro	duction to Career Management	4 hou							
_	view of career, career planning, career development, pr	otein career, and car							
management. Obje	ctives and importance of career management.								
Module:2 Self-	Assessment and Career Management	6 ho							
	nd Career Management: Understanding the new career-								
careers, Protean	career, Career and identity, Understanding lifestyle								
	reer: Skills assessment and peer coaching.								
	emporary issues in Career Management	6 ho							
	ues in Career Management: Developing Career and								
. •	dual career couples. Lifespan career development, Car track careers, Mid Life career blues. Career challe	•							
working families.	track careers, wild life career blues. Career chance	liges and solutions							
	er Management System in Organisation	6 ho							
	nt from Organizational Point of View: Career Planning V								
	r planning and career development. Career manager								
	ems. Careers guidance and counseling. Managers Role	_							
Career Road Maps									
	of Learning in Career Growth	6 ho							
	evelopment for Career & Organizational growth. learning mode. Expanding your Horizons. Learning and								
	RACHINO HIGHE EXTINUOUS VOID FIOLIZOUS LEAGUINO AND								

Text Book(s)
 Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers. Sage Pub.

**Total Lecture hours:** 

Guest lecture by industry experts on career management system in an organization.

# Mode: Flipped Class Room, Case Discussions, Lectures, Role play, Exercise.

2 hours

30 hours

Learning Culture, Learning Management Systems.

**Module:6** Contemporary Issues

# **Reference Books**

- Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. (2009). Career Management (3rd Edition). The Dryden Press, Harcourt College Publishers.
- Business Magazines to be followed every month: 2. The Human Factor: Volume 1, Issue 6, May 2009

Careers 360 – October 2010

3. Online site:

> www.workforce.com www.trainingjournal.com

International Journal of Career Management - available Online - Walt Schafer, (2000).

#### Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes assessed (Please tick as appropriate)						
		1	2	3	4	5	6	
Internal Assessment	60							
Midterm	20							
Final Assessment Test	40	$\sqrt{}$	V	1	1	1	1	
Total	100							
Recommended by Board of Studies	11-03-2019	9						<u> </u>
Approved by Academic Council	No. 54		Date	2	14-03	3-201	9	

Course code	Compensation Managem	ent		T	P	J	C
BMT6148			3	0	0	0	3
Pre-requisite	BMT5120		Sylla	bu	s ve	ers	ior
•			Ť			02	
<b>OBJECTIVES:</b>			•				
students will b	e able to comprehend global trends influenci	ng the business	environ	me	nt		
students will b	e able to systematically apply qualitative and	l quantitative te	chniques	s to	sol	ve	
business proble	ems						
OUTCOME:							
1. The str	udent is able to analyse decisions using	multiple interr	national	inf	orn	ıat	tioi
sources							
	ident is able to appreciate cultural differen	ices with the a	vailable	inf	orn	nat	tioı
	naking decisions						
	ident is sensitive to consequences of intercu		ication a	nd	pro	po	ses
	ve ways of communicating in the given conte						
	ident is able to perform a comprehensive qua		nalysis				
	ident is able to interpret qualitative informati			.1			
	adent is able to represent the analyses as a	complete solu	ition to	the	bu	sın	ies
problem						_	
	duction					101	ur
Compensation Ma	nagement 3-P ( oncent in Compensation Ma	inagement Con	nnensati				
	nagement, 3-P Concept in Compensation Ma						,
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1.	Milkovich George, Nev	vman	Jerry, Venkata	Ratnam	C.S,	(2014	), Co	mpei	nsatio	n, 9th
edition, Tata McGraw Hill.										
Reference Books										
1. Armstrong Michael, Murlis Helen, (2007), Hand Book of Reward Management, 5t						nt, 5th				
_	edition, Crust Publishing House.									
2.	Martocchio Joseph.J, (2014), Strategic Compensation - A Human Resource Management									
2										
3.	5. Approach, our carrion, i rendec-tran.									
Lawler III Edward.E, (2000), Rewarding Excellence: Pay Strategies for the No						New				
Economy, Wiley.										
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Course cod	le	Emotional Intelligence for Managerial Effectivenes	SS	L	T	P	J	C
BMT61	59			3	0	0	0	3
Pre-requisi	ite	Nil	5	Sylla	bus	ve	rsi	ion
						v.	02	.00
<b>OBJECTIV</b>	VES:							
students wi	ill be ab	le to practice ethical values in achieving stakeholders welf	are					
students wi	ll be ab	le to involve stakeholders and team members in executing	deci	sion	S			
OUTCOM	E:							
1.	The stu	dent is able to recognise ethical issues that affect multiple	stake	e hol	der	S		
		dent is able to apply multiple ethical concepts in analys	ing	cons	equ	enc	es	0
decision making								
3. The student is able to evaluate the most appropriate perspective in achieving								ing
stakeholder welfare								
4. The student is able to establish a favourable team climate and ensure enthusias							stic	
		n making	•					
5. The student is able to elicit constructive feedback in conflicting situations								
6. The student is able to facilitate enthusiastic stakeholder/team participation as							ınc	
M - J - 1 1		ation in decision making				<u> </u>		
		pt of Emotion				6 l		
	_	otions, Sources of Emotions, Types of Emotions, Bodily ch	_				ons	۶,
		tions. Theories of emotion: James Lange, Schachter singer	:, Ca	non-	Bai	a.		
		Moods and emotions.				<u></u>		
		pt of Emotional Intelligence nal Intelligence. Training on EI through the use of Mode	-1 <sub>G</sub>	Don	ia1 .	6 l		
		d Mayer's model, Reuven Bar-On Model, Using techniq						
		nication Johari Window, Neuro-Linguistic Programming(N			T111	one	,11a	111,
		sions of Emotional Intelligence	· <u></u> 1	,		5 l	101	<u> </u>
		Emotional Intelligence: Self-Awareness, Self-Regulation						

Competencies of Emotional Intelligence: Self-Awareness, Self-Regulation, Self-Motivation, Social Competence, Social Skills.

# **Module:4** | Application of E.I in Workplace

5 hours

Recognizing and handling potentially emotional situations at workplace, Emotional Labour, promotions, rewards, grievance handling, industrial unrest, disciplinary approaches, transfers, migration and firing.

# **Module:5** | **Measuring E.I**

6 hours

Measuring Emotions, Emotional Quotient, Emotional Intelligence, Developing Emotional Intelligence, What is Social Intelligence? Tips to Develop Social Intelligence- Emotional and social competency inventory. Emotional self-awareness, expression and detection of emotions, emotional patterns in verbal communication.

# **Module:6** | Contemporary Issues

2 hours

Guest Lecture from industry experts on TA Analysis and therapeutic methods to enhance emotional intelligence.

**Total Lecture hours:** 

30 hours

# Mode: Flipped Class Room, Case Discussions, Lectures, Role playing, and practices.

## Text Book(s)

- 1. Goleman, Daniel. (2011), The Brain and Emotional Intelligence: New Insights, 1st edition, More Than Sound LLC.
- 2. Dianne Coleman (2016), Developing Emotional Intelligence: How to Improve Your EQ and Achieve Success, Kindle Edition, Amazon Digital Services LLC

#### **Reference Books**

- 1. Paul Whitman, (2016), Emotional Intelligence: Develop Absolute Control Over Your Emotions and Your Life for Everlasting Success, Create space Independent Publishing Platform.
- 2. Robin Lawson, (2016), Emotional Intelligence: Learn What Emotional Intelligence Is, Why It Is Important, and Learn How to Improve It (Emotional Intelligence, Emotional Intelligence books, Emotional Intelligence at work), Kindle Edition, Amazon Digital Services LLC
- 3. Adele B. Lynn (2007), Quick Emotional Intelligence Activities for Busy Managers: 50 Team Exercises That Get Results in Just 15 Minutes, 1st edition, AMACOM.

#### Mode of Evaluation

<b>Specific Assessment Methods</b>	% V	Weighting	Intended subject learning outcomes to assessed (Please tick as appropriate)							
			1	2	3	4	5	6		
Internal Assessment		60								
Midterm		20								
Final Assessment Test		40	V	1	1	V				
		100								
Recommended by Board of Studie	S	11-03-2019	9							
Approved by Academic Council		No. 54		Date		14-03	-201	9		

Course code	UD Analytics	L T P J C
Course code	HR Analytics	LIFJC
BMT6160		2 0 2 0 3
Pre-requisite	Nil	Syllabus version
OBJECTIVE	S:	v. 02.00
	ts will be able to systematically apply qualitat	ve and quantitative techniques to
	ousiness problems	1
<b>OUTCOME:</b>		
	ident is able to perform a comprehensive quantita	
	ident is able to interpret qualitative information in	
	ident is able to represent the analyses as a comple	
	ntroduction to HR Analytics	3 hours
	g core concepts of HR Analytics. Business Intel	•
	le of Data in HR, Assembling Data, Describing lity and Managing Uncertainty. HR Analytics	
creation.	my and Managing Oncertainty. HK Analytics	. The fillid wave for HK value
1	Iuman Resource Planning and Forecasting	4 hours
Quantitative a	and Qualitative Dimensions of HR Planning.	
	ecasting. Data Base for Manpower forecasting	
	alyzing Turnover trends.	
	Sehavioral assessment in Personnel selection	4 hours
approaches to	behavioral assessment - Sorting application.	
Identifying an	d developing Key Performance Indicators (KPI)	- create. Build and maintain a HR
	assification based on performance indicators- iden	
	Designing a compensation system	4 hours
	pensation and performance.	
. A a 1	Classifying twining and Massyring twining	officialization Duralistics tonicing
	l Classifying training needs, Measuring training with performance and compensation Surveys on	
	with performance and compensation surveys on work life balance, etc.	emobjectivesyce satisfaction,
	Current approaches to measuring HR and	3 hours
	eporting value from HR contributions.	o nours
	ls & Workforce Scorecards and how they a	re different from HR Analytics.
Overarching c	omponents of an effective Analytics framework.	·
Intro du ation	to Tools that manfarms IID analytics Duodictiv	a Analytica Canditions including
	to Tools that performs HR analytics, Predictive ausality and isolation. Diagnosing and clarification	
	Contemporary Issues	2 hours
	by industry experts on contemporary HR analytic	
	Total Lecture hours:	20 hours
Practical: I	HR data visualization, probability, HR	
	redictive analytics using SPSS	20 hours
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	lipped Class Room, Case Discussions, Lectures	
# Mode: F	lipped Class Room, Case Discussions, Lectures and lab exercises	
# Mode: F  Text Book(s)	and lab exercises	annogoment desigiona, Matha Ja Car
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# Mode: F  Text Book(s)  1. Sesil. recrui	and lab exercises	_
# Mode: F  Text Book(s)  1. Sesil. recruit Hall.	J, (2014), Applying advanced analytics to HR m tment, managing performance and improving k	_
# Mode: F  Text Book(s)  1. Sesil. recrui Hall.  Reference Bo	J, (2014), Applying advanced analytics to HR m tment, managing performance and improving k	nowledge management. Prentice

Fitz-Enz J, (2010), The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM. **Mode of Evaluation Specific Assessment Methods** Intended subject learning outcomes to be % Weighting assessed (Please tick as appr□priate) 1 2 3 5 6 **Internal Ass**□ssment 60 20  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$ Midterm  $\sqrt{}$ Digital Assignment/ Quiz 40  $\sqrt{}$  *Final Assessment Test** 40  $\sqrt{}$ Total 100 **Practical** 100  $\sqrt{}$  $\sqrt{}$ 

Recommended by Board of Studies 11-03-2019

Approved by Academic Council No. 54 Date 14-03-2019

BMT6161  BMT5120  Syllaver  Students will be able to make decisions under constraints students will be able to involve stakeholders and team members in executing decision of a contribution in decision making  The student is able to establish a favourable team climate and ensure enthusia decision making  The student is able to facilitate enthusiastic stakeholder/team participation contribution in decision making  The student is able to establish a favorable team climate and ensure enthusiasting the student is able to facilitate enthusiastic stakeholder/team participation contribution in decision making  The student is able to establish a favorable team climate and ensure enthusiastic decimaking  The student is able to establish a favorable team climate and ensure enthusiastic decimaking  The student is able to facilitate enthusiastic stakeholder/team participation contribution in decision making  Module:1  Human Resource Planning (HRP)  Significance and methods of HRP and methods of Forecasting, Demand and supply forecasting, Objectives of HRP, Model of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.  Module: 2  Sources of Recruitment  Recruitment plan and methods, Recruitment policy, Features of a good recruitment polemoBJECTIVESyee Referral Initiatives, E-Recruitment /Online recruitment Technic Recent trends in Recruitment, Evaluation of a recruitment program
Pre-requisite  BMT5120  Syllaver  v. 0  OBJECTIVES:  students will be able to make decisions under constraints students will be able to involve stakeholders and team members in executing decision OUTCOME:  1. The student is able to establish a favourable team climate and ensure enthusing decision making  2. The student is able to facilitate enthusiastic stakeholder/team participation contribution in decision making  4. The student is able to establish a favorable team climate and ensure enthusiastic decimaking  5. The student is able to establish a favorable team climate and ensure enthusiastic decimaking  6. The student is able to facilitate enthusiastic stakeholder/team participation contribution in decision making  Module:1 Human Resource Planning (HRP)  Significance and methods of HRP and methods of Forecasting, Demand and supply forecasting, Objectives of HRP, Model of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.  Module: 2 Sources of Recruitment  Recruitment plan and methods, Recruitment policy, Features of a good recruitment polemoBJECTIVESyee Referral Initiatives, E-Recruitment /Online recruitment Technical constructions.
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5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation contribution in decision making  Module:1 Human Resource Planning (HRP)  Significance and methods of HRP and methods of Forecasting, Demand and supply forecasting, Objectives of HRP, Model of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.  Module: 2 Sources of Recruitment  Recruitment plan and methods, Recruitment policy, Features of a good recruitment po EmOBJECTIVESyee Referral Initiatives, E-Recruitment /Online recruitment Technical constructions and supply forecasting and methods, Recruitment policy, Features of a good recruitment policy.
5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation contribution in decision making  Module:1 Human Resource Planning (HRP)  Significance and methods of HRP and methods of Forecasting, Demand and supply forecasting, Objectives of HRP, Model of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.  Module: 2 Sources of Recruitment  Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy EmOBJECTIVESyee Referral Initiatives, E-Recruitment /Online recruitment Technical recruitment in the strategic business plan.
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EmOBJECTIVESyee Referral Initiatives, E-Recruitment /Online recruitment Techni
EmOBJECTIVES yee Referral Initiatives, E-Recruitment /Online recruitment Techni Recent trends in Recruitment, Evaluation of a recruitment program
Recent trends in Recruitment, Evaluation of a recruitment program
Module: 3 Selection & Induction 5 ho
Selection: Selection Process, Selection Methods, Selection Test, different types of selection
tests, Interview Techniques, Different types of interview, Skills Analysis
Placement: differences between recruitment, selection and placement
Induction: Purpose - Objectives - How to make induction more effective-Socialization
process
Module:4 Promotion 2 ho
Procedure & Program, Demotion, Transfer- Purpose and Procedure-types-separations, V
terminations- Dismissals, suspension, retrenchment, layoffs, resignations
Module:5 2 ho
Ethical issues in Recruitment and Selection, Attrition and Retention Strategies, Importance
Social Media in Recruitment and Selection Process, Enhancing the effectiveness
recruitment & Selection.
Module:6 Contemporary Issues 2 ho
Guest Lecture from industry experts on contemporary recruitment techniques used in the
11 1 1
digital era
digital era  Total Lecture hours: 20 ho
Total Lecture hours: 20 ho
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	would provide the topic based on the modules.
#	Mode: Flipped Class Room, Case Discussions, Lectures and
	Project
	, I
Tex	t Book(s)
1.	Heneman III. H.G, Judge. T.A, R.L. Heneman, (2014), Staffing Organizations,
	McGraw-Hill Education
Ref	erence Books
1.	Turner. P, (2002), HR Forecasting and Planning, Chartered Institute of Personnel and
	Development.
2.	Arthur. D, (2001), The EmOBJECTIVES yee Recruitment and Retention Handbook,
3.	AMACOM.
	Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices, 14th edition,
4.	McGraw-Hill.
5.	Seema Sanghi, (2014), Human Resource management, Macmillan publishers Pvt Ltd.
	Monica Belcourt, Kenneth McBey, Ying Hong, Margaret yap, (2013), Strategic
	Human Resource Planning, 5th edition, Cengage Learning.

# **Mode of Evaluation**

Specific Assessment Methods	% Weighting	Intended Course outcomes to be assessed (Please tick as appropriate)					
Internal Assessment		1	2	3	4	5	6
Assignment/Quiz	40	V	1	1			
Midterm	20	√	1	1			
Fin □ l Assessment	40	V	1	1			
Total	100						
Project							
Review 1	20	V	1	1			
Review 2	30	√	1	1		1	
Review 3	50	√	1	1		1	
Total	100						

Recommended by Board of Studies	11-03-2019	Į.				
Approved by Academic Council	No. 54	Date	14-03	3-2019	9	

BMT6162 BMT5120 Syllabus version  OBJECTIVES:  students will be able to formulate competitive strategies for the digital market places students will be able to systematically apply qualitative and quantitative techniques to solve business problems  OUTCOME:  1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to represent the analyses as a complete solution to the business problem Module:1 Introduction to HRIS  Module:1 Introduction to HRIS  Module:2 Introduction-Objective and Importance- Data and information for HR manager-Information System - Organizational benefits - Components of Information Systems- Types of IS-HRIS: Function, Usage and Application- benefits of a fully integrated Human Resource Information System— Organizational benefits - Data Formats - Principles of HRIS data creation, storage and retrieval - Design of HRIS - Data Formats - Principles of HRIS data creation, storage and retrieval - Design of HRIS - Data Formats - Principles of HRIS data creation, storage and Module:2 IRM Management - HRIS modules  Module:3 IR management - HRIS modules  HRIS modules and sub modules and points of integration - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - HRIS module on medical information, time and attendance, safety management.  Module:4 IRRIS Implementation and Evaluation  Implementation of HRIS performance monitoring plan - Evaluating the transfer of training - Evaluating the results of the training - HRIS Evaluation Strategy model. Policies and procedures for HRIS.  Hodule:5 IRRIS - Softwar	Course code	Human Resource Information	Systems	L T P J C
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HRIS modules and sub modules and points of integration - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - HRIS module on medical information, time and attendance, safety management.    Module:4				7 hours
Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - HRIS module on medical information, time and attendance, safety management.    Module:4		C	ion - Modules	
Development Module - Module on Pay & other Related Dimensions - HRIS module on medical information, time and attendance, safety management.    Module:4   HRIS Implementation and Evaluation				
Module:4   HRIS Implementation and Evaluation   6 hours				
Module:4   HRIS Implementation and Evaluation   G hours	1	· ·		
Implementation of HRIS performance monitoring plan - Evaluating the transfer of training - Evaluating the results of the training - HRIS Evaluation Strategy model. Policies and procedures for HRIS. Ethical and legal considerations for HRIS.  Module:5   HRIS - Software packages   5 hours   Software supporting Human Resource Information System- Enterprise Resource planning- SAP and Oracle Financials and Ramco Marshall. Case studies on HRIS tools in organizations.  Module:6   Contemporary Issues   2 hours   Guest lecture by industry experts on effective use of HRIS  Total Lecture hours:   30 hours   # Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.  Text Book(s)  1.   Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information   Systems: Basics, Applications, and Future Directions. Sage Publications   Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.	· 			6 hours
Evaluating the results of the training – HRIS Evaluation Strategy model. Policies and procedures for HRIS. Ethical and legal considerations for HRIS.  Module:5   HRIS – Software packages   5 hours   Software supporting Human Resource Information System- Enterprise Resource planning- SAP and Oracle Financials and Ramco Marshall. Case studies on HRIS tools in organizations.  Module:6   Contemporary Issues   2 hours   Guest lecture by industry experts on effective use of HRIS  Total Lecture hours:   30 hours   # Mode: Flipped Class Room, Case Discussions, Lectures   and Quizzes.  Text Book(s)  1.   Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information   Systems: Basics, Applications, and Future Directions. Sage Publications   Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.			valuating the tra	
for HRIS. Ethical and legal considerations for HRIS.  Module:5   HRIS – Software packages   5 hours  Software supporting Human Resource Information System- Enterprise Resource planning- SAP and Oracle Financials and Ramco Marshall. Case studies on HRIS tools in organizations.  Module:6   Contemporary Issues   2 hours  Guest lecture by industry experts on effective use of HRIS  Total Lecture hours:   30 hours  # Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.  Text Book(s)  1.   Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications  Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.	Evaluating the res	sults of the training – HRIS Evaluation Strategie	tegy model. Poli	cies and procedures
Software supporting Human Resource Information System- Enterprise Resource planning-SAP and Oracle Financials and Ramco Marshall. Case studies on HRIS tools in organizations.  Module:6 Contemporary Issues  Total Lecture hours:  # Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.  Text Book(s)  Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications  Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.	for HRIS. Ethical	and legal considerations for HRIS.		
SAP and Oracle Financials and Ramco Marshall. Case studies on HRIS tools in organizations.  Module:6 Contemporary Issues  Guest lecture by industry experts on effective use of HRIS  Total Lecture hours:  # Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.  Text Book(s)  1. Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications  Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.	Module:5 HRIS	– Software packages		5 hours
Module:6 Contemporary Issues  Guest lecture by industry experts on effective use of HRIS  Total Lecture hours:  # Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.  Text Book(s)  1. Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications  Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.				
Guest lecture by industry experts on effective use of HRIS  Total Lecture hours:  # Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.  Text Book(s)  1. Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications  2. Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.	SAP and Oracle F	inancials and Ramco Marshall. Case studies	s on HRIS tools i	n organizations.
Guest lecture by industry experts on effective use of HRIS  Total Lecture hours:  # Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.  Text Book(s)  1. Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications  2. Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.	Module:6 Conte	emnorary Issues		2 hours
# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.  Text Book(s)  1. Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications 2. Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.		- •		
# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.  Text Book(s)  1. Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications  2. Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.				30 hours
and Quizzes.  Text Book(s)  1. Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications  Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.	# Modo: Elinno			
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<ol> <li>Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information         Systems: Basics, Applications, and Future Directions. Sage Publications         Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.</li> </ol>	Toyt Rook(s)	and Quizzes.		
<ul> <li>Systems: Basics, Applications, and Future Directions. Sage Publications</li> <li>Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.</li> </ul>		Kayanagh and Dr. Mahan Thita (2017) U.	man Rasauraa L	nformation
2. Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.		· /·		· ·
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- Private Limited, New Delhi.
- Ferran and Carlos (2008), Enterprise Resource Planning for Global Economies: 4. Managerial Issues and Challenges. United States of America, Yurchak Printing Inc.
- 5. L Christian Krämer, Sven Ringling, Song Yang (2006), Mastering HR Management with SAP. Galileo Press.

#### Mode of Evaluation

<b>Specific Assessment Methods</b>	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	1 2 3						
Internal Assessment	40		V	V					
Midterm	20	$\sqrt{}$	\ \ \						
<b>Final Assessment Test</b>	40	1	V	V					
□Total	100								
Recommended by Board of Studies 11-03-2019									

		' '	•	
□Total	100			
Recommended by Board of Studie	s 11-03-2019	)		
Approved by Academic Council	No.54	Date	14-03-2019	

Course code	Labo	ur Legislations and Ind	ustriai	Kelati	UIIS	L	T P	J C
BMT6163						3	0 0	0 3
Pre-requisite	Nil					Sylla	bus vei	rsion
							v. (	)2.00
<b>OBJECTIVES:</b>								
students wi	students will be able to identify business problems and formulate alternative courses of							f
action								
OUTCOME:								
	-	sively able to describe th	-				_	
		ne up with multiple altern						
	t is able to sug	gest a very comprehensiv	ve and in	nplem	entable	action		
Module:1								ours
		(IR), Perspectives/Appro			•	take hol	ders of	IR,
	ons of IR in In	dia, Impact of globalizat	ion on I	R, ILC	)			
Module:2								ours
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_	,	ng orders) Act, 1946,	Collec	tive B	Bargain	ing, Th	e Indu	strial
Disputes Act, 1947								
Module:3	1040 01:	-4 1 C C 41 A - 4	M	4	1 4.1.	1 Т		ours
		ct and Scope of the Act			be tak	en by F	actorie	s ior
Health, Safety and	Welfare of W	orkers, Compliances Un	der The	Act				
Madulant								
Module:4   6 hours Minimum Wages Act, 1948, Payment of Wages Act, 1936, Equal remuneration Act,197, Payment							6 h	ours
	Act, 1948, Pav	ment of Wages Act, 193	6. Egua	l remui	neratio	n Act.19		
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Minimum Wages A of Bonus Act, 1965 Workmen's Com	5, Payment of appensation Avees State Insu	Gratuity Act, 1972 ct, 1923, EmOBJEC trance Act,1976, The M	TIVESy	ees'	Provid	lent Fi	97, Pay und, 1 Unorgai	ment 1952,
Minimum Wages A of Bonus Act, 1965  Workmen's Com EmOBJECTIVES Workers Social Semodule:5  Concepts, Function	pensation A vees State Insucurity Act 200	Gratuity Act, 1972  ct, 1923, EmOBJEC  urance Act,1976, The M  s, Structure, Kinds of T	TIVESy aternity rade Ur	vees' Benef	Provid it Act,	lent Fi 1961, U	97, Pay und, 1 Unorgai	ment 1952, nized
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Minimum Wages A of Bonus Act, 1963  Workmen's Com EmOBJECTIVESy Workers Social Se  Module:5  Concepts, Function Trade union move Module:6 Conte Guest Lecture fro Labour laws in IT  # Mode: Flippe  Text Book(s)  1. S.C. Sn Publish 2. Padhi I  Reference Books  1. Arun Mon	pensation A vees State Insucurity Act 200 ons, Objective ement in India, emporary Issum industry exp and Manufact and Class Room rivastava, (201 ons, Objective ement in India, emporary Issum and Manufact and Class Room	ct, 1923, EmOBJEC arance Act,1976, The M8  s, Structure, Kinds of Tarade Union Act, 1926  est on importance of IR turing sector  Total Lecture how, Case Discussions, Lect and Quiz  2), Industrial Relations at Ltd abour and Industrial Law  Nambudiri, Patturaja Se	TIVESy aternity rade Ur LL in H urs: ures ures zes. nd Labo	R care	Provide Act, Problemeer. Imp	lent Fi 1961, U	97, Pay und, 1 Jnorgan 5 h rade U 4 h ns of 30 h Vikas	ment 1952, nized ours nion, ours
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<b>Internal Assessment</b>				1	2	3	4	5	6
Assignment/Quiz	40							$\sqrt{}$	$\sqrt{}$
Midterm	20					$\sqrt{}$			
Final Assessment	40							$\sqrt{}$	
Recommended by Board of Studies 11-03-2019									
Approved by Academic Council	-	No. 54	Date	14	4-03-2	2019			

Course code		Leadership Effectiven	ess	L T P J C		
BMT6164		•		2 0 0 4 3		
Pre-requisite	Nil			Syllabus version		
<b>OBJECTIVE</b>						
students will be able to identify business problems and formulate alternative courses of action						
students will be able to articulate (oral and written) ideas to aid decision making						
students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
		nsively able to describe the pro				
		ne up with multiple alternative				
		gest a very comprehensive and				
		e in oral communication of	a manageriai de	ecision and is also		
convin	_	ectively use written communic	ation for evares	ing views		
		nvince others on decision mak				
	inication skills	ivince others on decision mak	ing using ins or	ner orar and written		
		tablish a favorable team clima	ate and ensure e	nthusiastic decision		
making						
		eit constructive feedback in cor	iflicting situation	ns		
		ilitate enthusiastic stakeholder/				
	sion making					
	nspirations on Le			3 hours		
	need for leadership	, Leadership concept, connotat	tions, traits, Diff	erent Leadership		
styles and						
		rom managers, Handling Influe	ence, Self-leader			
		organization growth		3 hours		
		of organizational growth; stage	es of economic c	ycles and business		
transformation	, Leading for non-	profit endeavors				
Module:3 C	Coaching for Lead	lershin Pitfalls		4 hours		
		iavellian, Unethical, Myopic a	pproaches, diffic			
•	•	ing to delegate and develop tea				
• •	Research studies o	<u> </u>		4 hours		
•		studies, Blake and Mouton's s	tudy, MIT Sloar			
	•	ws of leadership experts: Larry	• .			
Bennis, McGr	egor, Victor Vroor	n, Stephen R Covey and Fiedle	er			
Module:5 T	eam Building by	Leaders		4 hours		
Planning tean	n composition, si	ze, structure and role-relatio	nships, Formul	ating a vision and		
	_	gineering group dynamics, C				
		tive Team, Understanding So	cial Identity, Pr	oviding Generative		
Coaching/Feed						
_	Challenges - Lead	ing the Millennial generation;	Leading equals	s, Leading a genius		
workforce	N 4 T 4			2.1		
	Guest Lecture		- afla- J 1.	2 hours		
Guest Lectur	e irom industry e	xperts on succession planning	g of leaderships			
		<b>Total Lecture hours:</b>		20 Hours		
P	roject: Team of	maximum 6 students would	20 [Non-Conta	act hrs]		
	•	ect. The faculty coordinator	_	-		
		opic based on the modules.				
	1	1				

Tex	xt Book(s)
1.	Peter G. Northouse, (2016), Leadership: Theory and Practice, 7th edition, SAGE Publications.
2	Robert N. Lussier, Christopher F. Achua, (2016), Leadership: Theory, Application, & Skill
	Development,
	6th edition, Cengage Learning.

#### **Reference Books**

- Ram Charan, Stephen Drotter, James Noel (2011), THE LEADERSHIP PIPELINE: How to Build the Leadership-Powered Company, 2nd edition, Wiley.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, (2013), Organizational Behavior, 15th edition, Pearson Education.

#### **Mode of Evaluation:**

Theory: Midterm, quizzes/ Challenging Assignments/Term paper and FAT J Component :Research paper for team

<b>Specific Assessment Methods</b>	% Wei	ghting	Intended subject learning outcomes to be assessed					
			1	2	3	4	5	
Internal Assessment	60							
(i) Midterm	20							
(ii) Quiz	10							
(iii) Digital Assignment	30							
Final Assessment Test	40							
Total	100							
Recommended by Board of Studie	11-03-20	19						
Approved by Academic Council		7				3-2019		

10001	100					
Recommended by Board of Studie	es	11-03-20	19			
Approved by Academic Council		No. 54		Date	14-03-2019	

OBJECTIVES: students will be able	Learning and Developm	ent	3	0	P J 0 0	
Pre-requisite  OBJECTIVES: students will be able	Nil				0 0	
OBJECTIVES: students will be able	Nil		C 11			3
students will be able			Sylla	bus	vers	sion
students will be able					v. 02	2.00
		·				
	to identify business problems and formula	ite alternative cour	rses of	act	ion	
	to articulate (oral and written) ideas to aid	decision making				
OUTCOME:						
	s comprehensively able to describe the pro-			_		
	s able to come up with multiple alternative	-				
	s able to suggest a very comprehensive and					.1
4. The student convincing	is effective in oral communication of	a manageriai dec	ision	anc	l 1S a	aiso
	s able to effectively use written communic	eation for expressi	na vie	W.C		
	s able to convince others on decision mak				1 wri	tten
communication		ing using ins or in	or orar	ull	4 ***11	
Module:1 Introdu					7 ho	urs
	teristics of Learning, Laws of learning, Lea	arning curve, Plate	eau in	lear		
	ion on learning. Theories of learning – T					
theory, conditioning	theory, Reinforcement Theory, Social	Learning Theory,	Learn	ing	style	<b>).</b>
	ng in an organization				4 ho	
	ization: Objectives of Training, Important		trainin	g, I	Diffe	rent
	grammes-On the job and Off the job traini	ng.				
	ng Need Assessment				3 ho	urs
	ent of training needs. Skill-Gap analyses.				(1	
	ng Design & Training Development Training Objectives. Training Delivera	hlas and Instruc	tional	C1	6 ho	
0 0	d Schedules plan. Procedures of training p		ilollal	SI	rateg	jies.
	nent: Drafting Training Materials. Devel	•	oggma	nta	Oue	litzz
Control Issues.	ient. Draiting Training Materials. Deve	toping tests / ass	CSSIIIC	шъ.	Qua	шц
	ng Implementation & Training				8 ho	11100
Evaluat	0 1				0 110	uis
	<b>Itation:</b> Train the Trainer Programmes. C	lassroom delivery	of tra	iniı	19. N	lon-
	techniques. Computer-based training (C					
	(WBT). Management Development Progra			U		,,
	n: The role of Evaluation in Training. I		ons an	d L	earn	ing.
	er of training. Evaluating the results of the	training.				
Module:6   Contem		1	. 1		2 ho	urs
	industry experts on contemporary training	g programmes des	igned i	by t	ne	
corporates.	Total Lecture hours:			2	0 ho	
#3.5 3 E1: 1.01		1 1 5			U IIU	u15
	ass Room, Case Discussions, Lectures, Ro	le play, Presentation	on.			
Text Book(s)	(2016) E ODJECTNIEG T	1 D 1		7.1	1'4	
-	(2016), EmOBJECTIVESyee Training	g and Developm	ient,	/th	edit	ıon,
	Robert R. Haccoun, (2015), Managing Per	formance through	and T	roi	nina	and
	h edition, Cengage Learning	Tormanice unough	anu I	141	umg	anu
	ii camon, congage Leaning					
Reference Books	hael, (2014), A Handbook of Human Re	esource Managem	ient. 1	3th	edit	ion.

- Lynton Rolf, Pareek Udai, (2011), Training for Development, 3rd edition, Sage Publications, New Delhi
- 3. Morgan King, Weisz Schopler, (2015), Introduction to Psychology, Tata McGraw Hill.

Modo	of Eval	luation
VIOGE	OI BVA	monkm

<b>Specific Assessment Methods</b>	% Weighting	Intended subject course outcomes to be assessed (Please tick as appropriate)						
		1	2	3	4	5	6	
Internal Assessment	60							
Midterm	20							
Final Assessment Test	40	$\sqrt{}$	V	1				
□Total	100							
Recommended by Board of Studie	s 11-03-2019	9						
Approved by Academic Council	No. 54		Date	2	14-03	3-201	9	

Course code	Managing work Stress	L T P J C
BMT6166		2 0 2 0 3
Pre-requisite	Nil	Syllabus version
		v. 02.00
<b>OBJECTIVES:</b>	·	•

students will be able to practice ethical values in achieving stakeholders welfare students will be able to articulate (oral and written) ideas to aid decision making students will be able to involve stakeholders and team members in executing decisions

#### **OUTCOME:**

Text Book(s)

- 1. The student is able to recognise ethical issues that affect multiple stake holders
- 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making
- 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare
- 4. The student is effective in oral communication of a managerial decision and is also convincing
- 5. The student is able to effectively use written communication for expressing views
- 6. The student is able to convince others on decision making using his or her oral and written communication skills
- 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making
- 8. The student is able to elicit constructive feedback in conflicting situations
- 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making

contribution in decision in	aking				
<b>Module:1</b> Understand Stress			4 hours		
Concept, Definitions and types	Stress reaction,				
Consequences of stress. Causes of stress. Impact of stress in human physical and menta					
Module:2 Stress and Illness			3 hours		
Symptoms of stress. Possible sign	of stress in young people. As	ssociated illnesses rel	lated to stress.		
Module:3 Occupational Stress	or Job Stress		4 hours		
Meaning, and concept of work	stress. Sources of job stre	ss: Organizational,	Individual and		
environmental. Effect of stress on	job performance and job sati	sfaction.			
<b>Module:4</b> Stress Management	Techniques		4 hours		
Aims of stress management. Co	ping strategies of stress in	the organization: l	Individual, and		
organizational strategies. Technic	ques to combat stress: Co	gnitive behavioural	techniques to		
change thought, Problem solving a	approach, Positive thinking.				
Module:5 Therapies and Remo	edial action to control stres	S	3 hours		
Behaviour therapies, Relaxation Counseling Methods, Meditation,		pressive therapies, S	torytelling and		
Module:6 Contemporary Issue			2 hours		
Guest lecture by industry experts	on counseling techniques an	d therapies to handle			
multigenerational workforce	-	-			
	Total Lecture hours:		20 hours		
Practical: Stress coping strategi	es and techniques: Team	of students would	20 Hours		
undertake the practical exercise.	The faculty coordinator wou	ld provide the topic			
based on the modules.	Ž	1			
# Mode: Flipped Class Room, Case Discussions, Lectures, Role play, Practical					

**MBA** Page 151

Jerrold S. Greenberg, (2013), Comprehensive Stress Management, 12th edition, McGraw-Hill

Higher Education. Reference Books Walt Schafer, (2000), Stress Management for Wellness, Cengage Learning. Richard Regis, (2004), Stress Management, NHRD Network, Coimbatore Chapter. 2. 3. Rita Agarwal (2001), Stress in Life and work, Response Books, 284pp, Journal of Human Values. D. M. Pestonjee, (2008), Stress and Coping: the Indian Experience, 2nd Edition, Sage 4. Publications. **Mode of Evaluation Specific Assessment Methods** % Weighting Intended subject learning outcomes to be assessed (Please tick as appropriate) 3 5 **Internal Assessment 60** Midterm 20  $\sqrt{}$ **Final Assessment Test** 40  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$ 100 Total 11-03-2019 Recommended by Board of Studies

No. 54

Date

14-03-2019

Approved by Academic Council

Course code	Organizational Change and Development	L T P J C
BMT6167		3 0 0 0 3
Pre-requisite	Nil	Syllabus version

#### **OBJECTIVES:**

students will be able to identify business problems and formulate alternative courses of action students will be able to articulate (oral and written) ideas to aid decision making

#### **OUTCOME:**

- 1. The student is comprehensively able to describe the problem in a decision making
- 2. The student is able to come up with multiple alternatives to resolve the problem
- 3. The student is able to suggest a very comprehensive and implementable action plan
- 4. The student is effective in oral communication of a managerial decision and is also convincing
- 5. The student is able to effectively use written communication for expressing views
- 6. The student is able to convince others on decision making using his or her oral and written communication skills

#### **Module:1** Organizational Change

6 hours

Concept, Definitions, Need and Importance of change in the organization. Types and Forms of organizational change. Forces for and Resistances to change. Methods of overcoming resistance to change. Introduction to sustainability and organizational change, Learning from examples in business history about constancy of Change, Environmental factors that shape organization-wide changes, Choosing between maintenance of Status Quo versus experimentation, Stagnation versus growth, and survival versus extinction.

Module:2 6 hours

**Models of Change Management:** Kurt Lewin (Unfreeze, Move and Re-freeze); Burke and Litwin's model of Drivers of Change, J.P. Kotter's eight stages; Tackling Challenges at different periods of Change. Personal Change versus Leading change; Proactive and reactive changes.

**Management of Change:** Diagnosing the organization, Determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research.

Effective ways of managing Change: Evolutionary and Revolutionary change in organization: Continuous versus discontinuous changes, Uni-directional and cyclic changes Developments of Evolutionary Change: Sociotechnical Systems Theory, Total Quality Management, Flexible workers and Flexible work team. Developments of Revolutionary change: Reengineering, Engineering, Restructuring, Innovation. Mergers and Acquisitions Early detection of the direction of changes from Futurists and trend analysts; mapping external changes to internal adaptations.

#### **Module:3** Organizational Development

4 hours

Concept, Objectives and Importance of OD. Foundations of OD. Managing the OD process. OD techniques to promote change. OD techniques to deal with resistance to change. OD Intervention design, leading and managing change, evaluation and institutionalization.

#### **Module:4 OD Interventions**

6 hours

Human process interventions I: Interpersonal and group process consultation,

Human process interventions II: Conflict Resolution,

Human process interventions III: Organization process consultation,

Techno- structural interventions I: Organizational design and restructuring

Techno- structural interventions II: Work design, responsibility

#### **Module:5 HR Management Interventions**

6 hours

Performance management, emOBJECTIVESyee development, HR Management Interventions II: Workforce diversity and wellness.

Strategic interventions: Mergers and acquisitions; Organizational Culture Change

OD Interventions: Team Intervention, Inter-group and third party peace-making, Structural Intervention, Comprehensive OD Interventions, Consultant-Client relationships. 2 hours **Module:6** | Contemporary Issues Guest Lecture from industry experts on contemporary OD intervention strategies used in the current scenario. **Total Lecture hours:** 30 hours # Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes. Text Book(s) Palmer. I, Dunford. R, Akin. G,(2016), Managing organizational change: A multiple perspectives approach, 3rd edition, McGraw-Hill Irwin Cummings Worley, (2015), Organization Development, 10th Edition, Cengage Learning. 2. 3. R. G. Priyadharshini, (2015), Organizational Change and Development, Cengage Learning. Reference Books John P. Kotter, (2012), Leading Change, 1st edition, Harvard Business School Press. 2. Kotter J. P, Rathgeber. H, (2006), Our Iceberg is Melting: Changing and Succeeding under any Conditions. New York, St. Martin's Press. Wendell L. French, Cecil H.Bell. Jr, (2002), Organisation Development: Behavioural 3. science Interventions for Organisational Improvement, , 6th edition, Pearson Education private Ltd. **Mode of Evaluation** Specific % Weighting **Intended Course outcomes** Assessment Methods to be assessed (Please tick as appropriate) **Internal Assessment** 2 3 5 6  $\sqrt{}$  $\sqrt{}$ Assignment/Quiz 40  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$ Midterm 20

Recommended by Board of Studies 11-03-2019
Approved by Academic Council No.54 Date 14-03-2019

40

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**Final Assessment** 

Course code	Performance Management	L T P J C
BMT6168		3 0 0 0 3
Pre-requisite	Nil	Syllabus version
		v. 00.00
O D VE CEVI VE C	<u> </u>	

#### **OBJECTIVES:**

students will be able to formulate competitive strategies for the digital market places students will be able to practice ethical values in achieving stakeholders welfare students will be able to systematically apply qualitative and quantitative techniques to solve business problems

#### **OUTCOME:**

- 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 2. The student does a comprehensive analysis of potential dangers of competitors activity
- 3. The student provides comprehensive industry assessment and strategy formulation and implementation details
- 4. The student is able to recognise ethical issues that affect multiple stake holders
- 5. The student is able to apply multiple ethical concepts in analysing consequences of decision making
- 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare
- 7. The student is able to perform a comprehensive quantitative data analysis
- 8. The student is able to interpret qualitative information in detail
- 9. The student is able to represent the analyses as a complete solution to the business problem

## Module:1Introduction to Performance Management6 hoursOverview of performance, performance appraisal, performance evaluation, performance management. The Background, Foundations, Conceptual Framework, Critiques of performance management. Need and Importance of performance management in organization.

#### Module:2 Performance Management System 6 hours

The Practice of Performance Management: PMS, Managing Performance Management, Managing under-performance. Performance Management Processes: Goal setting, Feedback, 360-degree feedback, Performance Reviews, Analyzing and Assessing Performance, Coaching.

#### Module:3 Performance Management Model 5 hours

Performance Management in Action: Performance Management surveys, Performance Management Models, The Impact of Performance management on an organization.

#### Module:4 Applications of Performance Management 5 hours

The Applications of Performance Management: Managing Organizational Performance, Managing Team Performance, Performance management and Learning, Performance Management and Rewards. Competency Mapping and assessment techniques, Potential appraisal, Training Need appraisal, Performance diagnosis and self-development initiatives.

### Module:5 | Developing Performance Management 6 hours

Developing and Maintaining Performance Management: Developing Performance Management, The Performance Management Role of Line Managers, Evaluating Performance Management Performance development strategy. Mapping Business Strategies with performance management Strategies. Challenges of managing performance.

Module:6	Contemporary Issues	2 hours						
Guest Lectu	Guest Lecture from industry experts on contemporary performance management.							
	Total Lecture hours:	30 hours						
# Mode: Fl	# Mode: Flipped Class Room, Case Discussions, Lectures, Presentations, Role play.							
Toyt Rook	(a)							

Text Book(s)

1. Armstrong Michael, Armsrong's (2009), Handbook of Performance Management, 4th edition,

	Kogan Page.									
Ref	erence Books									
1.	Bacal Robert (1999), Perform	ance Managemen	nt, Mo	Graw	-Hill					
2.	Harvard Business Essentials	: Perfomance M	[anag	ement	(200	06), H	arvar	d Bu	isiness	School
	Press.									
Mo	de of Evaluation									
Sp	ecific Assessment Methods	% Weighting	Inte	nded	subj	ject co	ourse	out	comes	to be
'n			asse	essed (	Pleas	se tick	as a	pro	priate)	
			1	2	3	4	5	6		
In	ternal Assessment	60								
	Midterm	20								
Fi	nal Assessment Test	40		1	V	1	V			
	<b>Fotal</b>	100								
Recommended by Board of Studies 11-03-2019										
App	Approved by Academic Council No. 54 Date 14-03-2019									

BMT6169	Strategic Human Resource Man	nagement   L T P J					
D1411 0107		3 0 0 0					
Pre-requisite	BMT5120	Syllabus version					
OBJECTIVES:							
	be able to formulate competitive strategies for						
	be able to practice ethical values in achieving						
	be able to involve stakeholders and team men	nbers in executing decisions					
<b>OUTCOME:</b>							
	provides a definitive and outstanding ass	essment of the market share ar					
	ndvantage of competitors in the marketplace						
	loes a comprehensive analysis of potential data						
	provides comprehensive industry assessm	ent and strategy formulation ar					
implementati	on details						
	s able to recognise ethical issues that affect m	<del>-</del>					
5. The student	is able to apply multiple ethical concepts in a	analysing consequences of decision					
making							
	is able to evaluate the most appropriate pe	erspective in achieving stakehold					
welfare							
	is able to establish a favorable team climat	te and ensure enthusiastic decision					
making							
	s able to elicit constructive feedback in confli	<u> </u>					
	is able to facilitate enthusiastic stakeholder/to	eam participation and contribution					
in decision m	<u> </u>						
	nan Resource Development	6 hours					
	gic framework for HRM and HRD – Vision, M						
	ganisations – HRD Functions - Roles of HRD						
	D practices – Measures of HRD performance						
	HRD Program Implementation and Evaluatio	n – Recent trends – Strategic					
	h Marking and HRD Audit.						
Module:2 E-H		6 hours					
	ESyee profile— e- selection and recruitment -	S					
e - training and development – e- Performance management and Compensation design –							
	I 1 '' CIDIC D'' ID	rtola Igguag in					
Development and	Implementation of HRIS – Designing HR po						
Development and emOBJECTIVES	yee privacy – EmOBJECTIVESyee surveys o	online.					
Development and emOBJECTIVES  Module:3 CRO	yee privacy – EmOBJECTIVESyee surveys o DSS CULTURAL HRM	online. 4 hours					
Development and emOBJECTIVES  Module:3 CRO  Domestic Vs Inter	yee privacy – EmOBJECTIVESyee surveys o DSS CULTURAL HRM rnational HRM - Cultural Dynamics - Culture	Assessment - Cross Cultural					
Development and emOBJECTIVES  Module:3 CRO  Domestic Vs Inter  Education and Tra	yee privacy – EmOBJECTIVESyee surveys of DSS CULTURAL HRM rnational HRM - Cultural Dynamics - Culture aining Programs – Leadership and Strategic H	Assessment - Cross Cultural IR Issues in International					
Development and emOBJECTIVES  Module:3 CRO  Domestic Vs Inter  Education and Tra  Assignments - Cu	yee privacy – EmOBJECTIVESyee surveys of DSS CULTURAL HRM rnational HRM - Cultural Dynamics - Culture aining Programs – Leadership and Strategic Hrrent challenges in Outsourcing, Cross border	A hours  A ssessment - Cross Cultural  IR Issues in International  M and A- Repatriation etc					
Development and emOBJECTIVES  Module:3 CRO  Domestic Vs Inte Education and Tra  Assignments - Cu  Building Multicul	yee privacy – EmOBJECTIVESyee surveys of DSS CULTURAL HRM rnational HRM - Cultural Dynamics - Culture aining Programs – Leadership and Strategic Herrent challenges in Outsourcing, Cross border tural Organisations - International Compensa	Assessment - Cross Cultural IR Issues in International M and A- Repatriation etc tion.					
Development and emOBJECTIVES  Module:3 CRO  Domestic Vs Inter Education and Tra Assignments - Cu Building Multicul  Module:4 Glob	yee privacy – EmOBJECTIVESyee surveys of OSS CULTURAL HRM rnational HRM - Cultural Dynamics - Culture aining Programs – Leadership and Strategic Harrent challenges in Outsourcing, Cross border tural Organisations - International Compensa oal SHRM	A hours  A season on the control of					
Development and emOBJECTIVES  Module:3 CRC  Domestic Vs Interesting Education and Transaction Assignments - Current Building Multicul Module:4 Global Managing Global	yee privacy – EmOBJECTIVESyee surveys of DSS CULTURAL HRM rnational HRM - Cultural Dynamics - Culture aining Programs – Leadership and Strategic Harrent challenges in Outsourcing, Cross border tural Organisations - International Compensational SHRM Human Resources-HR and the international	A hours  A sassessment - Cross Cultural  IR Issues in International  M and A- Repatriation etc  tion.  6 hours  nalization of business, Improvir					
Development and emOBJECTIVES  Module:3 CRO  Domestic Vs Interesting Education and Transfer Assignments - Curbuilding Multiculty  Module:4 Global Managing Global international Assignments - Assignments - Curbuilding Multiculty  Module:4 Global Assignments - Curbuilding Multiculty  Managing Global Assignments - Curbuilding Multiculty  Module:4 Global Assignments - Curbuilding Multiculty  Managing Global Assignments - Curbuilding Multiculty  Managing Global Assignments - Curbuilding Multiculty  Module:4 Global Assignments - Curbuilding Multiculty  Managing Global Assignments - Curbuilding Multiculty  Managing Global Assignments - Curbuilding Multiculty  Module:4 Global Assignments - Curbuilding Multiculty  Managing Global Assignments - Curbuil	yee privacy – EmOBJECTIVESyee surveys of OSS CULTURAL HRM rnational HRM - Cultural Dynamics - Culture aining Programs – Leadership and Strategic Harrent challenges in Outsourcing, Cross border tural Organisations - International Compensational SHRM I Human Resources-HR and the internations is ignments through selections, Training	A hours  A Assessment - Cross Cultural  IR Issues in International  M and A- Repatriation etc  tion.  6 hours  malization of business, Improvinand maintaining internation					
Development and emOBJECTIVES  Module:3 CRC  Domestic Vs Interest Education and Transfer Assignments - Curbuilding Multicul Module:4 Global Managing Global international AssignOBJECTIVES	yee privacy – EmOBJECTIVESyee surveys of OSS CULTURAL HRM rnational HRM - Cultural Dynamics - Culture aining Programs – Leadership and Strategic Harrent challenges in Outsourcing, Cross border tural Organisations - International Compensa oal SHRM I Human Resources-HR and the internation signments through selections, Training Syees, Developing international Staff and Mul	A hours  Assessment - Cross Cultural  R Issues in International  M and A- Repatriation etc  tion.  6 hours  nalization of business, Improvin and maintaining internation  tinational Teams					
Development and emOBJECTIVES  Module:3 CRC  Domestic Vs Interest Education and Transfer Assignments - Curbuilding Multicult Module:4 Global Managing Global international Assignments - Curbuilding Multicult Module:4 Global Managing Global international Assignments - Curbuilding Multicult Module:4 Global Managing Global international Assignments - Curbuilding Module:5 Characterist	yee privacy – EmOBJECTIVESyee surveys of OSS CULTURAL HRM rnational HRM - Cultural Dynamics - Culture aining Programs – Leadership and Strategic Harrent challenges in Outsourcing, Cross border tural Organisations - International Compensational SHRM I Human Resources-HR and the internations is ignments through selections, Training	A hours  Assessment - Cross Cultural  R Issues in International  M and A- Repatriation etc  tion.  6 hours  nalization of business, Improvir  and maintaining internation  tinational Teams  6 hours					

Guest Lecture from industry experts on contemporary OD intervention strategies used in the

2 hours

of emOBJECTIVESyers, emOBJECTIVESyees organization. External factors – Change in Technology, Legal and Government, Customer Social factors, Economic and Political factors.

**Module:6** Contemporary Issues

current scenario.

				7D 4 1T 4 1				20	,		
				Total Lecture ho	urs:			30	hou	rs	
	# Mode:	Flipped Class Room	ı, Case	Discussions, Lect	ures						
				and Quiz	zes.						
Tex	xt Book(	,									
1.	, , , , , , , , , , , , , , , , , , , ,										
	Cengag	,		Learning							2007.
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	ference l										
1.	Bernad	,	esource				McG		Hil	,	2006.
2.		L. Mathis and John	H. Ja	ckson, Human Re	source N	Mana	geme	ent, C	engag	ge Lea	arning,
3.	2007.				_			_		_	
4.		ary Harrison, EmOB	JECTI	VESyee Developr	nent – U	Jnive	rsity	Press	, Ind	ia Ltc	-
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		dwards and Chris Ro									
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Mo		raluation	2008.								
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In	ternal A	ssessment				арр 1	2	3	4	5	6
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	nal Asse	essment	40			Ì	Ż	Ì		1	1
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Approved by Academic Council

14-03-2019

Date

Course code	Talent Management	I	<b>T</b>	P	J	С
BMT6170		3	0	0	0	3
Pre-requisite	Nil	Sylla	ıbu	s ve	ersi	ion
			•	v.	02	.00

#### **OBJECTIVES:**

students will be able to co-create unique ideas, products and solutions students will be able to practice ethical values in achieving stakeholders welfare students will be able to involve stakeholders and team members in executing decisions

#### **OUTCOME:**

- 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support
- 2. Student uses multiple idea creation techniques
- 3. Student creates new ideas and combines multiple perspectives to develop new solutions
- 4. The student is able to recognise ethical issues that affect multiple stake holders
- 5. The student is able to apply multiple ethical concepts in analysing consequences of decision making
- 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare
- 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making
- 8. The student is able to elicit constructive feedback in conflicting situations
- 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making

#### Student Learning Outcomes (SLOs): 2,14,15,17,19

- 2. Having a good cognitive load management [discriminate and filter the available data] skills
- 14. Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data
- 15. Having an ability to use the social media effectively for productive use
- 17. Having problem solving ability solving social issues and business problems
- 19. Having a good cognitive load management [discriminate and filter the available data] skills

# Module:1Introduction to Talent Management6 hoursMeaning of Talent Management, Overview, Concept, Scope of Talent Management, Need and<br/>Importance of Talent Management in organization. Objectives of talent management. Key<br/>Processes of Talent Management. Consequences of Failure in Managing Talent, Effective Talent<br/>Management System, Building Blocks of Effective Talent Management System.

#### Module:2 Talent Planning 5 hours

Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership. An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour.

#### Module:3 Talent Acquisition and Engagement 6 hours

Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. Talent Acquisition Process. Sources of Talent Management. EmOBJECTIVESyer Branding, Knowledge edge in organizations, Current Application of Talent Management in various Sectors.

Talent Engagement: Developing a Talent engagement Strategy.

Module:4	I alent Reten	tion and Con	ıpeı	nsation			5 nours		
Talent Ret	ention Strateg	y. Defining	the	Elements	of	Total	Rewards,	Integrated	Rewards

Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success. **Talent Development** Talent development strategy. Competency Mapping and assessment techniques- Recruitment appraisal, Potential appraisal, Training Need appraisal, Performance diagnosis and selfdevelopment initiatives. Mapping Business Strategies and Talent Management Strategies. Challenges of Talent Management. **Module:6** | Contemporary Issues Guest Lecture from industry experts on contemporary talent management using cloud computing. **Total Lecture hours:** 30 hours # Mode: Flipped Class Room, Case Discussions, Lectures, Presentations, Role play. Text Book(s) Lance A. Berger, Dorothy R. Berger, (2011), The Talent Management Handbook, 2nd Edition Tata McGraw-Hill **Reference Books** Rob Silzer, Ben E. Dowel, (2010). Strategy-Driven Talent Management: A leadership Imperative, Wiley. Harrington Brad, Hall, Douglas T, (2008), Career Management and Work-Life 2. Integration: Using Self-Assessment to Navigate Contemporary Careers. Sage Pub. 3. Paul Sparrow, Hugh Scullion, Ibraiz Tarique, (2014), Strategic Talent Management, Contemporary Issues in International Context Cambridge University Press. **Mode of Evaluation** 

Specific Assessment Methods	% Weighting	Intended subject course outcomes to be assessed (Please tick as appropriate)						
		1	2	3	4	5	6	
<b>Internal Assessment</b>	60							
Midterm	20							
<b>Final Assessment Test</b>	40	$\sqrt{}$	$\sqrt{}$	1			$\sqrt{}$	
□Total	100							
Recommended by Board of Studies	s 11-03-2019	9						
Approved by Academic Council	No. 54		Date		14-03	3-201	9	

Course code	Workplace Counselling	L T P J	C
BMT6171		3 0 0 0	3
Pre-requisite	Nil	Syllabus versi	on
		v. 0.	.00

#### **OBJECTIVES:**

students will be able to practice ethical values in achieving stakeholders welfare students will be able to articulate (oral and written) ideas to aid decision making

#### **OUTCOME:**

- 1. The student is able to recognise ethical issues that affect multiple stake holders
- 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making
- 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare
- 4. The student is effective in oral communication of a managerial decision and is also convincing
- 5. The student is able to effectively use written communication for expressing views
- 6. The student is able to convince others on decision making using his or her oral and written communication skills

#### Module:1 Introduction to Counseling 6 hours

Introduction to Counseling: Definition, objectives and importance of counseling. Goals of effective counseling. Basic principles of counseling. Understanding counseling as a process, Stages of the counseling process. Building the Counseling Relationship: The core conditions of counseling. Indepth ExOBJECTIVESration: Advanced empathy, Confrontation, Interpretation & Role Playing. Ethical Issues in counseling.

#### **Module:2** | Workplace Counselling

5 hours

Workplace today, why workplace counseling, Basics of workplace counseling, Dimensions of workplace counseling. Preparation for counseling, assessing workplace counseling, Introducing counseling in the workplace. Model of workplace counseling.

#### **Module:3** | Role of Workplace Counsellors

5 hours

Characteristics of effective counsellors, Multiple roles of counselors. Training for counselors. Ethical issues in counseling, Self-Development of Managers as Counsellors: Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship Use of Counselling skills in a HR environment.

### Module:4 Applications Workplace Counseling 6 hours Techniques and Methods

Assessment and diagnosis in workplace counseling, Structuring, Leading and Questioning techniques, Overview of Major Theories of Counseling: Person Centered counseling, Transactional Analysis, Psychoanalytical counselling and Behavioural Counseling

Issues at Workplace: Career, Absence and Sickness, Grievance and Disciplinary, Welfare, Turnover and Retention, Redundancy, Home: Bereavement, Family Issues-financial, relationship.

Module:5	Practical: Counselling Interventions in	6 hours
	Organizations	

Counselling Interventions in Organizations: Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

Module:6	Contemporary Issues	2 hours

Guest lecture by industry experts on counseling techniques and therapies to handle workforce

#### **Total Lecture hours:**

30 hours

# Mode: Flipped Class Room, Case Discussions, Lectures, Role playing and Practical exercise. Practical: Students would undertake the current workplace problems and exercise, practice, apply counselling techniques and methods in the psychometric Lab.

#### Text Book(s)

Lewis E Patterson & Elizabeth Reynolds Welfel, (2005), The Counseling Process, Sixth Edition, Cengage Learning Pvt Ltd.

#### **Reference Books**

- Kavita Singh, (2010), Counseling Skills for Managers, Prentice-Hall of India.
- Walt Schafer, (2000), Stress Management for Wellness, Cengage Learning. 2.

#### Mode of Evaluation

<b>Specific Assessment Methods</b>	% Weighting	Weighting Intended subject course outcomes t assessed (Please tick as appropriate)					
		1	2	3	4	5	6
<b>Internal Digital Assessment</b>	60						
Midterm	20						
Final Assessment Test	40		1	1	V	1	V
Total	100						
Recommended by Board of Studie	9						
Approved by Academic Council	No. 54		Date	;	14-03	3-201	9

										1
	Recommended by Board of Studies	3	11-03-2019	1						
Ī	Approved by Academic Council		No. 54		Date	14-03	-2019	)		

Course Co	de	Analysis and Design of Information	1 System	ıs	LI	P	J	C
BMT61	72	•			3 0	0	0	3
Pre-requisi	te	Nil		Sy	llabı	ıs ve	rsio	)n
						v.	02.0	00
OBJECTIV	/ES:							
stud	ents wil	l be able to formulate competitive strategies	for the o	digital n	narke	t pla	ces	
OUTCOM	E:							
1. The	student	provides a definitive and outstanding asses	ssment o	f the ma	arket	shar	e ar	nd
com	petitive	advantage of competitors in the marketplac	ee					
2. The	student	does a comprehensive analysis of potential	dangers	of comp	etito	rs ac	tivi	ty
		provides comprehensive industry assessmention details	nt and st	rategy f	ormu	latio	n ar	ıd
Module:1	Requi	rements Gathering				7 h	our	·s
	•	Requirement elicitation – Requirement man	_	t and co	mmı	ınica	tion	
Module:2	Infor	nation Systems design methods				4 h	our	'S
Information and Design		ns Development - Project Management - Is	Introduct	ion to s	yster	n an	alys	is
Module:3	Syster	n Analysis				7 h	our	S
Systems A	•	· · · · · · · · · · · · · · · · · · ·			delin		•	
Requirement Analysis and		Use Cases - Data Modeling - Process ling	Modelii	ng - C	)bjec	t-Ori	ente	bt
Module:4		m Design				6 l	10U	rs
Systems De	sign - I	Database Design - Output Design and Input	Design a	and Pro	totyp	ing -	Us	er
	_	Object-Oriented Design	C		,,	Č		
Module:5	System	m Construction and Implementation				4 h	our	'S
	action a	tion Phase – Context of System Construction and implementation phases – System Accep						
Module:6	Conte	mporary Issues				2 h	our	'S
Guest lectu	ire by in	ndustry experts on latest trends in system de	sign					
		Total Lecture hours:				30 ł	loui	rs
# Mode: F	lipped	Class Room, Case Discussions, Lectures						
Text Book(	s)							

1.	<ol> <li>Hossein Bidgoli, Nilan</li> </ol>	njan Chattopadhy	yay, (2	014),	MIS4	l, 4th	editio	on, C	enga	ge	
	Learning.										
Ref	erence Books										
1.	Jeffrey L Whitten, Lonnie Design,1st edition, McGraw	•	08), I	ntrodi	action	to S	Syste	m A	nalys	sis &	
2.	Arthur M. Langer, (2008), A Springer-Verlag London.	Analysis and Des	sign o	f Info	rmati	on Sy	stem	ıs, 31	d ed	lition,	
3.	Alan Dennis, Barbara Haley edition, Wiley.	Wixom, (2015),	Syste	m An	alysis	& D	esigr	n Me	thod	s, 6th	
٥.	Donald Yeates, Tony Wake Prentice Hall.	efield, (2004), S	System	Ana	lysis	& D	esign	, 2n	d ed	lition,	
Mo	de of Evaluation										
Sp	ecific Assessment Methods	% Weighting			•	ct lea e tick		_		ies to b te)	e e
			1	2	3	4	5	6	7		
Co	ontinue Assessment	60									
	Midterm	20	$\sqrt{}$	1	$\sqrt{}$	V	1	1	1		
□i	inal □ssessment Test	40	1	1	V	V	1	1	1		
To	ot 🗆 l	100									

11-032019

No. 54

14-03-2019

Date

Recommended by Board of Studies

Approved by Academic Council

Course cod	le	I A	Applied Opera	tions Resea	ırch	LTPJC
BMT6173						3 0 0 0 3
Pre-requisi	ite	Nil				Syllabus version
•						v. 02.00
<b>OBJECTIV</b>	VES:	•				-
stud	ents wi	ll be able to make	decisions unde	er constraint	S	
stud	ents w	ill be able to sys	tematically ap	ply qualitat	ive and quanti	tative techniques to
solv	e busin	ess problems				
OUTCOM	E:					
1. Stud	lent is a	ble to relate all co	ntextual factor	s in decision	n making	
		ble to analyse ma				
		plan considers ma				
		t is able to perforn	-	-	•	sis
		t is able to interpre				
					ete solution to t	he business problem
		nced Linear Prgi			2 : 7 : 1	5 hours
		ng problem for mo				
		hase method, spec			ımıng problem.	
Module:2	Trans	sportation and A	ssignment Pro	blem	11 37	5 hours
						hwest corner rule –
ontimal solu	memoc	i. Vogers approx	innation method in	ou – uegen nhalanced tr	eracy in trainsp	portation problem – roblems - Hungarian
		assignment proble				Tooleins - Hungarian
		ct Scheduling	an unoutance	a assignifici	problems	8 hours
			heduling with	uncertain	activity times	- the critical path
calculation.		orks project se	nedding with	unconum	detivity times	the effical path
		equencing				5 hours
			nd '2' machine	s - 'n' iobs a	nd '3'. M machi	nes –Processing two
jobs through				J	- ,	8
Module:5	Appli	cation using soft	ware			5 hours
Solving op	eration	research problem	s using Excel-	Solver and T	ORA Software	2.
Module:6	Conto	emporary Issues				2 hours
Guest lectu	ıre by i	ndustry experts or	contemporary	operational	l analytics tools	used by
corporates	in deci	sion making				
			Total Lectu	re hours:		30 hours
# Mode: ]	Flipped	l Class Room, Ca	se Discussion	Lectures		
Text Book(	(s)				l	
		Winston and S. C	hristian Albrig	ht (2008). I	Practical Mana	gement Science, 3rd
		Western College P		, ,	•	,
		na, (2003), Operati		– 7 <sup>th</sup> edition.	, Prentice Hall	India
	•	, , , , ,				
Reference 1	Books					
		-		, · •	·	Sultan Chand & Sons
		Kedar Nath, (200	/· •			
	•					ultan Chand & Son
Mode of Ev	valuati	on: Midterm: Unit	1,2&3, Quiz,	Assignment	s and Case Stud	dies
Specific A	ssessm	ent Methods	%		•	ng outcomes to be
			Weighting	assessed (	Please tick as a	ippropriate)
				1 2	3 4 5	

<b>Continue Assessment</b>	6	0						
Midterm		20		1	 			
Final Assessment Test	4	0			 			
Total	1	00						
Recommended by Board of Studies		11-03-2019	9					
Approved by Academic Council		No. 54		Date	14-03	-2019	9	

Course code	Big Data Analytics	L T P J C
BMT6174		2 0 2 0 3
Pre-requisite	Nil	Syllabus version
OD IECTIVES.		

students will be able to co-create unique ideas, products and solutions

students will be able to formulate competitive strategies for the digital market places

students will be able to systematically apply qualitative and quantitative techniques to solve business problems

#### **OUTCOME:**

- 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support
- 2. Student uses multiple idea creation techniques
- 3. Student creates new ideas and combines multiple perspectives to develop new solutions
- 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 5. The student does a comprehensive analysis of potential dangers of competitors activity
- 6. The student provides comprehensive industry assessment and strategy formulation and implementation details
- 7. The student is able to perform a comprehensive quantitative data analysis
- 8. The student is able to interpret qualitative information in detail
- 9. The student is able to represent the analyses as a complete solution to the business problem

## Module:1Introduction to Data Analytics3 hoursBig Data Overview - Characteristics of Big Data -Business Intelligence v/s Data Analytics - Needof Data Analytics - Data Analytics in Industries - Role of the Data Scientist - Data Analytics LifeCycle- Main phases of the lifecycle

### Module:2 Introduction to Hadoop, HDFS and Hadoop Architecture 4 hours

Need of Hadoop - Overview of Hadoop - Hadoop v/s RDBMS - Hadoop v/s MPI - Scale-up vs. Scaleout architectures- Hadoop Eco System - The Distributed File System: HDFS, - The Design of HDFS -HDFS Concepts - Working with HDFS-Components of Hadoop Nodes - Hadoop Cluster Architecture - Working principle of Hadoop - MapReduce -Map and Reduce Phase - Job Processing in Hadoop - MapReduce program for Counting the things

#### Module:3 | Spark Architecture

3 hours

Motivation - Interactive and iterative - Directed Acyclic Graph (DAG) - RDD- Transformations - Actions - Numberical Operations - Counting the things using Scala Spark, PySpark, JavaSpark and Rspark

#### **Module:4** | Machine Learning With Big Data

4 hours

Machine Learning with Big Data: Advanced Data Analytics- A Closer Look at Machine Learning-Machine Learning Taxonomies- Data Mining Tasks-A Statistical Modeling Approach, Testing our Statistical Model, Naive Bayes Rule, Decision Tree Induction, Constructing Decision Trees, Decision Tree Overfitting and Other Concerns, The Spark Machine Learning Library (MLlib), Spark MLlib Classification

#### **Module:5** | Graph Analytics for Big Data

4 hours

What is a Graph?- Why Graphs?-What are the impact of Big Data's V's on Graphs?- Focusing on Graph Analytics Techniques- Path Analytics-Applying Dijkstra's Algorithm- Inclusion and Exclusion Constraints- Graph Analytics Applications- Connectivity Analytics- Disconnecting a Graph- Community Analytics and Local Properties- Global Property: Modularity- Centrality Analytics.

Module:6 | Contemporary Issues 2 hours

<b>Guest lect</b>	ure by industry experts on emerging trends in bi	g data as a Business planning tool
- Recomm	endation analytics - Health Care analytics - finan	cial Analytics - Log Data
Analytics -	Social Media analytics - Fraud and abuse Detectio	n
	Total Lecture hours:	20 hours
Practical H	adoop, Hadoop Architecture, spark architecture,	20 hours

# Mode: Flipped Class Room, Case Discussion, Lectures

machine learning, graph analytics.

Approved by Academic Council

#### Text Book(s)

- 1. Thomas Davenport et.al, (2010), Analytics at Work: Smarter Decisions, Better Results, 3rd edition, Harvard Business School Press, Boston, Massachusetts.
- 2. Zikopoulos P, Eaton C, (2011), Understanding big data: Analytics for enterprise class Hadoop and streaming data, McGraw-Hill Osborne Media.
- 3. Viktor Mayer-Schönberger, Kenneth Cukier (2014), Big Data: A Revolution That Will Transform How We Live, Work, and Think, Mariner Books

#### **Reference Books**

- 1. Pramod J. Sadalage, Martin Fowler, (2012), NoSQL Distilled: A Brief Guide to the Emerging World of Polyglot Persistence, Addison-Wesley.
- 2. Sammer E, (2012), Hadoop Operations, 1st edition, O'Reilly Media, Inc.
- 3. Marz N, Warren J, (2015), Big Data: Principles and best practices of scalable real-time data systems, Manning Publications Co.
- 4. Miner D, Shook A, (2012), MapReduce Design Patterns: Building Effective Algorithms and Analytics for Hadoop and Other Systems, O'Reilly Media, Inc.
- 5. Rajaraman A, Ullman J. D, (2014), Mining of massive datasets, Cambridge University Press.
- 6. Lam, C. (2014). Hadoop in action. 2nd edition, Manning Publications Co.
- 7. Franks, B, (2012), Taming the big data tidal wave: Finding opportunities in huge data streams with advanced analytics, John Wiley & Sons.
- 8. Provost F, Fawcett T, (2013), Data Science for Business: What you need to know about data mining and data-analytic thinking, O'Reilly Media, Inc..
- 9. Thomas Davenport et. Al, (2007), Competing on Analytics: The New Science of Winning. Harvard Business School Press. Boston, Massachusetts.
- 10. Zikopoulos P, Parasuraman K, Deutsch T, Giles J, Corrigan D, (2012), Harness the power of big data The IBM big data platform, McGraw Hill Professional.

Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects and FAT

<b>Specific Assessment Methods</b>	%	Weighting			subje Please			_	te)
			1	2	3	4	5	6	
<b>Continue Assessment</b>	60								
Midterm	20								
Final Assessment Test	40		V		1				
Lab	100		$\sqrt{}$		$\sqrt{}$		$\sqrt{}$	$\sqrt{}$	
Total	100								
Recommended by Board of Studie	es	11-03-219							

MBA Page 168

Date

14-03-2019

No.54

Course code	Data Science for Manag	gers	L T P J C
BMT6175			2 0 0 4 3
Pre-requisite	Nil		Syllabus version
<b>t</b>			v. 02.00
<b>OBJECTIVES:</b>			1
	rill be able to make decisions under constrain	its	
	fill be able to formulate competitive strategie		market nlaces
	ill be able to systematically apply qualitative	_	•
	ness problems	and quantitativ	e teeminques to
OUTCOME:	ness problems		
	-1.1- A1-A11	1	
	able to relate all contextual factors in decisionable to analyse many costs and consequences of o		
	plan considers many of the constraints in the givent provides a definitive and outstanding assess		arkat chara and
			irket share and
	re advantage of competitors in the marketpla		
	nt does a comprehensive analysis of potential		
	nt provides comprehensive industry assessme	ent and strategy	formulation and
_	tation details		
	nt is able to perform a comprehensive quantit		S1S
	nt is able to interpret qualitative information		1 1 ' 11
	nt is able to represent the analyses as a comp	lete solution to t	
Module:1 Univ	variate Analysis I		3 hour
Mean, Median and	d Mode – Individual, Discrete and Continuou	ıs Series – Appl	ication with real
	ftware and Data Interpretations	" TPP	10011011 ((1111111111111111111111111111
	variate Analysis II		3 hour
Wioduic.2	ariate rinary sis in		o nour
Standard Deviation	on, Variance and Coefficient of Variation - A	Application with	real time data using
software and Data		ippireation with	rear time data asing
	criptive and Predictive Analysis		4 hours
	gression: Correlation analysis, Rank correla	tion - Regressio	
	Analysis - Application with real time		
Interpretations	Analysis - Application with real time	c data dsing	software and Data
•	riate Analysis		4 hours
	•		4 Hours
Test of Hypothesi			
	NOVA: One way and Two way classification	on.	
Non Parametric T		. XX/1.:4	
_	um test, Run test, Kruskal wallis test, Manr	n wnitney U tes	st - Application with
	ng software and Data Interpretations		
	tivariate Analysis	1 1 1	4 hours
	Conjoint Analysis and Discriminant Analysis		
	nd Data Interpretations - Application with rea	ai time data usin	ig sonware and Data
Interpretations  Modulo:6 Cons	tomnovovy Issues	1	2 hau
Module:6 Con	temporary Issues		2 hours
Guest lecture by	industry experts on Statistical application in	decision malsin	n .
Juest lecture by			5
	<b>Total Lecture hours:</b>	20 hours	
Duciost : #II	of CDCC/CAC and common for Administration of the common for Admini	20 Na	
rroject:#Us	e of SPSS/SAS software for Advanced Data	20 Non-	
	Analytics and Interpretations	contact	
		hours	

## # Mode: Flipped Class Room, Case Discussion, Lectures

#### Text Book(s)

- 1. Levin, Rubin, (2013), Statistics for Management, 13th edition, Pearson Education.
- 2. Anderson D.R, Sweeney D.J, Williams T.A, (2013), Statistics for Business and Economics, 11th edition, Cengage Learning.
- 3. Gerald Keller, (2014), Statistics for Management and Economics, 10th edition, Cengage Learning.
- 4. Rajendra Nargunkar (2016), Marketing Research, Tata McGraw Hill

#### **Reference Books**

- 1. Srivastava T, Rego S, (2012), Statistics for Management, Tata McGraw Hill.
- 2. Murray R. Spigel, (2010), Theory and Problems of Statistics Schaums outline Series 4th edition, McGraw Hill.
- 3. S.P. Gupta, (2014), Statistical Methods, 13th edition, Sultan Chand Publications.

**Mode of Evaluation:** Midterm: Unit 1, 2&3, Quizzes, Assignments, Term paper, Mini Projects and FAT

<b>Specific Assessment Methods</b>	%	Weighting				ect lea se tick			tes to be
			1	2	3	4	5		
Continue Assessment	60								
Midterm	20								
Final Assessment Test	40								
Project	100	)		1			1		
Total	100								
Recommended by Board of Studie	es	11-03-2019	)						
Approved by Academic Council		No. 54		Date		14-03	-201	9	

Course Code			E-Commerce	L	T	P	J	C
Course Code			E-Commerce	2	0	0	4	3
BMT6176	Pre-requisite:	NIL		Vers	sion	:		•

#### **OBJECTIVES:**

students will be able to formulate competitive strategies for the digital market places

#### **OUTCOME:**

- 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 2. The student does a comprehensive analysis of potential dangers of competitors activity
- 3. The student provides comprehensive industry assessment and strategy formulation and implementation details

1	<b>Introduction to E-Commerce:</b> Introduction to E-Commerce - Forces Fueling E-Commerce - E-commerce Frame work - Challenges In E-	2 Hours
_	Commerce - Model for E-Commerce - Types Of E-Commerce.	ZIIOUIS
	Technical Aspects of E-Commerce: Security on the Net -	
2	Implementation and Management Issues of E-commerce - Electronic	4 Hours
	Data Interchange - Electronic Payment Systems.	
	E-Commerce Applications: Commercial Aspects of E-commerce -	
3	E-Commerce And Banking - E-Commerce And Retailing - Electronic	5 Hours
3	Commerce And Online Publishing - E-Business Issues & Internet	Silvuis
	Marketing.	
	E-Commerce Strategies: E-Commerce Strategies for Development	
4	Elements Of National E-Commerce Strategies Legal Aspects of E-	4 Hours
	Commerce - Planning Successful E-Commerce - Case Studies.	
	<b>E-Commerce and other Integration:</b> Integrating E-Commerce with	
5	ERP, SCM and other Business applications Systems, Future of E-	3 Hours
5	ERP, SCM and other Business applications Systems, Future of E-Commerce and Collaborative Commerce.	3 Hours
5		3 Hours 2 Hours
	Commerce and Collaborative Commerce.  Guest lecture by industry experts on latest trends in E-Commerce  Total Lecture Hours	
	Commerce and Collaborative Commerce.  Guest lecture by industry experts on latest trends in E-Commerce  Total Lecture Hours  Project: Team of maximum 5 students would undertake the project.	2 Hours
	Commerce and Collaborative Commerce.  Guest lecture by industry experts on latest trends in E-Commerce  Total Lecture Hours	2 Hours 20 Hours
6	Commerce and Collaborative Commerce.  Guest lecture by industry experts on latest trends in E-Commerce  Total Lecture Hours  Project: Team of maximum 5 students would undertake the project.	2 Hours 20 Hours 20

#### **Text Books**

1. Efraim Turban et. al, (2010), Electronic Commerce–A Managerial Perspective, Pearson Education.

#### References

1. R Kalokota, Andrew V. Winston, (2005), Electronic Commerce – A Manager's guide, Pearson Education.

<b>Mode of Evaluation</b>									
<b>Specific Assessment Methods</b>	% Weighting			ject learnin se tick as ap	ng outcomes to be propriate)				
		1	2	3	4	5			
Continue Assessment	60								
Midterm	20	V	V	<b>√</b>	<b>V</b>	V			
	40	1	1		1	- V			
Internal Assessment Test	40	V	V	V	V	V			
Total	100								
1 Otal	100								
Recommended by Board of Studies 11	1-03-2019								
Approved by Academic N Council N	o. 54	Date	2	14-03-2019					

Course code	Info	rmation System	s Aud	it and	d Con	trol			LI	P J C
BMT6177		•							3 0	0 0 3
Pre-requisite	Nil							Sv	llabu	ıs version
•										v. 01.00
<b>OBJECTIVES:</b>							<u> </u>			
students will be abl	e to formulate of	competitive strate	egies fo	or the	digita	al mar	ket p	laces	5	
<b>OUTCOME:</b>										
	1. The student provides a definitive and outstanding assessment of the market share and									
competitive advantage of competitors in the marketplace										
2. The student does a comprehensive analysis of potential dangers of competitors activity										
-										
implementation										
Module:1 Proce										4 hours
Management of IS					Contro	ls – P	erfor	ming	an I	S Audit –
Control Self-assess					1					
Module:2 Gover				1 1	11				- D	7 hours
Corporate Governa										
Procedures – Risk responsibilities – B									sıru	cture and
Module:3 IS Op				5 Dus	111088	COIIII	munty			7 hours
IS Operations- IS				oftwa	re =	IS N	etwo	rk Ir	ıfrası	
Auditing Infrastruc			and St	onwa	.10	15 11	CLWO.	ık II	ması	iructure
Module:4 IS Acc			RP							5 hours
Auditing Application				lonm	ent A	canisi	ition	and ]		
Disaster Recovery		radicing System	3 20,0	ropin	0110 11	quis	· · · · · · · · · · · · · · · · · · ·	una .	· · · · · · · · · · · · · · · · · · ·	
Module:5 Protect		nation Assets								5 hours
Importance of Inf			ıt - L	ogica	1 Acc	ess –	Net	work	Infr	
Security- Auditing	g Information S	Security Manage	ment I	Frame	ework	- E	nviro	nmei	ntal l	Exposures
and Control – Phy			ntrols							
Module:6 Conte			27.2							2 hours
Guest lecture by in	idustry experts				n syst	ems a	udit	and c		
// N. F. N. T.	CI D	Total Lectu							•	30 hours
# Mode: Flipped	Class Room, C	ase Discussions	, Lectu	ires						
Text Book(s)	F 1 1 C	11 4.1.1	1 D	• (	2012)	T C		. ,	T 1	1
		illegos, Aleksan			2012)	, Info	ormat	10n	I ech	nology
	tuaii, 4in eaiiio	n, Auerbach Pub	ncano	ns.						
Reference Books  1. CISA Review	Manual – ISAC	` <b>A</b>								
		A. Iditing Informati	on Street	tems	2nd	dition	, W/:	lev		
Mode of Evaluation	, ( ),									
Specific Assessme		% Weighting							team	es to be
Specific Assessing	CIIT IVICUIUUS	/u weighting			· ·	e tick		_		
			1	2	3	4	5 as as	6	priat	
Continue Assessment 60 1 2 3 4 5 0										
Midterm		20	V	V	1	1	1			
VIGUEIII 20 V V V V V V										
☐Final Assessme	nt Test	40	V	$\sqrt{}$	1	1	1	1		
Total 100										
l otal		100								

BMT6178	IT Enabled Services		L T P J C
			3 0 0 0 3
Pre-requisite	Nil		Syllabus version
			v. 02.00
<b>OBJECTIVES:</b>			
	le to co-create unique ideas, products and so		
	le to formulate competitive strategies for the	digital market	places
OUTCOME:			
1. Student pro	oduces original ideas with minimal guidan	ce. Implementa	ation solutions hav
strong evid	ential support		
2. Student use	es multiple idea creation techniques		
	ates new ideas and combines multiple perspe	ectives to devel	on new solutions
	at provides a definitive and outstanding as		
			e market share an
	e advantage of competitors in the marketplac		
	t does a comprehensive analysis of potential	=	=
	at provides comprehensive industry assessr	nent and strate	egy formulation and
implementa	ation details		
Module:1 Evolu	ition of ITES	7 hours	CO:
Introduction, Evol	ution of ITES, Key Drivers of ITES, Key ber	nefits of IT-ena	bled outsourcing.
The Indian IT-Ena	bled outsourcing market: Existing size, Mark	cet Segmentation	on. Contact centers,
	et Processes, Value Proposition and Future o		
Market Processes,	Market size, Setup of Medical Transcription	, Customers for	MT units. Types o
Service Desks, ber	nefits and demerits of each type, suitability of	f a particular ty	pe to a specific
business context			
	Frame Works	6 hours	CO: 2,
Introduction to Re	elevant Internet & Web, Applications for I'	TES, Voice ov	er IP, IP telephony
<b>U</b> 1	, SOAP, BizTalk servers. Back Office Opera		
	ces, On line Training: Business Process O	utsourcing, GI	S Services, Conter
•	nimation, Engineering & Design Services	1	60.2
Module:3 SLAs		5 hours	CO: 3,
	ements: What are the components- how to		
	vel Management: Process metric show to	design – how	to canture data o
	· .		to capture data o
process metrics – h		1	-
Module:4 Busin	ness Models Driving IT Enabled Service	5 hours	CO: 3,
Module:4 Busin In-house/Captive	ness Models Driving IT Enabled Service centers, Building Success strategies for in-		CO: 3,
Module:4 Busir In-house/Captive of Third Party Service	ness Models Driving IT Enabled Service centers, Building Success strategies for iness providers.	house ITES&	CO: 3, 3rd party providers
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall	ness Models Driving IT Enabled Service centers, Building Success strategies for ines providers.  lenges in ITES	house ITES&  5 hours	CO: 3, 3rd party providers CO: 2,
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, En	ness Models Driving IT Enabled Service centers, Building Success strategies for ines providers.  lenges in ITES  nOBJECTIVESyee Value Proposition, Bal	5 hours ance of Rewa	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plan
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, En Training, Quality	ness Models Driving IT Enabled Service centers, Building Success strategies for ines providers.  Lenges in ITES  nOBJECTIVESyee Value Proposition, Ball Focus, Benchmarking quality & Performan	5 hours lance of Rewa	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plar, Supply & Deman
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, En Training, Quality side, Action Plan	centers, Building Success strategies for ines providers.  lenges in ITES  nOBJECTIVESyee Value Proposition, Ball Focus, Benchmarking quality & Performan for India. Importance & General Strategies	5 hours lance of Rewa	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plar, Supply & Deman
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, En Training, Quality side, Action Plan Business Impact of	centers, Building Success strategies for ines providers.  lenges in ITES  nOBJECTIVESyee Value Proposition, Bala Focus, Benchmarking quality & Performan for India. Importance & General Strategies of a Disaster.	5 hours ance of Rewa ce. Perspective for organizing	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plar , Supply & Deman g Disaster Recovery
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, En Training, Quality side, Action Plan Business Impact of Module:6 Conte	ness Models Driving IT Enabled Service centers, Building Success strategies for in- es providers. lenges in ITES mOBJECTIVESyee Value Proposition, Bal Focus, Benchmarking quality & Performan for India. Importance & General Strategies of a Disaster. emporary Issues	5 hours ance of Rewa ce. Perspective for organizing 2 hours	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plar , Supply & Deman g Disaster Recovery
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, Entering, Quality side, Action Plan Business Impact of Module:6 Conte	centers, Building Success strategies for ines providers.  lenges in ITES  nOBJECTIVESyee Value Proposition, Ball Focus, Benchmarking quality & Performant for India. Importance & General Strategies of a Disaster.  lemporary Issues Industry experts on latest trends in ITES in Ir	5 hours lance of Rewa ce. Perspective for organizing 2 hours adia	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plar , Supply & Deman g Disaster Recovery
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, Entering, Quality side, Action Plan Business Impact of Module:6 Conte	ness Models Driving IT Enabled Service centers, Building Success strategies for in- es providers. lenges in ITES mOBJECTIVESyee Value Proposition, Bal Focus, Benchmarking quality & Performan for India. Importance & General Strategies of a Disaster. emporary Issues	5 hours ance of Rewa ce. Perspective for organizing 2 hours	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plar, Supply & Deman
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, En Training, Quality side, Action Plan Business Impact of Module:6 Conto Guest lecture by i	centers, Building Success strategies for ines providers.  lenges in ITES  nOBJECTIVESyee Value Proposition, Balfor India. Importance & General Strategies of a Disaster.  emporary Issues  ndustry experts on latest trends in ITES in Ir	5 hours lance of Rewa ce. Perspective for organizing 2 hours adia	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plar , Supply & Deman g Disaster Recovery
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, En Training, Quality side, Action Plan Business Impact of Module:6 Conto Guest lecture by i	centers, Building Success strategies for ines providers.  lenges in ITES  nOBJECTIVESyee Value Proposition, Ball Focus, Benchmarking quality & Performant for India. Importance & General Strategies of a Disaster.  lemporary Issues Industry experts on latest trends in ITES in Ir	5 hours lance of Rewa ce. Perspective for organizing 2 hours adia	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plar , Supply & Deman g Disaster Recovery
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, En Training, Quality side, Action Plan Business Impact of Module:6 Conto Guest lecture by i	centers, Building Success strategies for ines providers.  lenges in ITES  nOBJECTIVESyee Value Proposition, Balfor India. Importance & General Strategies of a Disaster.  emporary Issues  ndustry experts on latest trends in ITES in Ir	5 hours lance of Rewa ce. Perspective for organizing 2 hours adia	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plar , Supply & Deman g Disaster Recovery
Module:4 Busin In-house/Captive of Third Party Service Module:5 Chall HR in ITES, Enterining, Quality side, Action Plan Business Impact of Module:6 Conto Guest lecture by in  # Mode: Flipped  Text Book(s)	centers, Building Success strategies for ines providers.  lenges in ITES  nOBJECTIVESyee Value Proposition, Balfor India. Importance & General Strategies of a Disaster.  emporary Issues  ndustry experts on latest trends in ITES in Ir	5 hours lance of Rewa ce. Perspective for organizing 2 hours adia	CO: 3, 3rd party providers  CO: 2, rds, Incentive Plar , Supply & Deman g Disaster Recovery

#### **Reference Books**

- Stuart Morstead, Greg Blount, (2004), OFFSHORE READY Strategies to plan and profit from offshore IT enabled services, 2ndedition, American Productivity & Quality Center.
- 2. Charles Weaver, (2007), The Art of Managed Services, 1st edition, MSP Alliance Press.
- Nikhil Treebhoohun, (2011), Promoting IT Enabled Services, Series Title: Lessons from the 3. Commonwealth.

#### Mode of Evaluation

<b>Specific Assessment Methods</b>	%	Weighting	Intended subject learning outcomes to assessed (Please tick as appropriate)							
			1	2	3	4				
<b>Continuous Assessment</b>	40				1					
Midterm		20		V						
☐ Final Assessment Test	40			1	V	1				
Total	100									
Recommended by Board of Studies 11-03-2019										

L			1						
	Recommended by Board of Studies	11-03-2019	9						
I	Approved by Academic Council	No. 54		Date	14-03-	-2019	)		

Course code	Lean Manufacturing		L T P J C
BMT6179			3 0 0 0 3
Pre-requisite	Nil		Syllabus version
OD IE CEIVEC			
OBJECTIVES:		4 ~ - 14:	
	e able to co-create unique ideas, products and able to systematically apply qualitative and		ahniayas ta salva
business proble		i quaninative te	cliffiques to solve
OUTCOME:	ZIIIS		
	oduces original ideas with minimal guidar	nca Implement	ation colutions have
	ential support	ice. impiement	ation solutions have
_	es multiple idea creation techniques		
	ates new ideas and combines multiple persp	ectives to devel	on new solutions
	t is able to perform a comprehensive quantit		
	t is able to interpret qualitative information	-	515
	t is able to represent the analyses as a compl		the business problem
	duction to Lean Management		3 hours
	Toyota Production System, Production Ma	nagement and J	
•	on to the JIT Production System, Relationsh	-	
Production as a wh	· · · · · · · · · · · · · · · · · · ·	1	11
Module:2 Wast	ology		6 hours
The Total Elimin	ation of Waste, Types of Wastes, Disco	overing and Re	emoving Waste, 58
	ngs & Signboards, Visual Controls, Order		
	within and between Factories; Multi-proc		
	rtical Multi-process Operations, Precaution	s and Procedur	es for Multi-Process
Operations Value 1	ur Cost Reduction	<u> </u>	6 hours
		ast Paduation	
	ction Steps, Points for achieving Labour C ban System and Conventional Systems,		
	Variety and Quantity of Kanban, Administra		Ruies of Kalibali,
	d Control	Con or Kanoan	7 hours
	isual Control, Visual Orderliness, Standin	ng Signhoards	
	ds, Relationship between Visual Control		
	on, Methods of Production Scheduling, D		
	ing Techniques, VSM, ROC, TOC		
	geover & Standard Operations		6 hours
	ingeover Improvement, Procedure and Seve	n Rules for Im	
O	, Plan for Achieving Zero Defects, The Po	-	
Yoke and Zero De		,	,
	tions: Establishing Standard Operations,		
	s, Standard Operations and Operations Im the between Automation and Jidoka, Sept		
	on of Jidoka to the Assembly Line, Mai		
	ntenance, Preventing Breakdowns, Strate		
Accidents.	,		•
	emporary Issues		2 hours
Guest lecture by i	ndustry experts on recent trends in lean mar	ufacturing prac	
	<b>Total Lecture hours:</b>		30 hours
# Mode: Flipped	l Class Room, Case Discussion, Lectures		
1.1	,		İ

#### Text Book(s)

- 1. Steve Borris, (2012), Strategic Lean Mapping, McGraw Hill.
- 2. Yasuhiro Monden, (2011) "Toyota Production System: An Integrated Approach to Just-in-Time", 4th edition, CRC Press.

#### **Reference Books**

- 1. Pascal Dennis, (2007) "Lean Production Simplified: A plain Language Guide to the World's Most Powerful Production System", Second Edition, Productivity Press.
- 2. Wilson, (2009), How to Implement Lean Manufacturing, McGraw-Hill Professional.
- 3. Stephen A Ruffa, (2010), The Going Lean Field book, AMACOM, USA.
- 4. Hiroyuki Hirano, (2009), JIT Implementation Manuel (Vol I to Vol VI), 2nd edition, CRC Press.
- 5. John Shook, Alexis Schroeder, (2008), Lean Lexicon, Lean Enterprise Institute, MA, USA.
- 6. Jeffrey K. Liker, David Meier, (2006), The Toyota Way Field Book, McGraw Hill.

#### **Mode of Evaluation Specific Assessment Methods** % Weighting Intended subject learning outcomes to be assessed (Please tick as appropriate) 3 4 5 2 6 **Continue Assessment** 60 Midterm 20 $\sqrt{}$ $\sqrt{}$ $\sqrt{}$ 40 $\sqrt{}$ $\sqrt{}$ $\sqrt{}$ **Final Assessment Test** 100 **Total** Recommended by Board of Studies 11-03-2019 Approved by Academic Council No. 54 Date 14-03-2019

Course	Logistics and Supply Chain Management	L	T	P	J	C				
Code		3		0	0	3				
BMT6180	Pre-requisite:	Ver	sion	1						
OBJECTIV										
	will be able to co-create unique ideas, products and solutions	1 .			1					
	will be able to systematically apply qualitative and quantitative t	echni	ques	to so	olve					
business 1										
	•			_,.	1					
	nt produces original ideas with minimal guidance. Implement	ntatioi	n sol	utio	ns h	ave				
	g evidential support									
	<ul><li>2. Student uses multiple idea creation techniques</li><li>3. Student creates new ideas and combines multiple perspectives to develop new solutions</li></ul>									
	tudent is able to perform a comprehensive quantitative data anal		CW S	Jiuii	OHS					
	tudent is able to interpret qualitative information in detail	y 515								
	tudent is able to represent the analyses as a complete solution to	the b	usine	ess n	roble	em				
	Introduction to Logistics and SC management				Shou					
	Definition and Scope of Logistics and SC – Functions & C	bjecti	ives							
	Value Chain – Service Phases and attributes – Value added logi									
	Role of logistics and SC in Competitive strategy - Understandi				Chai	in				
	Performance measures -Achieving Strategic Fit and Scope-Sup	ply C	hain	Dri	vers					
	and Metrics-Overview of Supply Chain Challenges in India									
Module: 2	Designing the Supply Chain Network				hou					
	Designing Distribution Networks and Applications to Busine the Supply Chain, Network Design in an Uncertain Environme Warehousing Functions – Types – Warehousing decisions and Risk pooling – Decision Model – Layout Design –. Material H	nt facili	ties l	ocat	ion -	_				
	and Systems-Cross Docking.		-6	1						
Module: 3	Planning Demand and Supply in a Supply Chain				5hou	urs				
	Demand Forecasting in a Supply Chain, Aggregate Planning ir	a Su	pply	Cha	in-					
	Sales and Operations Planning: Planning Supply and Demand	in a S	uppl	y Ch	ain-					
	Coordination in a Supply Chain									
Module: 4	Planning and Managing Inventories and Transport in a SC			6	hou	ırs				
	Managing Economies of Scale in a Supply Chain: Cycle	Inve	entor	v-M	anag	ging				
	Uncertainty in a Supply Chain: Safety Inventory-Determining Product Availability									
	Role of Transportation in a SC - Transportation System – Evol									
	and Networks, Freight Management – Route Planning –Contai									
	Characteristics, Inter-Modal Operators and Transport Economic	cs. Pa	ıckaş	ging-	Des	sign				
	considerations.									
Module: 5	Managing cross-functional drivers in a supply chain		r		hou					
	Sourcing Decisions in a Supply Chain-Pricing and Reven Supply Chain-Information Technology in a Supply Chain-Supply Chain Logistics Outsourcing; Logistics Service provider – 3PL, 4PL Information Systems – Need, Characteristics and Design. E-Logistics Characteristics and Design.	Sustai and 5	nabil PL; I	lity Logis	and stics	the				
	and Operation. Logistics Resource Management. Automatic Id	_								
	Technologies. Reverse Logistics – Scope, Design and as a Cor									
Module: 6	Contemporary Issues	1			2hoı	urs				
	Guest lecture by industry experts on Key Issues, Best Practices	s, and	Eme							
	in supply chain and logistics management									

		To	otal Lecture Hou	ırs							30hours
#	Mode: F	lipped Class Room,	Case Discussion	, Lec	tures						
TF.	( D ) (	`									
	t Book(s		D I I I (0	015)	<u> </u>	1 01	• 3	<del>-</del>			
1.		Chopra, Peter Meindl				-	aın M	lanag	emer	nt- St	rategy,
		ng and Operations, 6th	· ·				1	C1 .			4
2.		Wisner, G. Keong Le	C,		- \	2), S	upply	Chai	n Ma	ınage	ment –
		nced Approach, 3rd e	dition, Cengage I	_earn	ıng.						
	Parence B		T : // / C	1 0	1	<u> </u>			11.1		
1.		R. H, (2011), Busine	ess Logistics/Sup	ply C	hain N	/lanag	emen	t, 5th	editi	ion, F	'earson
	Education. 2. Robert Jacobs, Ravi Shankar, Richard Chase (2014), Operations and Supply cha							1 !			
2.		· · · · · · · · · · · · · · · · · · ·	•	iase (	(2014)	, Ope	eration	is an	ıa Sı	uppiy	cnain
2	_	ement, 14th edition, N	$\mathbf{c}$	oin N	Ionoo	~~~ ~~ t	24	مانده	Io	ha W	7:1 or 0-
3.	Sons.	M. H, (2011), Essent	iais of Supply Cr	iain N	/lanag	emeni	, sra (	eanno	n, Jo	nn w	ney &
4		opher M, (2011), Log	rictics and suppl	v oh	nin m	00000	mont.	oron	tina		oddad
4.		ks, 4th edition, FT Pr	- 11	y Ch	aiii iii	anage	mem.	Crea	ung	varue	-auucu
Mo	de of Eva		.035.								
		sessment Methods	% Weighting	Into	ndad	cubic	oct los	rnin	σ 0111	tcom	es to be
Տր	Center As	sessificativications	70 Weighting		essed (	•			_		
				1	2	3	4	5	6	priat	<u> </u>
C	ontinue A	Assessment	60	-		-	+		-		
	Midtern		20	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \							
	1,114,0111	•		'	'	+ '-	1				
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							1				
							1				
Fi	nal Asses	ssment Test	40	V	1	1	1	1	V		
			100	'			+ '-	+ '-	<u>'</u>		

100 Total Recommended by Board of Studies
Approved by Academic Council 11-03-2019 No. 54 14-03-2019 Date

Course code	Materials Managemen	t	L T P J C
BMT6181			3 0 0 0 3
Pre-requisite	Nil		Syllabus version
11c-requisite	TVIII		Synabus version
<b>OBJECTIVES:</b>			
	e able to co-create unique ideas, products and	1 solutions	
	e able to systematically apply qualitative and		hniques to solve
business proble	• • • • •	quantitutive	
OUTCOME:			
	oduces original ideas with minimal guidan	ce. Implementa	tion solutions have
_	ential support	1	
_	s multiple idea creation techniques		
	ates new ideas and combines multiple perspe	ectives to develo	p new solutions
	is able to perform a comprehensive quantity		
	is able to interpret qualitative information is	-	
	is able to represent the analyses as a comple		e business problem
	duction		5 hours
	terials management, Production Planning: D	emand Forecast	
	cheduling, BOM, MRP, Capacity Planning,		
	tory Management		7 hours
	ousing, Stock assessment, Cost of Inven	tory, Selective	Inventory Control,
	ventory Management	3,	,
Module:3 Procu	rement & Vendor Management		8 hours
	ategic Sourcing and Supply Management, P	2P Process, Stra	ntegy Development;
	ering Quantity, Procurement Types, Steps		
evaluation process,	, Negotiation & Ordering, Importing, Procu	rement Cost; Ve	endor Management:
Vendor Developm	ent, Vendor Rating, and Selection and Ar	nalytics Hierarc	hy Process (AHP),
Supplier Performan	nce Management.		
Module:4 Mater	rial Handling		4 hours
Material Handling	System: Cranes, Conveyors, Feeders, Pip	elines, Processii	ng of materials and
Cost			
Module:5 Quali	ty Management		4 hours
Quality Managem	ent and Audit; Supply Quality Management	; Inspection, Ac	ceptance Sampling,
	f supplies; Supply Base Integration.	, 1	1 1 6
Module:6 Conte	emporary Issues		2 hours
Guest lecture by in	ndustry experts on E-sourcing for competitive	e advantage	
	Total Lecture hours:		30 hours
# Mode: Flipped (	Class Room, Case Discussion and Lectures		
Text Book(s)	class Room, Case Biseassion and Lectures		
	Arnold, Stephen N. Chapman, Lloyd N	M Clive (201	1) Introduction to
•	Management, 7th edition, Pearson.	vi. Clive, (201)	i), introduction to
	M Robert et al, (2016), Purchasing and Supp	dy Chain Manac	rement 6th edition
Cengage L		ory Chain Manag	gement, our carrion,
Reference Books	ommig.		
	Hirano, (2009), JIT Implementation Manu	al (Series) 2nd	edition FI : CRC
Press.	imano, (2007), 311 implementation Manu	(501105), 2110	camon, 11. CRC
	Cavinato, Ralph G. Kauffman, (2000). The	Purchasino Har	ndbook, 6th edition
McGraw H		i divinuoning man	accon, our carnon,
	ollish, John Semanik, (2012),The Procure	ment and Supp	ly Manager's Desk
	2nd edition, NJ: John Wiley & Sons.	mone and bapp	i, managers Desk
Reference	ZHO EURIOH, INJ. TOHIL WILEV & SONS		

Francis).  Mode of Evaluation									
<b>Specific Assessment Methods</b>	% Weighting Intended subject learning outcomes assessed (Please tick as approp								
			1	2	3	4	5	6	
Continue Assessment	40								
Midterm	20				<b>√</b>				
Final Assess□ent Test	40		1	1	1	1	1	1	
Total	100	)							
Recommended by Board of Studie	Recommended by Board of Studies 11-03-20								 ·
Approved by Academic Council	No. 54		Date	•	14-03	3-201	9		

Course code	<b>Operations Analytics</b>	L T P J C
BMT6182		3 0 0 0 3
Pre-requisite	BMT5118	Syllabus version
-		v. 01.00
<b>OBJECTIVES:</b>		
students will	be able to identify business problems and formulate alternative	ve courses of action
students will	be able to systematically apply qualitative and quantitative te	chniques to solve
business prob	olems	•

- 1. The student is comprehensively able to describe the problem in a decision making Student uses multiple idea creation techniques
- 2. The student is able to come up with multiple alternatives to resolve the problem
- 3. The student is able to suggest a very comprehensive and implementable action plan
- 4. The student is able to interpret qualitative information in detail
- 5. The student is able to represent the analyses as a complete solution to the business problem
- 6. The student is able to perform a comprehensive quantitative data analysis

#### **Module:1** | Prescriptive Analytics - Optimization 5 hours Game theory: Two person zero-sum game with saddle point – Game problems of Mixed strategy - Method of dominance – Graphic method for 2Xn or mX2 games – Mixed strategies for 3X3 game – Method of linear programming **Module:2** | Predictive Analytics 5 hours Replacement Problems: Replacement models that deteriorate with time – Replacement of items whose maintenance costs increase with time and value of money also changes with time –Replacement of items that fail suddenly **Module:3** Inventory Models 8 hours Materials Management and Procurement: Inventory Problems: Deterministic model - Costs -Decision variables-Economic order Quantity with and without shortage - Quantity discount -Probabilistic Inventory model - Inventory systems - Safety stock - Instantaneous and noninstantaneous receipt of goods – Re-order level – ABC Analysis **Module:4** Decision Making Models 5 hours Decision Making under uncertainty - Decision making under certainty and Risk- Decision Tree **Module:5** | Queuing Models 5 hours Introduction to Queuing Theory – (M/M/1): (\infty/FCFS), (M/M/1): (N/FCFS), (M/M/C): $(\infty/FCFS), (M/M/C): (N/FCFS)$

**Module:6** | Contemporary Issues

2 hours

30 hours

Guest lecture by industry experts on contemporary operational analytics tools used by corporates in decision making

# Mode: Flipped Class Room, Case Discussions, Lectures

**Total Lecture hours:** 

#### Text Book(s)

- Andersen, Sweeney etal, (2016), Quantitative Methods for Business, 13th edition, Cengage Learning.
- 2. Wayne L. Winston, S. Christian Albright, (2016), Practical Management Science, 5th edition, Cengage Learning.
- Arun Kumar, N. Meenakshi, (2014) Operations Management, Cengage Learning.

#### Reference Books

- Hamdy Taha, (2016), Operations Research, 10th edition, Prentice Hall India.
- S.D.Sharma, KedarNath, (2014), Operations Research, Ram Nath & Co. 2.
- V.K.Kapoor, (2014), Operations research Techniques for Management, 5th edition, Sultan

<b>Specific Assessment Methods</b>	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
			1	2	3	4	5			
<b>Continue Assessment</b>	60									
Midterm	20		V		1	$\sqrt{}$	1			
Final Assessment Test	40					1				
Total	100	)								
Recommended by Board of Studies 11-03-20			)			•				
Approved by Academic Council		No. 54		Date	•	14-03	3-2019	)		

Course cod	e	Programming for Analy	tics	L T P J C						
BMT61	83			2 0 2 0 3						
Pre-requisi	te	Nil		Syllabus version						
_										
<b>OBJECTIV</b>	/ES:			_						
students	will be	able to make decisions under constraints								
students	will be	able to systematically apply qualitative and	d quantitative te	chniques to solve						
business	proble	ms								
students	will be	able to involve stakeholders and team men	nbers in executi	ng decisions						
OUTCOM	E:									
1. Stud	ent is al	ole to relate all contextual factors in decisio	n making							
2. Stud	ent is al	ole to analyse many costs and consequences	s of decision							
3. The	action p	lan considers many of the constraints in the	e given context							
4. The	4. The student is able to perform a comprehensive quantitative data analysis									
5. The	student	is able to interpret qualitative information i	in detail							
6. The	student	is able to represent the analyses as a compl	ete solution to t	the business problem						
7. The	student	is able to establish a favorable team clima	ate and ensure	enthusiastic decision						
mak	_									
		is able to elicit constructive feedback in co								
		t is able to facilitate enthusiastic sta	keholder/team	participation and						
		in decision making	1							
Module:1	Introd	uction to R		4 hours						
		ory of R-R Console Input and output Evalu								
		s - R Objects and Attributes- Vectors and I								
	a Frame	s-Names – Reading data in and out of $R-S$	Subsetting R ob	jects – Date and						
time	~ .	1.6	1							
Module:2		ol Structures		2 hours						
		Nested for loops – while loop – repeat – n	ext- break							
		ons and Packages	<u> </u>	3 hours						
		rgument Matching – lazy Evaluation –	Scoping rules	– lexical scoping –						
•		Loop functions – Strings – Packages in R	1							
Module:4		gging and Simulation		2 hours						
		R – using traceback() – debug() – recove								
		number seed – simulating a linear model – i	random samplir							
Module:5		Interfaces, Charts & Graphs, R		7 hours						
COLL C1	statist		) 1 D'	1 , D 1 ,						
		l files – Binary files – XML files – I		chart – Bar chart –						
BoxOBJEC	TIVESt	s – Histograms – Line graphs – Scatter OB	JECTIVESts							
Mean medi	an & n	node – Linear & Multiple regression –	Normal & Bin	omial distribution -						
		n regression – Time series analysis – Non-								
		ustering -Chi square test – Text mining								
Module:6		mporary Issues		2 hours						
Guest lectu	ıre by ir	dustry experts on Emerging trends in Anal	ytics by using F							
		Total Lecture hours:	20 hours							
		Practical in programming	20 hours							
		1 .8								
	i		I							

### Text Book(s)

- 1. Roger D. Peng (2015), R Programming for Data Science, Lean Publications
- 2. Paul Teetor (2011), R Cookbook, O'Reilly Publications.

# Reference Books

- 1. Garrett Grolemund (2014), Hands-On Programming with R: Write your own functions and simulations, O'Reilly Publications.
- 2. Richard Cotton (2013), Learning R: A step-by-step function guide to Data Analysis, O'Reilly Publications.
- 3. Sandip Rakshit (2017), R programming for Beginners, McGraw Hill publications.
- 4. Winston Chang (2018), R Graphics Cookbook, Second Edition, O'Reilly Publications

Mode of Evaluation: Midterm, Quizzes, Assignments, Practical and FAT

<b>Specific Assessment Methods</b>	% Weighting				ect lea se tick			ies to bo te)
		1	2	3	4	5	6	
<b>Continue Assessment</b>	60							
Midterm	20			1				
Final Assessment Test	40	1		1	V			
Total	100							
Lab	100							

Lab	100								1
Recommended by Board of Studies	S	11-03-2019	)						
Approved by Academic Council		No. 54		Date	14-03	-2019	9		

Course code	e	Project Management	
BMT618	34		2 0 0 4 3
Pre-requisit	te	Nil	Syllabus version
<b>OBJECTIV</b>			1
		e to formulate competitive strategies for the	-
business pro		ble to systematically apply qualitative and	a quantitative techniques to solve
OUTCOME			
		lent provides a definitive and outstanding a	assessment of the market share and
		tive advantage of competitors in the market	
		lent does a comprehensive analysis of poten	
		lent provides comprehensive industry assess	
		entation details	-
		lent is able to perform a comprehensive quar	•
		lent is able to interpret qualitative information	
		dent is able to represent the analyses as a	complete solution to the business
	roblem		
		et Appraisal and Selection	5 hours
		t overview: Definition and examples of pro	
		ypical project problems, Human issues in Prelentification and screening: (Brainstorming,	
		ntal opportunities and threats, Identification	
and Selection		ital opportunities and uneats, identification	and screening ) Troject Appraisar
Module:2		Time and Cost Management	3 hours
Project Orga		n Structure, Culture – Scope Managemen	t - Defining the Project - SOW -
WBS and P			
		ime Management – Network Diagram – F	
Critical path	1 – P	ERT and CPM - AOA and AON metho	ds - tools for Project Network -
Critical path Estimation T	n – P Technig	ERT and CPM - AOA and AON metho ues - Cost Management – Earned Value Me	ds – tools for Project Network – thod
Critical path Estimation T	n – P Technig <b>Quali</b> t	ERT and CPM - AOA and AON metho ues - Cost Management – Earned Value Mety, Resource, Stakeholder and	ds - tools for Project Network -
Critical path Estimation T Module:3	n — P Techniq Qualit Procu	ERT and CPM - AOA and AON metho ues - Cost Management — Earned Value Mety, Resource, Stakeholder and rement Management	ds – tools for Project Network – thod  4 hours
Critical path Estimation T Module:3	n – P Techniq <b>Qualit</b> <b>Procu</b> irance	ERT and CPM - AOA and AON metho ues - Cost Management – Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quality	ds – tools for Project Network – thod  4 hours  lity audit Methods of enhancing
Critical path Estimation T Module:3  Quality assuruality: the	n – P Techniq Qualit Procu trance differer	ERT and CPM - AOA and AON methoues - Cost Management – Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quant types of testing, inspections, reviews, star	ds – tools for Project Network – thod  4 hours  lity audit Methods of enhancing adards. Management and control of
Critical path Estimation T Module:3  Quality assured quality: the ottesting - Hur	n – P Techniq Qualit Procu Irance differen	ERT and CPM - AOA and AON metho ues - Cost Management – Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quality types of testing, inspections, reviews, starsource Management - Scheduling Resource	ds – tools for Project Network – thod  4 hours  lity audit Methods of enhancing adards. Management and control of es – Resource Allocation methods -
Critical path Estimation T Module:3  Quality assured quality: the detecting - Hur Reducing Pressure Testing - Pressure Testing - Hur Reducing - Hur Reduci	n – P Technig Qualit Procu trance different man Re	ERT and CPM - AOA and AON methoues - Cost Management – Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quality types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource leveragement - Scheduling Resource uration:	ds – tools for Project Network – thod  4 hours  Lity audit Methods of enhancing adards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles
Critical path Estimation T Module:3  Quality assure quality: the ottesting - Hur Reducing Prand skills —	n — P Techniq Quality Procu Irance different man Recoject de Proble	ERT and CPM - AOA and AON methoues - Cost Management – Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quality types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource levem solving skills - Project Manager roles	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing dards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles and responsibilities – Stakeholder
Critical path Estimation T Module:3  Quality assured quality: the esting - Hur Reducing Prand skills — Management	n — P Cechniq Qualit Procu Irance differen man Re roject d Proble t: Ide	ERT and CPM - AOA and AON metho ues - Cost Management – Earned Value Me ty, Resource, Stakeholder and rement Management and quality control, project audit and qua- ant types of testing, inspections, reviews, star source Management - Scheduling Resource uration: Project Crashing and resource less em solving skills - Project Manager roles ntify Stakeholders - Plan Stakeholder Manager	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing adards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder
Critical path Estimation T Module:3  Quality assured quality: the ottesting - Hur Reducing Prand skills — Management	n — P Cechniq Qualit Procu Irance differen man Re roject d Proble t: Ide	ERT and CPM - AOA and AON methoues - Cost Management – Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quality types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource levem solving skills - Project Manager roles	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing adards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder
Critical path Estimation T Module:3  Quality assured quality: the otesting - Hurr Reducing Prand skills — Management Engagement Module:4	Procu Procu Trance different man Recoject de Problet t: Ide c- Cont Risk Mana	ERT and CPM - AOA and AON methoues - Cost Management – Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quant types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource lever solving skills - Project Manager roles ntify Stakeholders - Plan Stakeholder Maragement — Procurement Management and Communication gement	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing adards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder Management  3 hours
Critical path Estimation T Module:3  Quality assured quality: the contesting - Hurr Reducing Prand skills - Management Engagement Module:4  Risk identification T Module:4	Procu Quality Procu grance different man Respondent Problet to Ede to Cont Risk Mana	ERT and CPM - AOA and AON methoues - Cost Management — Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quant types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource lem solving skills - Project Manager roles ntify Stakeholders - Plan Stakeholder Marol Stakeholder Engagement — Procurement Management and Communication gement  Etypes of risk, risk checklists-Risk priority	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing dards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder Management  3 hours
Critical path Estimation T Module:3  Quality assured quality: the ottesting - Hurr Reducing Prand skills — Management Engagement Module:4  Risk identification including risk	Procu Procu Irance different man Retroject de Problet t: Idet Cont Risk Mana ication is k avoid	ERT and CPM - AOA and AON methoues - Cost Management — Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quality types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource lever solving skills - Project Manager roles ntify Stakeholders - Plan Stakeholder Marol Stakeholder Engagement — Procurement Management and Communication gement  Etypes of risk, risk checklists-Risk prioridance, risk transfer, risk reduction, risk mit	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing dards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder Management  3 hours
Critical path Estimation To Module:3  Quality assured quality: the otesting - Hurr Reducing Prand skills — Management Engagement Module:4  Risk identification including risk register	Quality Procusion Procusion Reservation Re	ERT and CPM - AOA and AON methoues - Cost Management – Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quant types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource lever solving skills - Project Manager roles ntify Stakeholders - Plan Stakeholder Management — Procurement Management and Communication gement  types of risk, risk checklists-Risk priority dance, risk transfer, risk reduction, risk minimunication Management	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing adards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder Management  3 hours  itization-Risk management tactics, tigation and contingency planning-
Critical path Estimation To Module:3  Quality assured quality: the esting - Hurr Reducing Present and skills - Management Engagement Module:4  Risk identification risk register Module:5	Procurrence difference	ERT and CPM - AOA and AON methoues - Cost Management — Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quant types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource lever solving skills - Project Manager roles antify Stakeholders - Plan Stakeholder Management — Procurement Management and Communication gement  Extra types of risk, risk checklists-Risk priority dance, risk transfer, risk reduction, risk minimunication Management  Trance Management	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing adards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder Management  3 hours  A hours
Critical path Estimation To Module:3  Quality assured quality: the observed testing - Hurr Reducing Present and skills — Management Engagement Module:4  Risk identification risk register Module:5  Project Interestimation To Module:5	Procuntance different an Respect of Problet - Content Risk  Managication: Sk avoid se - Content Risk  Managication: Sk avoid se - Content Risk  Performance Risk Risk Risk Risk Risk Risk Risk Risk	ERT and CPM - AOA and AON methoues - Cost Management — Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quant types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource lever solving skills - Project Manager roles antify Stakeholders - Plan Stakeholder Marol Stakeholder Engagement — Procurement Management and Communication gement  Types of risk, risk checklists-Risk prioridance, risk transfer, risk reduction, risk minimunication Management Types and Performance measurement and Progress and Performance measurement and Perfor	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing dards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder Management  3 hours  Alitization-Risk management tactics tigation and contingency planning-  3 hours  and evaluation – Project monitoring
Critical path Estimation T Module:3  Quality assured quality: the off testing - Hur Reducing Properties and skills — Management Engagement Module:4  Risk identification risk register Module:5  Project Integration Testing Project Integration Testing Properties Integration Testing Project Integration Testing Pr	Procurrance different an Respect of Problet - Contest Augustion Section Sectin	ERT and CPM - AOA and AON methoues - Cost Management — Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quality types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource lever solving skills - Project Manager roles ntify Stakeholders - Plan Stakeholder Management — Procurement Management and Communication gement  Express of risk, risk checklists-Risk prioridance, risk transfer, risk reduction, risk minimunication Management  The mance Management  The Progress and Performance measurement and, developing a status report and other contractions.	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing dards. Management and control of es – Resource Allocation methods – veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder Management  3 hours  Alitization-Risk management tactics tigation and contingency planning and evaluation – Project monitoring ol issues - Project audit and closure
Critical path Estimation T Module:3  Quality assure quality: the off testing - Hurr Reducing Properties and skills — Management Engagement Module:4  Risk identification risk register Module:5  Project Interinformation — audit production Testing Project Interinformation — audit pr	Quality Procustrance different an Respond to Froblet : Ide to Content a Section of Section a System cess, process, proce	ERT and CPM - AOA and AON methoues - Cost Management – Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quant types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource lever solving skills - Project Manager roles antify Stakeholders - Plan Stakeholder Management – Procurement Management and Communication gement  Etypes of risk, risk checklists-Risk priority dance, risk transfer, risk reduction, risk minimunication Management  Thank Management  - Progress and Performance measurement and, developing a status report and other controject closure, team, team member and project	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing dards. Management and control of es – Resource Allocation methods – veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder Management  3 hours  Alitization-Risk management tactics tigation and contingency planning and evaluation – Project monitoring ol issues - Project audit and closure et manager evaluations -
Critical path Estimation To Module:3  Quality assure quality: the object testing - Hurr Reducing Present and skills - Management Engagement Module:4  Risk identification including risk register Module:5  Project Internation - audit product internation attaining for the module of th	Procu Procu Trance different an Re- roject do Problet: Ide to Problet: Ide to Problet: Problet: Problet: Problet: Problet: Problet: Performance and Project an	ERT and CPM - AOA and AON methoues - Cost Management – Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quant types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource lever solving skills - Project Manager roles and Stakeholders - Plan Stakeholder Management — Procurement Management and Communication gement and Communication gement and Communication gement — Tropic of risk, risk checklists-Risk prioridance, risk transfer, risk reduction, risk minimunication Management — Progress and Performance measurement and, developing a status report and other controject closure, team, team member and projects — environmental factors, cross cultural cutional projects - Future likely trends in Projects and Projects - Future likely trends in Projects and Projects - Future likely trends in Projects - Environmental factors, cross cultural cutional projects - Future likely trends in Projects - Future likely trends in	ds – tools for Project Network – thod  4 hours  Ality audit Methods of enhancing adards. Management and control of es – Resource Allocation methods - veling methods - Leadership styles and responsibilities – Stakeholder anagement – Manage Stakeholder Management  3 hours  Alitization-Risk management tactics tigation and contingency planning- and evaluation – Project monitoring ol issues - Project audit and closure ct manager evaluations - onsiderations, selection and
Critical path Estimation T Module:3  Quality assured quality: the off testing - Hur Reducing Present and skills — Management Engagement Module:4  Risk identification risk register Module:5  Project Internation and training for unresolved	Procu Procu Procu Procu Procu Procu Problet: Ide Problet: Ide Problet: Ide Problet: Ide Problet: Cont Risk Mana Sk avoids — Cont Performal System Person Person System Person System Problet Ide Problet Ide Person Ide Person Ide Person Ide Problet Ide Person Ide Person Ide Problet Ide Person Ide Person Ide Problet Ide Person Ide Person Ide Problet Ide Person Ide Person Ide Problet Ide Person Ide Person Ide Person Ide Problet Ide Person Ide Person Ide Problet Ide Person Ide Person Ide Problet Ide Person Ide Problet Ide Person Ide Person Ide Problet Id	ERT and CPM - AOA and AON methoues - Cost Management — Earned Value Mety, Resource, Stakeholder and rement Management and quality control, project audit and quant types of testing, inspections, reviews, starsource Management - Scheduling Resource uration: Project Crashing and resource lever solving skills - Project Manager roles antify Stakeholders - Plan Stakeholder Management — Procurement Management and Communication gement  Extra types of risk, risk checklists-Risk priority dance, risk transfer, risk reduction, risk minimunication Management  The Progress and Performance measurement and developing a status report and other controject closure, team, team member and projects — environmental factors, cross cultural controllers.	ds – tools for Project Network thod  4 hours  A hours  Ality audit Methods of enhancing dards. Management and control of es – Resource Allocation methods weling methods - Leadership style and responsibilities – Stakeholder anagement – Manage Stakeholder Management  3 hours  A hours

Guest lecture by industry experts on recent trends in project management

2 hours

**Module:6** Contemporary Issues

	Total Lectu	re ho	urs:					20	hours
<b>Project:</b> Team of maximum 6 students project. The faculty coordinator we based on the modules.			the	20 Non- conta hour	act				
# Mode: Flipped Class Room,		s, Lect nd Pro							
Text Book(s)						,			
1. James P Lewis, (2012), Fund	amentals of Proj	ect Ma	anage	ement,	4th ec	litior	ı, ĀM	[ACC	ΟM
Reference Books  1. Thomas Mochal, Jeff Mochal,									
3	5th edition, Project Management Institute.  Mode of Evaluation								
<b>Specific Assessment Methods</b>	% Weighting			subje (Please					es to be e)
		1	2	3	4	5	6		
Continuous Assessment	40								
Midterm	20			V					
Final Assessment Test	40	V	1	V	<b>√</b>	2/	V		
Total	100	V	I V	I V	V	V	l V		
Project	100								
Review 1	20		1 1	1 1	I V	V			
Review 2	3	V	V	V	1	1	V		
Review 3	50		V	1		1			
Total	100								
Recommended by Board of Studie		)							
Approved by Academic Council	No. 54		Date	e	14-03	-201	9		

Course code	Quality Management		L	T	PJ	C
BMT6185			3	0	0 0	3
Pre-requisite	Nil		Sylla			
Tre requisite	111		Бупа	, Du		2.00
<b>OBJECTIVES:</b>					*. 0	2.00
students wi	Il be able to systematically apply qualitative	and quantitative	technic	que	s to	
	ess problems	1		1		
<b>OUTCOME:</b>	•					
1. The student	t is able to perform a comprehensive quantita	ative data analys	is			
	t is able to interpret qualitative information in					
	t is able to represent the analyses as a comple		e busin	ess	prob	lem
	iple of Quality Management				hou	
	ty: Deming, Miller - Crosby Theories – Char	acteristics of Ou	ality L	ead	ers -	
	et quality – Customer Orientation. Evaluation					
	ty Control – TQM System.		J	U		
	ty Planning & Control			7	hou	irs
	- SMART Goal setting – Designing for Qua	lity – Quality Ir	spection	n -	- Co	ntro
	for Quality variations – Process control – Pr					
Quality Control Sc	ientific Approach to TQM – Data based app	oroach – Quantif	ication	<b>- S</b>	Statis	tica
tools – Quality Con	ntrol Tools – New 7 tools.					
	Techniques				hou	
	M implementation – Benchmarking – Quali					
	Function DeOBJECTIVESyment – Corrective					
	<ul> <li>Root Cause Analysis – Quality Circle</li> </ul>					
	Continuous Improvement Techniques – PC		Brain	Sto	rmin	g -
	OCA Cycle – Quality Assurance – ISO 9000	Certification.				
Module:4 Relia	· ·				5 hou	
	Failure rate – Failure Density – Hazard rate					
	Reliability – System reliability – Series &	Parallel configu	ıration	– R	eliat	oility
Improvement by R	•	1				
	tainability and Availability				hou	
	e – Mean time to repair – Mean time bet	ween maintenai	nce –	P	revei	ıtiv€
	vntime – Maintainability trade off.	1				
	emporary Issues	1	• , • •		<u>hou</u>	rs
•	ndustry experts on Issues & Challenges of in	nplementing, ma	ııntaınıı	ng a	and	
improving the Qu	ality System in Industries.			2.0		
	Total Lecture hours:			3(	) hot	ırs
# Mode: Flipped (	Class Room, Case Discussion and Lectures					
Text Book(s)						
1. Dale H. E	Besterfield, Hemant Urdhwareshe, Mary B	esterfield-Sacre,	Carol	Be	sterf	ield.
Michna, R	ashmi Urdhwareshe, Glen H. Besterfield, (	2014), Total Qu	ality N	1an	agen	nent
-	d edition, Pearson India.		•		_	
	th, (2011), Reliability Engineering, Affiliated	d East West Pres	s, New	De	lhi.	
	Evens, (2014), Managing for Quality and Pe		-			tion
Cengage I	earning.					
Reference Books						
1. Samuel K	Ho, (2004), TQM – An Integrated Approach	, Crest Publishir	ng Hou	se.		
	Juran Ed, (2000), Juran's Quality Handbook		_			
1 /	mott, Dennis McCarthy, (2001), TPM: A F					ınce
	n Rutterworth-Heinemann					

2nd edition, Butterworth-Heinemann.

4. John Gilbert, (1993), Tota	John Gilbert, (1993), Total Quality Management, Affiliated East West Press. <b>Iode of Evaluation:</b> Mid-term examination: Unit 1, 2 & 3, Quiz & Digital assignments											
Mode of Evaluation: Mid-term ex	xami	nation: Unit	1, 2 &	& 3, Q	uiz &	Digit	al ass	ignn	ents			
Specific Assessment Methods	%	Weighting								es to be		
			asse	ssed (	Pleas	se tick	as ap	pro	priat	te)		
			1	2	3	4	5					
<b>Continue Assessment</b>	60											
Midterm	20			1								
				+	1							
Final Assessment Test	40		1	1	1	1	1					
Total	100	)										
Recommended by Board of Studie	Recommended by Board of Studies 1									<u> </u>		
Approved by Academic Council		No. 54		Date	<u> </u>	14-03	3-2019	)				

Course code		Service Operation	ons Ma	Ianagement L T P J C								
BMT6186	N T • T						1	-		0		3
Pre-requisite	Nil							Sy	llab	us	vei	sion
OBJECTIVES:												
	he able to syst	tematically apply	, qualit	ative	and a	nantite	ative	tech	niai	100	to.	
solve busine		cinatically apply	quam	alive	and q	ианны	ative	teen	mqu	ıcı	, 10	
OUTCOME:	BB prooreins											
	is able to perfo	rm a comprehens	sive au	antita	tive d	ata an	alvsi	is				
		oret qualitative in					<i>j</i>					
		sent the analyses					to th	e bus	sines	SS	prol	olem
	uction to Serv										hou	
Introduction to Serv	ices - Service (	Operations and S	trategy	/-Forn	nulati	ng Str	ateg	y-Ne	w S	er	vice	
Development and M	Ianaging Servi	ce					٠.					
Module:2 Service										7	hou	rs
Designing the Service											lana	ging
the Service Experier			valuat	ion-O	utsou	cing a	and (	Offsh				
	g Time mana										hou	
Waiting Time Management -Front-Office / Back-Office Interface-Team Meeting/Work Time-												
Using Technology in Service Operations												
Module:4Revenue, Quality and Yield Management6 hoursRevenue Management-Service Quality & Strategy- SERVQUAL-Managing Service Experience-												
Six Sigma for service process improvement, Managing Capacity and Demand-Yield Management												
Module:5   Queuing Models   4 hours     Queuing Models and Capacity Planning-Tools for Managing Service												
1	mporary Issue		Iviana	ging S	OCI VIC					2	hou	re
			in com	ice or	peratio	ns m	าทลด	emer			IIOu	13
Guest lecture by industry experts on recent trends in service operations management.												
Guest recture by III	dustry experts									<u> </u>	1011	rs
		Total Lectu	ire hoi	urs:						0 ]	1ou	rs
# Mode: Flipped C		Total Lectu	ire hoi	urs:						0 1	iou	rs
# Mode: Flipped C Text Book(s)	lass Room, Ca	Total Lectuse Discussion an	ire hou d Lecti	urs: ures	mati am				3			
# Mode: Flipped C Text Book(s) 1. Richard D	lass Room, Ca Metters, (201	Total Lectu	ire hou d Lecti	urs: ures	ration				3			
# Mode: Flipped C Text Book(s)  1. Richard D Cengage Le	lass Room, Ca Metters, (201 earning.	Total Lectuse Discussion and 2), Successful S	d Lect	urs: ures Ope		s Ma	nage	ment	3, 21	ıd	ed	ition,
# Mode: Flipped C  Text Book(s)  1. Richard D Cengage Le 2. Collier, Eva	lass Room, Ca Metters, (201 earning. ans, Ganguly,	Total Lectuse Discussion and 2), Successful States (2016), Operation	d Lect	urs: ures Ope		s Ma	nage	ment	3, 21	ıd	ed	ition,
# Mode: Flipped C  Text Book(s)  1. Richard D Cengage Le 2. Collier, Eva 3rd edition,	lass Room, Ca Metters, (201 earning.	Total Lectuse Discussion and 2), Successful States (2016), Operation	d Lect	urs: ures Ope		s Ma	nage	ment	3, 21	ıd	ed	ition,
# Mode: Flipped C  Text Book(s)  1. Richard D Cengage Le 2. Collier, Eva 3rd edition,  Reference Books	lass Room, Ca Metters, (201 earning. ans, Ganguly, Cengage Lear	Total Lectuse Discussion and 2), Successful S (2016), Operationing.	d Lectronice Service ons ma	ures Ope	nent–	s Ma A Sc	nage outh	ment India	30 c, 21	nd er	ed	tion,
# Mode: Flipped C  Text Book(s)  1. Richard D Cengage Le 2. Collier, Eva 3rd edition,  Reference Books  1. Haksever C	lass Room, Ca Metters, (201 earning. ans, Ganguly, Cengage Lear	Total Lectuse Discussion and 2), Successful S (2016), Operationing.	d Lectronice Service ons ma	ures Ope	nent–	s Ma A Sc	nage outh	ment India	30 c, 21	nd er	ed	tion,
# Mode: Flipped C  Text Book(s)  1. Richard D Cengage Le 2. Collier, Eva 3rd edition,  Reference Books  1. Haksever C Operations,	Metters, (201 carning. ans, Ganguly, Cengage Lear C, Render B, R 2nd edition, P	Total Lectures Discussion and 2), Successful States (2016), Operationing.  Russell S. R,Murrentice Hall.	d Lectrons ma	ures Ope	ment-	s Ma A So 7), Se	nage outh	ment India	3, 21 nn P	nd er en	ed	tion,
# Mode: Flipped C  Text Book(s)  1. Richard D Cengage Le 2. Collier, Eva 3rd edition,  Reference Books  1. Haksever C Operations, 2. James A. Fi	lass Room, Ca Metters, (201 earning. ans, Ganguly, Cengage Lear C, Render B, R 2nd edition, P itzsimmons, M	Total Lectures Discussion and 2), Successful States (2016), Operation of the Company of the Comp	d Lectrons mandal Fredrick Fons, (20	ures Ope nager	nent–	s Ma A Sc 7), Se	nage outh	ment India	3, 21 nn P	nd er en	ed	tion,
# Mode: Flipped C  Text Book(s)  1. Richard D Cengage Le 2. Collier, Eva 3rd edition,  Reference Books  1. Haksever C Operations, 2. James A. Fi	lass Room, Ca Metters, (201 earning. ans, Ganguly, Cengage Lear C, Render B, R 2nd edition, P itzsimmons, M formation Tecl	Total Lectures Discussion and 2), Successful States (2016), Operationing.  Russell S. R,Murrentice Hall.	d Lectrons mandal Fredrick Fons, (20	ures Ope nager	nent–	s Ma A Sc 7), Se	nage outh	ment India	3, 21 nn P	nd er en	ed	tion,
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# Mode: Flipped C  Text Book(s)  1. Richard D Cengage Le 2. Collier, Eva 3rd edition,  Reference Books  1. Haksever C Operations, 2. James A. Fi Strategy, In  Mode of Evaluation	lass Room, Ca Metters, (201 earning. ans, Ganguly, Cengage Lear C, Render B, R 2nd edition, P atzsimmons, M formation Tecl	Total Lectuse Discussion and 2), Successful S (2016), Operationing.  Russell S. R,Murrentice Hall. ona J. Fitzsimmohnology, 8th edit	Gervice ons ma	ures Ope nager	( 200 Service Hill	s Ma A Sc 7), Se	nage outh ervice nage	ment India e Ma ment	nag	er en	ed spec	etive,
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Course	Stratogy for Entarprise Descripe Dlanning	L	T	P	J	C
Code	Strategy for Enterprise Resource Planning	3	0	0	0	3
BMT6187	Pre-requisite: NIL	Vers	ion:			

#### **OBJECTIVES:**

students will be able to formulate competitive strategies for the digital market places students will be able to identify business problems and formulate alternative courses of action

#### **OUTCOME:**

- 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 2. The student does a comprehensive analysis of potential dangers of competitors activity
- 3. The student provides comprehensive industry assessment and strategy formulation and implementation details
- 4. The student is comprehensively able to describe the problem in a decision making
- 5. The student is able to come up with multiple alternatives to resolve the problem
- 6. The student is able to suggest a very comprehensive and implementable action plan

Modules	Topics	Hour s
Module:	Introduction to ERP	3
	ERP Concepts – Evolution of ERP – Benefits – Emerging Trends in ERP adoption – ERP Architecture - Limitations – case studies	
Module: 2	Business Process Reengineering	6
	Business Process Reengineering Concepts – Reengineering and Process Improvement – BPR Steps – AS-IS and TO – BE Analysis – Modeling Business Process –Organizational Readiness – Implementation Approaches – case studies	
Module: 3	ERP Implementation	6
	ERP Implementation life Cycle – Various methodologies – costs involved in ERP Implementation – ERP Project Management – case studies	
Module:	ERP Modules	7
	ERP Modules in commercial packages - Finance, Sales, Human Resources, Plant Maintenance, Materials, Quality – ERP Industries verticals – Major ERP Vendors – Selection of Vendors and consultants and their roles – case studies	
Module: 5	ERP Post – Implementation & Integration with other tools	6
	ERP Post Implementation phases - Extended ERP - Nest wave of ERP - Integrating ERP with Supply Chain Management (SCM) & Customer Relationship Management (CRM) - case studies	
Module: 6	Contemporary Issues	2
	Guest lecture by industry experts on Key Issues, Best Practices, and Emerging trends in Enterprise Solutions	
Toyt Pools	Total Lecture Hours	30

#### Text Book(s)

1. Vinod Kumar Garg and NK Venkita Krishnan. (2011), *Text Book of Enterprise Resource Planning – Concepts and Practice*, PHI., New Delhi.

#### **Reference Books**

- Marianee Bradford (2015), Modern ERP Select, Implement and Use Today's Advanced 1. Systems, North Carolina State University, USA
- K Ganesh and Sanjay Mohapatra, etl. (2014), Text Book of Enterprise Resource Planning -2. Fundamentals of Design and Implementation, Springer., London
- Luvai Motiwala and Jeffrey Thomson, (2012), Enterprise Systems for Management, Pearson 3. Education, NJ.
- Thomas F. Wallance and Michael H Kremzar (2001), ERP: Make it Happen- The Implementer's 4. Guide to Success with Enterprise Resource Planning, John Wiley & Sons, Inc., NJ

### **M** ode of Evaluation

<b>Specific Assessment Methods</b>	% Weightin		Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5	6			
Continue Assessment	40									
Midterm	20	1		1						
<b>Final Asse</b> □sment Test	40	V	<b>√</b>	V	√	√	1			
Total	100									
Recommended by Board of Studie	es 11-03-2	2019								
	37 54			_			4.4.04		1.0	

Approved by Academic Council No. 54 Date 14-03-2019

<b>Course Code</b>	Supply Chain Analytics	L	T	P	J	C
BMT6188		2	0	0	4	3
Prerequisite:		Ver	sion	:		

### **OBJECTIVES:**

students will be able to make decisions under constraints

students will be able to systematically apply qualitative and quantitative techniques to solve business problems

### **OUTCOME:**

- 1. Student is able to relate all contextual factors in decision making
- 2. Student is able to analyse many costs and consequences of decision
- 3. The action plan considers many of the constraints in the given context
- 4. The student is able to perform a comprehensive quantitative data analysis
- 5. The student is able to interpret qualitative information in detail
- 6. The student is able to represent the analyses as a complete solution to the business problem

Modules	Topics	
Module: 1	Introduction to supply chain analytics	3 Hours
	Understanding functional activities or data set relevance to	
	logistics and supply chain management- Strategies for data	
	collection and aggregation-Approaches to analysis of functional	
	data-Integrating results of functional analyses to better	
	understand logistics and supply chain performance-Developing	
	improvement strategies based on results of data analyses	
Module: 2	Supply planning analytics	4 Hours
	Procurement and Strategic Sourcing - Inventory Modeling-	
	aggregate planning and resource allocation decisions-	
	Procurement Analytics- Production modeling- Prescriptive	
	Analytics: Making the Best Decisions in Settings with Low	
	Uncertainty- Decision Trees, Making the Best Decisions in	
	Settings with High Uncertainty- Warehouse location and the	
77 7 7 7	GRG Multistart and Evolutionary Solver engines-case studies	4 **
Module: 3	Demand Fulfillment analytics	4 Hours
	Demand Fulfillment- Price optimizing-optimizing inventory	
	levels in distribution network -Transportation modeling-	
	delayed differentiation, mass customization. Risk pooling in	
	SC- Predictive Analytics: Risk and Evaluation of Alternatives -	
	Using Solver to solve transportation or distribution problems-	
	Demand Uncertainty, Forecasting, and the Newsvendor Problem-case studies	
Module: 4	Supply Chain Network Design analytics	3 Hours
Module: 4	Value of Supply Chain Network Modeling- Intuition Building	3 Hours
	with Center of Gravity Models- Locating Facilities Using a	
	Distance-Based Approach- Alternative Service Levels and	
	Sensitivity Analysis- Adding Capacity to the Model- Adding	
	Outbound Transportation to the Model-Introducing Facility	
	Fixed and Variable Costs- Baseline and Optimal Baselines-	
	Three Echelon Supply Chain Modeling- Adding Multiple	
	Products and Multi-Site Production Sourcing- Multi-Objective	
	Optimization- The Art of Modeling- Data Aggregation in	
	Network Design	
Module: 5	Integrated supply chain analytics:	4 Hours

		Advanced and bus	siness supply o	hain relat	ted to	pics 1	ike C	PFR,	,		
		DDSN, Make/Buy									
		transfer prices -	revenue mana	agement-y	rield	mana	igeme	nt -			
		product changes	/economies	of scale	- R	ecom	mend	ation	ı		
		production and pri	oritization case	e studies							
		Advance Analytic	s in supply cha	in: Big da	ıta ana	alytics	s, Mac	chine	;		
		Learning, Sustai	nability anal	ytics in	cludii	ng 1	ife (	cycle	;		
		assessment (LC	A), Analytic	Hierard	chy	Proce	ess,	Data	l		
		Envelopment Ar	nalysis (DEA	), Multi	cri	teria	deci	sions	;		
		making(MCDM)	Fuzzy Logic a	and Techi	niques	s-App	licatio	on in	l		
		SCM									
		Sustainability ana	lytics including	g life cyc	le ass	essme	ent (L	CA),	,		
		Analytic Hierarc	hy Process,	Data En	velop	ment	Ana	ılysis	;		
		(DEA), Multi crite	eria decisions	making (I	MCDI	M) Fu	ızzy I	Logic	;		
		and Techniques-A	pplication in S	CM							
Modu	le: 6	Contemporary Is	sues							2 Hou	rs
		Guest lecture by in	ndustry experts	s on Emer	ging	trends	s in su	ipply	·   -	_	
		chain analytics									
			Total Lectu						,	20 Hot	ırs
		<b>Project:</b> Team of								20	
		project. The facult	y coordinator v	vould pro	vide t	he top	oic bas	sed	N	on-con	tact
		on the modules.								hour	S
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		ytics to the Global S									
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6.		n G, (2011), Supply	•	ng and An	alvtic	s: The	e right	t pro	duct	to the 1	ight
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7.		r M, Raman A, (20									
	Trans	forming the Supply	Chain and Im	proving P	erfori	nance	, Har	vard	Busi	ness Pi	ress,
		on, Massachusetts, I									
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		ing strategies, Tayl	or and Francis	Group, A	uerba	ch Pu	blicat	ions,	New	York,	,
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9.	_	ra S,Meindl P, (201		_	gemer	nt: Str	ategy,	Plar	ning	g and	
	Operation, 6th edition, Pearson Education, USA										
10.	10. Plenert, G. J, (2014), Supply Chain Optimization through Segmentation and										
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<b>Final Assessment Test</b>	40						 		
Total	100								
Project									
Review 1	20		V		1	1	 		
Review 2	30		V	V	V	V	 		
Review 3	50		V	1	1	1	 		
Total	100								
Recommended by Board of Str	ıdies	11-0	3-2019					•	•
Approved by Academic Counc	il	No. 54 Date 14-03-2019					2019		

Course code	Business Consulting	L T P J C
BMT6189		2 0 0 4 3
Pre-requisite		Syllabus version
		v. 02.00

#### **OBJECTIVES:**

students will be able to formulate competitive strategies for the digital market places students will be able to systematically apply qualitative and quantitative techniques to solve business problems

students will be able to articulate (oral and written) ideas to aid decision making

#### **OUTCOME:**

- 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 2. The student does a comprehensive analysis of potential dangers of competitors activity
- 3. The student provides comprehensive industry assessment and strategy formulation and implementation details
- 4. The student is able to perform a comprehensive quantitative data analysis
- 5. The student is able to interpret qualitative information in detail
- 6. The student is able to represent the analyses as a complete solution to the business problem
- 7. The student is effective in oral communication of a managerial decision and is also convincing
- 8. The student is able to effectively use written communication for expressing views
- 9. The student is able to convince others on decision making using his or her oral and written communication skills

#### **Module:1** Business and Ecology

3 hours

Theory of Business - An overview of the basic relationship of the business enterprise with its ecology. Expectations of the served constituencies and obligations towards the regulatory agencies and society. Statement of corporate intent: Vision, Mission, Goals, Outputs and value proposition

### **Module:2** Consultancy Market

3 hours

The current market for management consultancy, including issues such as competition, types of consultancy interventions, and relevant legislative, economic, social and political factors, different types of consultancy (e.g. internal, external, public sector) and how their products, service and markets may differ -Consultancy in various areas of management : strategy, HR, Finance, Operations, and IT

#### **Module:3** | Consultancy Process

3 hours

The management consulting model: Sequential phases traced by a typical consulting engagement Challenge. Entry, Diagnosis, action planning, Implementation and Termination

### **Module:4** | Consulting Profession

3 hours

Expectations from consultants and the competencies they are expected to bring. Management consulting as a profession: Constitution and ethical regulations governing the services.

### **Module:5** | Consulting Professional Challenges

4 hours

Management challenge of profession, The consulting firm strategy, marketing of consulting strategy, costs and fees- Principles of consultation and negotiation in managing clients - Client communications and the client/consultant relationship. Defining client's involvement in the process, Expectations management, Methods of engaging client.

# **Module:6** | Client- Agency relationship – Guest Lecture

4 hours

The importance of professionalism, ethics and confidentiality in building and maintaining client relationships - How to keep the client's trust & Consultant's reputation.

on the modules.														
# Mode: Flipped Class Room, Ca	ase D	iscussions, I	ectu	res a	nd P	roject							-	
Text Book(s)														
1. Block, P. (2011). Flawless co	onsul	ting: A guid	e to	gettii	ng yo	our ex	pertis	se us	ed. J	ohn	Wi	ley &		
Sons.											_			
2. Block, P., & Markowitz, A. (2						; Field	l bool	k and	l Cor	npai	nion	: A		
3. guide to understanding your e	exper	tise. John Wi	iley d	& So	ns.									
Silberman, M. L. (2001). The how to guides for diagnosing									es, ac	etivi	ties,	and		
Reference Books	and	SOLVING CHCH	t pro	UICII	19. 111	COIa	V-1111	1.						
1. Kubr, M. (Ed.). (20	002).	. Manageme	ent (	consi	ılting	g: A	guid	e to	the	e pr	ofes	ssion.	-	
2. International Labour (						<i>)</i> -	0							
McNamara, C. (2006)	/	_			_	_								
collaborative and syst	ems	approach to p	perfo	rmaı	ice, c	chang	e and	lear	ning.	Au	then	ticity		
Consulting.														
Mode of Evaluation	T 0/	*** * *	T = .		•									
<b>Specific Assessment Methods</b>	%	Weighting				ubject as ap				utco	me	s to	be a	isses
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Continue Assessment	(0	!	1	4	J	7	J	U	,	U	,	10	1	1
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Midterm	20		1	1		1	1							
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Midterm  Digital Assignment – 1  Digital Assignment - 2			1	√ √	1	√ √	1	√	√ V	1	<b>√</b>	√		
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Midterm  Digital Assignment – 1  Digital Assignment - 2			1	√ √	1	√ √	1	√ V	√ √	<b>√</b>	√	<b>V</b>		
Midterm  Digital Assignment – 1  Digital Assignment - 2			1	√ √	1	√ √	1	√ √	√ √	√ √ √	√ √	√ √		
Midterm  Digital Assignment – 1  Digital Assignment - 2  Qu□z - 1  Final Assessment Test  Total	40	0	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	1	\ \ \	√ √ √	√ √							
Midterm  Digital Assignment – 1  Digital Assignment - 2  Qu□z - 1  Final Assessment Test	40		\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	1	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	√ √	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \						

**Total Lecture hours:** 

**Project:** Team of maximum 6 students would undertake the

project. The faculty coordinator would provide the topic based

20 hours

20 Non-contact hours

Course code		Corporate Social Responsibili	ty (CSR)	L T P J C
BMT6190				2 0 0 4 3
Pre-requisite	e	Nil		Syllabus version
				v. 02.00
<b>OBJECTIVI</b>	ES:			
studer	nts wil	l be able to practice ethical values in achiev	ing stakeholders	welfare
OUTCOME		•	<u> </u>	
		is able to recognise ethical issues that affect	t multiple stake	holders
		is able to apply multiple ethical concepts in		
	on ma	11 2 1		4
		is able to evaluate the most appropriate per	spective in achie	eving stakeholder
welfar		is used to evaluate the most appropriate per	speed to in delife	ving standing last
	CSR			3 hours
		of CSR- Identification of stakeholders- st	akeholder issue 1	
		y analysis – Impact of stake holders on Sett		
		s models – Porter's framework	ing CSK goals –	Strategic CSR and
				4 h a
		anies Act of 2014		4 hours
_	-	mentation and sustainable management – M	_	
Appointment	of Bo	ard of Directors- Other legal frame works o	n implementatio	n of CSR
Cornorate Id	lentity	and Ethics - CSR and Accountabilit	v - Leadershir	Canabilities and
_		ganizational Challenges and Limitations	y Leadership	capaomines and
		alliances		2 hours
		ociety- Environmental issues and their ex	ffects and impli	
Branding stra		selety- Environmental issues and then e	nects and impir	cations- CSR as a
		f Colf Holm groups		4 hours
Dala of Cale	Noie o	f Self Help groups groups and Non-Governmental Organiz		
			ations in imple	inentation of CSK-
		overnment Regulations		<b>7</b> 1
		n International Context	SCD INIE	5 hours
Proceedings of the	otner A	Asian Countries- Industries implementing C	SK- UN Framev	vork for CSK-
		ce with a company's CSR policy- Guest lected with CSR programs of Corporates.	tures and interac	suons with Shos
		mporary Issues		2 hours
		1 0	in dustay	2 Hours
Guest lectu	re by i	industry experts on CSR practices in the	maustry	20 1
		Total Lecture hours:		20 hours
		maximum 6 students would undertake the	20	
project.	The fa	aculty coordinator would provide the topic	Non-contact	
		based on the modules.	hours	
# Mode: I	Flippe	d Class Room, Case Discussions, Lectures		
		and Project		
Text Book(s)	,			
		ler, William B Werther, (2013), Strategic	Corporate Socia	1 Responsibility:
		in a Global environment, 3rd edition, SAGE		. Responsionity.
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		artz, (2011), Corporate Social Responsibilit	v. An Ethical Ar	nroach Broadview
Press.	SCHW	112, (2011), Corporate Social Responsibilit	y. An Euncai Al	pproach, broadview
	othy C	oombs, Sherry J. Holladay (2011), Managi	na Cornorata So	icial Recooncibility
		tion Approach 1st Edition, Wiley.	ng Corporate 50	ciai icoponsionity.
		(2013), Corporate Social Responsibility: 1	Definition Coro	Issues and Recent
Develop		(2013), Corporate Social Responsibility.	Jenninon, Cole	issues, and Necelli
Develop	mems			

**Mode of Evaluation** 

<b>Specific Assessment Methods</b>										
	V	Veighting	asses	ssed (	Pleas	se tick	as aj	pro	pria	te)
			1	2	3	4	5			
<b>Continue Assessment</b>	6	0				1				
Midterm		20								
<b>F</b> □nal Assessment Test	4	0	$\sqrt{}$		V	V	1			
Total		100								
Project		100								
Review1	2	0								
Review2	3	0								
Review3	5	0								
Recommended by Board of Studies		11-03-2019	)							
Approved by Academic Council		No. 54		Date		14-03	-201	9		

Course Name	Cross Cultural Management	L	T	P	J	C
<b>Course Code</b>	BMT6191	3	0	0	0	3
Pre-requisite	Nil					
Version						

### **OBJECTIVES:**

students will be able to comprehend global trends influencing the business environment students will be able to articulate (oral and written) ideas to aid decision making

### **OUTCOME:**

- 1. The student is able to analyse decisions using multiple international information sources
- 2. The student is able to appreciate cultural differences with the available information while making decisions
- 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 4. The student is effective in oral communication of a managerial decision and is also convincing
- 5. The student is able to effectively use written communication for expressing views
- 6. The student is able to convince others on decision making using his or her oral and written communication skills

	Infulication Skins	
Module	Topics	
Module:1	Understanding Culture	6Hours
	Meaning,- Characteristics - Levels of Culture,	
	Approaches to Understand Societies Culture: Structuralist,	
	Interpretivists, Cogntivists, Poststructuralists and Synthetic	
	Approach	
	Understanding Cultural Differences and Similarities across	
	Globe: Dimensions of Culture - Florence Kluckhon and Fred	
	Strodtbeck; Halls; Hofstede and Trompennars.	
Module:2	<b>Understanding Value Synchronization</b>	6Hours
	Understanding Value Synchronization:	
	Organization and National Culture: Meaning of Organizational	
	Culture, Types of Organizational Culture across globe.	
	Motivation: Understanding cross cultural Implications by using	
	Process and Content Theories of Motivation	
Module 3	Ethics, Ethical Dilemma and Ethical Decision Making	6Hours
	Factors involved in Shaping business Ethics in global scenario;	
	Informal Systems- Ethical Dilemma and solution through Ethical	
	Theories.	
	<b>Negotiation:</b> Meaning of Negotiation; Understanding negotiation	
	through various Stages and Dimensions of Negotiation from cross	
	cultural Perspective	
	•	
	Conflict and Conflict Management Styles: Meaning of	
	Conflicts; Conflict process and Conflict Management styles across	
	nations	
Module:4	International Business	6Hours
	Factors and approaches that determines the MNEs.	
	Expatriate: Life Cycle; Understanding organizational and Personal	
	Expectation towards Expatriate success: Emotional Intelligence	
	1 5	l .

	and Cross Cultural Training Program. Live experience of							
	Expatriates							
Module:5	odule:5   Cultural Influence in choice of Entry Strategy and Global							
	Leadership							
	Introduction to IB from domestic business; Managing Global							
	Team; Mergers and Acquisition- Understanding the importance of							
	staffing synergy - Success and Failure Stories of different							
	International M & A; Solutions to overcome failures							
	Family Business and perspectives: Understanding the growth of family businesses across globe with special reference to different cultural Cluster							
	Qualities of Global Managers: Views on various traits of Global Managers							
Module:6	Contemporary Issues-Guest Lectures	2Hours						
1viouuic.0	Contemporary issues Guest Lectures	2110015						
	Total Lecture hours:	30 hours						

# **Recommended Text Book**

David Livermore, Soon Ang, Linn Van Dyne (2015), Leading with Cultural Intelligence: The Real Secret to Success, 2nd Edition, AMACON

#### **Reference Books:**

DipakKimar Bhattacharya (2010), Cross - Cultural Management: Text and Cases, Prentice Hall. TaranPatel(2013), Cross-Cultural Management: A Transactional Approach, Routledge.

ShobanaMadhavan, (2011), Cross Cultural Management Concepts and cases, Oxford University Press.

David C. Thomas, Mark F. Peterson, (2014), Cross-Cultural Management: Essential Concepts, 3rd edition, Sage Publications.

**Mode of Evaluation: :** Mode: Flipped Class Room, Case Discussion, Lectures

Recommended by Board of Studies	11-03-2019		
Approved by Academic Council	No. 54	Date	14-03-2019

Course code	<b>Emerging Business Models in competitive landscape</b>		L	T	P	J	С
BMT6192			3	0	0	0	3
Pre-requisite		Sy	lla	bu	s v	ers	ion
		•			V.	. 02	.00

#### **OBJECTIVES:**

students will be able to make decisions under constraints students will be able to comprehend global trends influencing the business environment students will be able to formulate competitive strategies for the digital market places

#### **OUTCOME:**

- 1. Student is able to relate all contextual factors in decision making
- 2. Student is able to analyse many costs and consequences of decision
- 3. The action plan considers many of the constraints in the given context
- 4. The student is able to analyse decisions using multiple international information sources
- 5. The student is able to appreciate cultural differences with the available information while making decisions
- 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 7. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace
- 8. The student does a comprehensive analysis of potential dangers of competitors activity
- 9. The student provides comprehensive industry assessment and strategy formulation and implementation details

# Module:1 Resource management: Setting the Goals of the Organization 5 hours

The identity of stakeholders - Mission statements - Corporate social responsibility - Setting strategic objectives - Critical success factors. Appraising the Environment - Position Appraisal and Analysis – The importance of the business environment - Causes of environmental uncertainty - Competitor accounting - The global economic environment - The domestic economy - National competitive advantages - Country analysis and political risk - Sources of environmental information.

## **Module:2** | Strategic Aspects of Marketing

5 hours

Sources of earnings - Product life-cycles - The BCG portfolio Matrix - Direct product profitability - The nature of marketing audit - Customer profitability analysis - Brand strategies - Relationship marketing - Data Warehousing and Data Mining.

#### Module:3 | BUSINESS MODEL TECHINIOES

5 hours

The Seven-Step Modeling Process – Spreadsheet Techniques (MS EXCEL functions) - Optimization Models (A Two-Variable Model, Sensitivity Analysis, A Product Mix Model) - Linear Programming Models (Aggregate Planning Models, Blending Models, Production Process Models, Financial Models) - Network Models - Transportation Models - Assignment Models - Simulation Model - Regression Models - Forecasting Models (Time Series Models, Moving Averages Models, Exponential Smoothing Models).

#### **Module:4** | Strategic Options and their Evaluation:

5 hours

Three sets of strategic choices - Porter's generic competitive strategy model 0 Product-market strategies - Alternative growth strategies - International growth strategies- Resource-based *versus* positioning view of strategy - Divestment strategies - Strategic options in the charity sector - Evaluation of strategy.

#### **Module:5** | Implementing and Controlling Plans

5 hours

Theories of control - The functions of performance measurement - Conventional profit-related measures of business performance - Value-based management approaches - The role of the

corporate centre in control - Management accounting and performance measurement-Multidimensional performance measurement - Stakeholder measures - Additional control mechanisms-Multinational industries.

# Module:6 Strategic Options and their Evaluation -Guest Lecture 5 hours

Three sets of strategic choices - Porter's generic competitive strategy model 0 Product-market strategies - Alternative growth strategies - International growth strategies - Resource-based *versus* positioning view of strategy - Divestment strategies - Strategic options in the charity sector - Evaluation of strategy.

•	Total Lecture hours:	30 hours
# Mode: C	Class Room Teaching, Case Discussions, Lectures	
	and Project	

### Text Book(s)

- 1. Rhonda Abrams, (2016), The Successful Business Plans: Secrets and strategies, The Planning Shop, Amazon
- 2. Alex Genadinik, (2015), Marketing Plan Template & Example: How to Write a Marketing Plan, Amazon

#### **Reference Books**

- 1. Jerry Jinnett, (2010), Anatomy of a Business Plan: A Step-By-Step Guide to Starting Smart,
- 2. Building the Business, and Securing Your Company's Future, 4<sup>th</sup> Edition, SBA Publication.FC Expert Blogger Lon Safko, (2010) Tactics, Tools & Strategies Five Steps to Implementation, Mansueto Ventures LLC

#### **Mode of Evaluation**

<b>Specific Assessment Methods</b>	%		Int	ende	ed s	ubjec	t lea	arnir	ıg o	utco	me	s to	be	asses
	We	eig□ting	(Pl	ease	tick	as ap	prop	riate	e)					
			1	2	3	4	5	6	7	8	9	10		
<b>Continue Assessment</b>	60													•
Midterm	20		1	1		1	1							
Digital Assignment – 1			1	1	1	1	1							
Digital Assignment - 2								1	1	1	1	1		
Quiz - 1			1	1	1	√	V							
			<u> </u>		ļ ,	,	ļ.,				ļ.,			
Final Assessment Test	40		1	1	√	1	1	1	√	1		1		
Total	100	)											İ	
Recommended by Board of Studio	es	11-03-20	19											_
Approved by Academic Council		No. 47		D	ate	14	1-03-2	2019						

Course Name	Expatriate Management	L	T	P	J	C
<b>Course Code</b>	BMT6193	3	0	0	0	3
Pre-requisite		Nil		Ver	sion	

#### **OBJECTIVES:**

students will be able to comprehend global trends influencing the business environment students will be able to articulate (oral and written) ideas to aid decision making

#### **OUTCOME:**

- 1. The student is able to analyse decisions using multiple international information sources
- 2. The student is able to appreciate cultural differences with the available information while making decisions
- 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 4. The student is effective in oral communication of a managerial decision and is also convincing
- 5. The student is able to effectively use written communication for expressing views
- 6. The student is able to convince others on decision making using his or her oral and written communication skills

Student Le	arning Outcomes (SLO): 2,9,13						
Module	Topics						
Module:1	International Human resource Management-Introduction	6Hours					
	concepts- Cross cultural approach to HR strategies, policies and						
	approaches- The influences of cross-cultural issues on						
	organisations Selection, evaluation and coaching of international						
75 7 7 9	emOBJECTIVESyees	6 Hours					
Module:2							
	Types of international companies and the role of the corporate HR						
	-Global training and appraisal systems for a cross-cultural						
	workforce-						
Module 3	Expatriation and Repatriation	6 Hours					
	Reasons for expatriation- Characteristics of effective expatriate						
	managers- Selection of expatriates -The role of family -Dealing						
	with culture shock- Reasons for expatriate fail –Repatriation and						
	successful strategies for repatriation						
Module:4	International compensation Performance management	6 Hours					
	Compensation and performance management: An international						
	perspective -Benchmarking global practices- Motivation and						
	reward systems- International performance management -Issues						
	with global compensation; Managing Multi cultural team; Ways						
	and possibilities of improving virtual team Performance						
Module:5	International Organisations and Industrial Relations	4 Hours					
	Corporate culture and challenges in work place- Multi-national						
	companies and their approaches to industrial relations-						
	EmOBJECTIVESyment and labour Laws: an international						
	perspective on Equal opportunities; Handling terrorism as one of						
	the factor in IHRM						
Module:6	Guest Lecture	2 Hours					
	Total Lecture hours:	30 hours					

### **Recommended Text Book**

John Selmer, (2015), Expatriate Management-New Ideas for International Business, ISBN 9780899309491

### **Reference Books:**

P. Evans, V. Pucik, and I. Bjorkman (2011), "The Global Challenge. International Human Resource Management, 2nd edition, McGraw-Hill

Charles M. Vance Charles Vance Yongsun Paik (2011), Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, ISBN 9780765629869

# Mode of Evaluation: : Quiz, Midterm Exam, Case Discussion, Final Assessment Test

Recommended by Board of Studies	11-03-2019		
Approved by Academic Council	No. 54	Date	14-03-2019

Course code	Image Management and Personality Branding	L T P J C							
BMT6194		3 0 0 0 3							
Pre-requisite		Syllabus version							
•		V							
<b>OBJECTIVES:</b>									
	ill be able to make decisions under constraints								
	ill be able to comprehend global trends influencing the busine								
students will be able to articulate (oral and written) ideas to aid decision making									
OUTCOME:									
1. Student is able to relate all contextual factors in decision making									
2. Student is able to analyse many costs and consequences of decision									
	n plan considers many of the constraints in the given context								
	nt is able to analyse decisions using multiple international info								
5. The stude making do	nt is able to appreciate cultural differences with the available	e information while							
	ent is sensitive to consequences of intercultural communic	ation and proposes							
	ways of communicating in the given context	ation and proposes							
	ent is effective in oral communication of a managerial de	ecision and is also							
convincin		constant and is also							
	nt is able to effectively use written communication for express	sing views							
	nt is able to convince others on decision making using his or	_							
	cation skills								
Module:1 Ima	ge Management	5 hours							
Image definitions	- Understanding- Perceptions of Self and others- Research as	nd design on Image							
building - Corpo	rate image management and Matching								
Module:2 Ima	ge Branding	5 hours							
	lopment- color-pictures-profession- Link across platforms								
	ication skills- Personal and interpersonal skills- Completene	ss- Uniqueness and							
impressive									
Modulo:3 Por	V								
	· · ·	5 hours							
Frame work of S	WOC – Identify your Competitors- Substitutes- Peers; Brand	yourself- Quality of							
Frame work of Silife- Image reflection	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of l	yourself- Quality of							
Frame work of Silife- Image reflection	WOC – Identify your Competitors- Substitutes- Peers; Brand	yourself- Quality of							
Frame work of S life- Image reflect a person- Tools of Module:4 Rein	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding	yourself- Quality of Person- Branding of 5 hours							
Frame work of Solife- Image reflects a person- Tools of Module:4 Rein Need to reinven	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself  t yourself- Career changes- Disruptive technologies in Ind	yourself- Quality of Person- Branding of 5 hours							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Example 1988	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself  t yourself- Career changes- Disruptive technologies in Indumples	yourself- Quality of Person- Branding of  5 hours ustry and need for							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Exa  Module:5 Man	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself t yourself- Career changes- Disruptive technologies in Indumples  rketing yourself	yourself- Quality of Person- Branding of 5 hours							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Exa  Module:5 Man Approaches- Dig	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself t yourself- Career changes- Disruptive technologies in Indumples  keting yourself ital footprint- Video and Audio presentations-	yourself- Quality of Person- Branding of  5 hours ustry and need for 5 hours							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Exa  Module:5 Man Approaches- Dig  Module:6 Con	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself t yourself- Career changes- Disruptive technologies in Indumples  keting yourself ital footprint- Video and Audio presentations- temporary Issues	yourself- Quality of Person- Branding of  5 hours ustry and need for 5 hours 5 hours							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Exa  Module:5 Man Approaches- Dig  Module:6 Con	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself  t yourself- Career changes- Disruptive technologies in Indumples  keting yourself ital footprint- Video and Audio presentations- temporary Issues  dia to create personal branding – Tools- Mishaps in Social Months.	yourself- Quality of Person- Branding of  5 hours ustry and need for 5 hours 6 hours edia- Regulations							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Exa  Module:5 Man Approaches- Dig  Module:6 Con Using Social me	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself t yourself- Career changes- Disruptive technologies in Indumples  keting yourself ital footprint- Video and Audio presentations- temporary Issues dia to create personal branding – Tools- Mishaps in Social Me  Total Lecture hours:	yourself- Quality of Person- Branding of  5 hours ustry and need for 5 hours 5 hours							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Exa  Module:5 Man Approaches- Dig  Module:6 Con Using Social me	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself  t yourself- Career changes- Disruptive technologies in Indumples  keting yourself  ital footprint- Video and Audio presentations- temporary Issues dia to create personal branding – Tools- Mishaps in Social More Total Lecture hours: ped Class Room, Case Discussions, Lectures	yourself- Quality of Person- Branding of  5 hours ustry and need for 5 hours 6 hours edia- Regulations							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Exa  Module:5 Man Approaches- Dig  Module:6 Con Using Social me	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself t yourself- Career changes- Disruptive technologies in Indumples  keting yourself ital footprint- Video and Audio presentations- temporary Issues dia to create personal branding – Tools- Mishaps in Social Me  Total Lecture hours:	yourself- Quality of Person- Branding of  5 hours ustry and need for 5 hours 6 hours edia- Regulations							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Exa  Module:5 Man Approaches- Dig  Module:6 Con Using Social me	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself  t yourself- Career changes- Disruptive technologies in Indumples  keting yourself  ital footprint- Video and Audio presentations- temporary Issues dia to create personal branding – Tools- Mishaps in Social More Total Lecture hours: ped Class Room, Case Discussions, Lectures	yourself- Quality of Person- Branding of  5 hours ustry and need for 5 hours 6 hours edia- Regulations							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Exa  Module:5 Man Approaches- Dig  Module:6 Con Using Social me  # Mode: Flip  Text Book(s)  1. Mark Cijo, (	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  Inventing one ownself It yourself- Career changes- Disruptive technologies in Indumples  I weather than the second presentations of I f personal branding – Tools- Mishaps in Social Memorary Issues  I we did to create personal branding – Tools- Mishaps in Social Memorary Issues  I ped Class Room, Case Discussions, Lectures and Project  2015), YOU BRANDING: Personal Branding Book - It's all a	yourself- Quality of Person- Branding of  5 hours ustry and need for 5 hours edia- Regulations 30 hours							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinvent Reinventing- Exa Module:5 Man Approaches- Dig Module:6 Con Using Social med  # Mode: Flip  Text Book(s)  1. Mark Cijo, ( Edition, Am	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself  t yourself- Career changes- Disruptive technologies in Indumples  reketing yourself  ital footprint- Video and Audio presentations- temporary Issues  dia to create personal branding – Tools- Mishaps in Social More Total Lecture hours:  ped Class Room, Case Discussions, Lectures and Project	yourself- Quality of Person- Branding of  5 hours ustry and need for 5 hours edia- Regulations 30 hours							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinvent Reinventing- Example:5 Man Approaches- Dig Module:6 Con Using Social med  # Mode: Flip  Text Book(s)  1. Mark Cijo, ( Edition, Am 2.	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  nventing one ownself  t yourself- Career changes- Disruptive technologies in Indumples  rketing yourself  ital footprint- Video and Audio presentations- temporary Issues  dia to create personal branding – Tools- Mishaps in Social More Total Lecture hours:  ped Class Room, Case Discussions, Lectures and Project  2015), YOU BRANDING: Personal Branding Book - It's all a azon Asia-Pacific Holdings Private Limited	yourself- Quality of Person- Branding of Shours ustry and need for 5 hours Shours 30 hours							
Frame work of S life- Image reflect a person- Tools of  Module:4 Rein Need to reinven Reinventing- Exa  Module:5 Man Approaches- Dig  Module:6 Con Using Social me  # Mode: Flip  Text Book(s)  1. Mark Cijo, ( Edition, Am 2. 3. Ryan Rhoter	WOC – Identify your Competitors- Substitutes- Peers; Brand tions- Career objectives presentation- Vision and mission of I f personality Branding  Inventing one ownself It yourself- Career changes- Disruptive technologies in Indumples  I weather than the second presentations of I f personal branding – Tools- Mishaps in Social Memorary Issues  I we did to create personal branding – Tools- Mishaps in Social Memorary Issues  I ped Class Room, Case Discussions, Lectures and Project  2015), YOU BRANDING: Personal Branding Book - It's all a	yourself- Quality of Person- Branding of Shours ustry and need for 5 hours Shours 30 hours							

Dorie Clark, (2013), Reinventing you: Define your Brand, Imagine your Future, Amazon Reference Books Peter Montoya, (2015), The Brand called You, Create A personal Brand that wins attention and grows your Business, Amazon Jurgen Salenbatcher, (2015), Creative Personal Branding: The Strategy to Answer: What's Next?, Amazon **Mode of Evaluation Specific Assessment Methods** % Weighting Intended subject learning outcomes to (Please tick as appropriate) 8 9 10 2 3 4 5 6 **Continue Assessment 60** 20  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$ Midterm  $\sqrt{}$ 10  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$ Digital Assignment – 1 10 Digital Assignment - 2 Creation of Digital foot print 10  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$ **Final Assessment Test** 40  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$  $\sqrt{}$ 

Tota□
100

Recommended by Board of Studies
11-03-2019

Approved by Academic Council
No. 47
Date
14-03-2019

Course code:	Innovation Management	L	T	P	J	C
BMT6195		2	0	0	4	3
Version No.						
Course Pre-	None					
requisites						
OD IECTIVES.						

**OBJECTIVES:** 

students will be able to co-create unique ideas, products and solutions students will be able to comprehend global trends influencing the business environment

#### **OUTCOME:**

- 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support
- 2. Student uses multiple idea creation techniques
- 3. Student creates new ideas and combines multiple perspectives to develop new solutions
- 4. The student is able to analyse decisions using multiple international information sources
- 5. The student is able to appreciate cultural differences with the available information while making decisions
- 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context

Unit No. 1	Introduction to Innovation Management	
	Innovation – What it is? Why it Matters? - Innovation as a Core Business Process – system thinking for innovation – Framework for System Thinking - system thinking tools	3
Unit No. 2	Sources and Transfer of Innovation	
	Innovation Networks	2
Unit No. 3	<b>Decision Making Under Uncertainty</b>	
	Building Innovation Plan	2
Unit No. 4	Creating New Products and Services	
	Product and Service Innovation – ExOBJECTIVESiting Open Innovation and Collaboration –The Concept of Design Thinking and Its Role within NPD and Innovation – framework for design thinking	5
Unit No. 5	Capturing Innovation Outcome	
	New Venture – Benefits of Innovation, and Learning from Innovation – Building Innovative Organization and Developing Innovation Strategy - Globalization for Innovations, Innovating for Emerging Economies and Role of National Governments in Innovation	6
Unit No. 6	Guest Lecture from industry experts on contemporary trends in Innovation Management	2
	Total Lecture Hours	20
	<b>Project:</b> Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.	20 Non- contact hours

#### Text Books

1. Joe Tidd, John Bessant (2013), Managing Innovation: Integrating Technological, Market and Organizational Change, 5<sup>th</sup> edition, Wiley.

#### **Reference Books:**

1. Schilling, M (2013), Strategic management of technological innovation, 4<sup>th</sup> edition, McGraw Hill Irwin.

- 2. Allan Afuah (2003), Innovation Management: Strategies, Implementation and Profits, 2<sup>nd</sup> edition, Oxford University Press.
- 3. Michael G. Luchs, Scott Swan, Abbie Griffin (2015), Design Thinking: New Product Development Essentials from the PDMA, Wiley-Blackwell.
- 4. John Boardman, Brian Sauser (2013), Systemic Thinking: Building Maps for Worlds of Systems, 1<sup>st</sup> edition, Wiley.
- **5.** Rich Jolly (2015), Systems Thinking for Business: Capitalize on Structures Hidden in Plain Sight, Systems Solutions Press

Mode of Evaluation:	Continuous Asses TEE	ssment (Midter	rm, Quiz, As	signments and mini projects ) and
Recommended by Boa	11-03-2019			
Approved by Academ	No. 54	Date	14-03-2019	

Course code	Intellectual Property Rights & M	Ianagement L T P J C
BMT6196		3 0 0 0 3
Pre-requisit	e Nil	Syllabus version
OBJECTIV		1 4
students will	be able to make decisions under constraints	
students will	be able to practice ethical values in achieving stak	eholders welfare
OUTCOME	:	
1. Stude	ent is able to relate all contextual factors in decision	n making
2. Stude	ent is able to analyse many costs and consequences	of decision
	ction plan considers many of the constraints in the	
	tudent is able to recognise ethical issues that affect	_
	tudent is able to apply multiple ethical concepts in	<u> </u>
	ion making	manyanig compoquences or
	E	ma ativo in a ahi ayina atalrah aldan
	tudent is able to evaluate the most appropriate pers	spective in achieving stakeholder
welfa	re	
Module:1	Introduction	6 hours
Introduction	to IPRs, Basic concepts and need for Intellectual I	Property – Patents, Copyrights,
	I Indications, IPR in India and Abroad – Genesis a	
	PO –TRIPS, Nature of Intellectual Property, Indust	
	ventions and Innovations – Important examples of	
	Patents	6 hours
	omic impact of the patent system - Patent and kind	
	ment - How to protect your inventions? - Granting	
	patent protection? - Why protect inventions by patent	
	Filing of a patent - The different layers of the in	
	international options)	nemational patent system (national
Module:3	Trade Marks & Copy Right	6 hours
	1. 0	6 hours
Trademarks -	<ul> <li>Essentials of a Trademark – Reasons for illegal p</li> </ul>	rotection – Procedure for
registration –	- Infringement of Registered Trademarks, Assignm	ents of Trade Marks
~ 5.1		
	- Introduction - Characteristics - Items covered un	nder copyright – Rights of
Copyright ov	vner – Infringement - Remedies for Infringement.	
Module:4	Designs, GI and other forms of IP	6 hours
vioutic. I	Designs, of and other forms of it	o nours
Decions -	Meaning design protection-Concept of origin	l nal design-Term of protection
	I Indication - Eligibility for Registration – Infring	
	ecret – What can be a Trade Secret - Plant Varie	ery Frotection and Farmer's Right
	riteria of protection	4.5
	Challenges Ahead	4 hours
	tional Approach - Treaties in IPR & Conventions -	Intringements – Remedies -
	ues – Case Studies.	
Module:6	Guestlectureby	2 hours
	Legal/industryexpertsoncontemporary issues in IPR	
	The state of the s	20 11

**Total Lecture hours:** 

30 Hours

# M	# Mode: Flipped Class Room, Case Discussions and Lectures								
	Text Book(s)								
1.	Prabuddha Ganguli, (2016), Intelle	ectual Property Rig	ghts - Unle	ashing Knowledge					
	Economy, Tata McGraw Hill.								
2	Ahuja V K (2016), Law Related to	Intellectual Prope	erty Rights	, Lexis Nexis Butterworths					
	Wadhwa Nagpur								
Ref	erence Books								
1.	Tamali Sen Gupta (2015), Intellect	tual Property Law	in India, K	Iluwer Law International					
2	<ul> <li>V. Scople Vinod, (2015), Managing Intellectual Property, Prentice Hall of India pvt Ltd</li> </ul>								
Mo	Mode of Evaluation: Midterm, Quizzes/challenging Assignments/Term Paper and FAT								
Rec	Recommended by Board of Studies 11-03-2019								
App	proved by Academic Council	No. 54	Date	14-03-2019					

Course code:	International Business	L	T	P	J	(
BMT6197		3	0	0	0	3
Version No.		I				
Course Pre- requisites	None					
OBJECTIVI	ES:					

students will be able to comprehend global trends influencing the business environment students will be able to identify business problems and formulate alternative courses of action

#### **OUTCOME:**

- 1. The student is able to analyse decisions using multiple international information sources
- 2. The student is able to appreciate cultural differences with the available information while making decisions
- 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
- 4. The student is comprehensively able to describe the problem in a decision making
- 5. The student is able to come up with multiple alternatives to resolve the problem
- 6. The student is able to suggest a very comprehensive and implementable action plan

Unit No. 1	Globalization and International Business	-
	Concepts & Factors driving globalization, Threats to National Sovereignty, Economic Growth and Environmental Stress;	3 Hours
	Companies engaged in IB, Modes of operations in IB – Investments,	
	Types of International Organizations, IB versus Domestic Business,	
Unit No. 2	The Political Legal and Fearantic Environments facing Pusiness	
Unit No. 2	The Political, Legal and Economic Environments facing Business	4 Hours
	<b>Political &amp; Legal Environment</b> : Individualism versus collectivism, Political Ideology, Trends in Political systems, Political risks and	4 Hours
	democracy; Legal Environment: Legal systems, types, trends and	
	diffusion of legal systems, Understanding bases of rule and	
	implication for managers, operational and strategic concerns;	
	Economic Environment – International Economic Analysis,	
	Elements of Economic Analysis	
Unit No. 3	International Trade Theories, Global Strategy, Structure &	
	Implementation	
	Trade and Investments: Theories, of Trade. Conflicting results of	8 Hours
	Trade Policies, Economic and noneconomic rationale for	
	governmental interventions, Instruments of Trade control, Dealing	
	with governmental trade influences; World Trade Organization	
	(WTO). Effects of REI, Major trading groups and conglomerations.	
	Industry, Strategy and Firm Performance, Global integration versus	
	local responsiveness, Types of strategy; Country evaluation &	
	Selection; Direct Investments and Collaborative Strategies, Entry	
<b>T</b> T • ( <b>X</b> T • 4	Strategies in International Business. Selecting an Entry Strategy  Managing International Operations	
Unit No. 4	Managing International Operations	
	Marketing Globally - Marketing orientations, segmenting and	6 Hours
	targeting markets, product line extent and mix, International pricing,	
	promotion and distribution challenges; Global manufacturing	
	and SCM: Key factors, It and GSCM, Quality Management,	
	Supplier Networks, Inventory Management; Multinational	
	Financial Function: Accounting for International Differences,	

	Transactions in Foreign Currencies, Capital Structure and Global Capital Markets, Foreign Exchange Risk Management, Taxation of Foreign source income; <b>International HRM:</b> Developing staff policies, managing expatriates.	
Unit No. 5	Export and Import Financing	
	Export and Import Financing, Lack of Trust, Export Documentation, Letter of Credit, Draft, Bill of Lading, A Typical International Trade Transaction; Trade Policy–Institutional support to promote exports.  Foreign Direct Investment (FDI) –Theory and movements, SEZ policies.	7 Hours
Unit No. 6	Guest lecture by industry experts	
	FDI & FII, SEZ, Governmental initiatives to boost exports, Cross-cultural issues and their managerial implications.	2 Hours
	Total Lecture Hours	30 Hours

### **Text Books**

- Hill, Jain, (2014), International Business: Competing in the Global Market Place, 10<sup>th</sup> edition, McGraw Hill
- 3. John D. Daniels, Lee H. Radebaugh, Prashant Salwan, Daniel P. Sullivan, (2010), International Business: Environment & Operations, 12<sup>th</sup> edition, Pearson Education

### **Reference Books:**

- 6. Joshi R K, (2012), International Business, 1<sup>st</sup> edition, Oxford University Press.
- 7. Sharan V, (2010), International Business- Concepts, Environment and Strategy, 3<sup>rd</sup> edition, Pearson Education.

Mode of Evaluation:	Continuous Asse and TEE	ssment (Midter	m, Quiz, A	Assignments	and mini	projects )
Recommended by Boa	ard of Studies	11-03-2019				
Approved by Academ	ic Council	No. 54	Date	14-0	3-2019	

BMT6198   BMT	Course cod	e	International NGO Management		L T P J C							
Pre-requisite   BMT   Syllabus version   v. 02.00	BMT61	98			3 0 0 0 3							
OBJECTIVES:  students will be able to comprehend global trends influencing the business environment students will be able to practice ethical values in achieving stakeholders welfare  OUTCOME:  1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is able to recognise ethical issues that affect multiple stake holders 5. The student is able to apply multiple ethical concepts in analysing consequences of decision making 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare  Module:1 The Logic and Demand for International Institutions  Why NGOs – Trends in the International NGO Landscape: Non-State Actors, Focus Areas, Organization Structures, Partnerships, Strategies, Funding Models, and Geographies  Module:2 WTO and OECD principles on NGO 5 hours  Impact of world wars-Evolution of Social work- government and administrative constraints -Rules- frameworks for NGOs – WTO programs and funding regulations- OECD – decision policies  Module:3 Non state Actors and International Law 5 hours  Role of Non Governmental organizations in various countries-International regulations for NGOs in developing countries- Channels of funding and Implementation of Welfare projects-Role of ILO  Module:4 Role of NGOs in Society and Development 5 hours  Schemes and Programs mandatory for NGOs and Role of Christian Missionaries in Forming models of NGOs- Healthcare, service and upliftment of poor people in society- Vocational Training-Identification of need gap  Module:5 NGOs as Implementing Institutions of 5 hours  Corporate Social Responsibility and NGOs- International Context- Indian Scenario and NGOs  Module:6 Funding and criticism of NGOs  Shours  Corporate Social Responsibility and NGO												
students will be able to comprehend global trends influencing the business environment students will be able to practice ethical values in achieving stakeholders welfare  OUTCOME:  1. The student is able to appreciate cultural differences with the available information sources  2. The student is able to appreciate cultural differences with the available information while making decisions  3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context  4. The student is able to recognise ethical issues that affect multiple stake holders  5. The student is able to apply multiple ethical concepts in analysing consequences of decision making  6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare  Module:1 The Logic and Demand for International Institutions  Why NGOs – Trends in the International NGO Landscape: Non-State Actors, Focus Areas, Organization Structures, Partnerships, Strategies, Funding Models, and Geographies  Module:2 WTO and OECD principles on NGO	1				•							
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2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is able to recognise ethical issues that affect multiple stake holders 5. The student is able to apply multiple ethical concepts in analysing consequences of decision making 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare    Module:1												
sensitive ways of communicating in the given context  4. The student is able to recognise ethical issues that affect multiple stake holders  5. The student is able to apply multiple ethical concepts in analysing consequences of decision making  6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare    Module:1	2. The mak	2. The student is able to appreciate cultural differences with the available information while making decisions										
4. The student is able to recognise ethical issues that affect multiple stake holders  5. The student is able to apply multiple ethical concepts in analysing consequences of decision making  6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare  Module:1 The Logic and Demand for International Institutions  Why NGOs – Trends in the International NGO Landscape: Non-State Actors, Focus Areas, Organization Structures, Partnerships, Strategies, Funding Models, and Geographies  Module:2 WTO and OECD principles on NGO				Communication	and proposes							
5. The student is able to apply multiple ethical concepts in analysing consequences of decision making 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare  Module:1 The Logic and Demand for International Institutions  Why NGOs — Trends in the International NGO Landscape: Non-State Actors, Focus Areas, Organization Structures, Partnerships, Strategies, Funding Models, and Geographies  Module:2 WTO and OECD principles on NGO				multiple stake h	nolders							
decision making 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare  Module:1 The Logic and Demand for International Institutions  Why NGOs — Trends in the International NGO Landscape: Non-State Actors, Focus Areas, Organization Structures, Partnerships, Strategies, Funding Models, and Geographies  Module:2 WTO and OECD principles on NGO 5 hours  Impact of world wars- Evolution of Social work- government and administrative constraints -Rules- frameworks for NGOs — WTO programs and funding regulations- OECD — decision policies  Module:3 Non state Actors and International Law 5 hours  Role of Non Governmental organizations in various countries-International regulations for NGOs in developing countries- Channels of funding and Implementation of Welfare projects-Role of ILO  Module:4 Role of NGOs in Society and Development 5 hours  Schemes and Programs mandatory for NGOs and Role of Christian Missionaries in Forming models of NGOs- Healthcare, service and upliftment of poor people in society- Vocational Training-Identification of need gap  Module:5 NGOs as Implementing Institutions of Development Programs  Corporate Social Responsibility and NGOs- International Context- Indian Scenario and NGOs  Module:6 Funding and criticism of NGOs 5 hours  Case studies of successful NGOs and Failure stories- Industrial development versus Human Development- New challenges and reforms in NGOs- App developments- Technological implementations  Total Lecture hours: 30 hours  # Mode: Flipped Class Room, Case Discussions, Lectures and Project  Text Book(s)												
Module:1   The Logic and Demand for International Institutions   Shours				, 8	1							
Module:1   The Logic and Demand for International Institutions   Shours Institutions	6. The	student	is able to evaluate the most appropriate pers	pective in achiev	ving stakeholder							
Institutions	welf	are										
Why NGOs - Trends in the International NGO Landscape: Non-State Actors, Focus Areas, Organization Structures, Partnerships, Strategies, Funding Models, and Geographies	Module:1		_		5 hours							
Areas, Organization Structures, Partnerships, Strategies, Funding Models, and Geographies  Module:2 WTO and OECD principles on NGO	****											
Module:2   WTO and OECD principles on NGO   5 hours	•		-		ocus							
Module:2   WTO and OECD principles on NGO   Shours			n Structures, Partnerships, Strategies, Fundir	g Models,								
Impact of world wars- Evolution of Social work- government and administrative constraints -Rules- frameworks for NGOs – WTO programs and funding regulations- OECD – decision policies   Module:3   Non state Actors and International Law   Shours			LOECD : ! L NCO		<b>5</b> 1							
-Rules- frameworks for NGOs – WTO programs and funding regulations- OECD – decision policies  Module:3 Non state Actors and International Law 5 hours  Role of Non Governmental organizations in various countries-International regulations for NGOs in developing countries- Channels of funding and Implementation of Welfare projects-Role of ILO  Module:4 Role of NGOs in Society and Development 5 hours  Schemes and Programs mandatory for NGOs and Role of Christian Missionaries in Forming models of NGOs- Healthcare, service and upliftment of poor people in society- Vocational Training-Identification of need gap  Module:5 NGOs as Implementing Institutions of Development Programs  Corporate Social Responsibility and NGOs- International Context- Indian Scenario and NGOs  Module:6 Funding and criticism of NGOs 5 hours  Case studies of successful NGOs and Failure stories- Industrial development versus Human Development- New challenges and reforms in NGOs- App developments- Technological implementations  Total Lecture hours: 30 hours  # Mode: Flipped Class Room, Case Discussions, Lectures and Project  Text Book(s)	Module:2	WIO	and OECD principles on NGO	nt and administ								
Module:3   Non state Actors and International Law   Shours	-Rules- fran	voriu v nework	rs for NGOs – WTO programs and fundi	ng regulations-	OECD – decision							
Role of Non Governmental organizations in various countries-International regulations for NGOs in developing countries- Channels of funding and Implementation of Welfare projects-Role of ILO    Module:4		iic w oi i	is for 1000s with programs and fund.	ing regulations	OLCD decision							
in developing countries- Channels of funding and Implementation of Welfare projects-Role of ILO    Module:4	-	Non s	tate Actors and International Law		5 hours							
in developing countries- Channels of funding and Implementation of Welfare projects-Role of ILO    Module:4	Role of No			International reg								
Module:4   Role of NGOs in Society and Development   Shours				_								
Schemes and Programs mandatory for NGOs and Role of Christian Missionaries in Forming models of NGOs- Healthcare, service and upliftment of poor people in society- Vocational Training-Identification of need gap    Module:5			Ç .		1 0							
Schemes and Programs mandatory for NGOs and Role of Christian Missionaries in Forming models of NGOs- Healthcare, service and upliftment of poor people in society- Vocational Training-Identification of need gap    Module:5	Module:4	Role	of NGOs in Society and Development		5 hours							
models of NGOs- Healthcare, service and upliftment of poor people in society- Vocational Training-Identification of need gap    Module:5				Christian Missio								
Module:5   NGOs as Implementing Institutions of   Development Programs												
Development Programs					•							
Corporate Social Responsibility and NGOs- International Context- Indian Scenario and NGOs  Module:6 Funding and criticism of NGOs  Case studies of successful NGOs and Failure stories- Industrial development versus Human Development- New challenges and reforms in NGOs- App developments- Technological implementations  Total Lecture hours:  # Mode: Flipped Class Room, Case Discussions, Lectures and Project  Text Book(s)	Module:5	NGO	s as Implementing Institutions of		5 hours							
Module:6       Funding and criticism of NGOs       5 hours         Case studies of successful NGOs and Failure stories- Industrial development versus Human Development- New challenges and reforms in NGOs- App developments- Technological implementations       Total Lecture hours:       30 hours         # Mode: Flipped Class Room, Case Discussions, Lectures and Project       and Project												
Case studies of successful NGOs and Failure stories- Industrial development versus Human Development- New challenges and reforms in NGOs- App developments- Technological implementations  Total Lecture hours:  # Mode: Flipped Class Room, Case Discussions, Lectures and Project  Text Book(s)				xt- Indian Scena								
Development- New challenges and reforms in NGOs- App developments- Technological implementations  Total Lecture hours: 30 hours  # Mode: Flipped Class Room, Case Discussions, Lectures and Project  Text Book(s)			•									
implementations  Total Lecture hours:  # Mode: Flipped Class Room, Case Discussions, Lectures and Project  Text Book(s)				-								
Total Lecture hours:  # Mode: Flipped Class Room, Case Discussions, Lectures and Project  Text Book(s)												
# Mode: Flipped Class Room, Case Discussions, Lectures and Project  Text Book(s)												
and Project  Text Book(s)					30 hours							
	# Mode	: Flippe										
	Text Book(	s)		I								
1. Glen Rowe and Mary Conway, (2013), Introduction to Non Profit Management, Sage publications, Canada	1. Gle	n Rowe		Non Profit Mana	agement, Sage							
<ol> <li>R.Kumar &amp; SL Goel (2005), Administration and Management of NGOs: Text and Case</li> <li>Studies, S.R. Publications, New Delhi</li> </ol>	2. R.K	Kumar &	& SL Goel (2005), Administration and Mana	gement of NGO	s: Text and Case							

Abrham Anitha, (2015), Formation and Management of NGOS, Universal Publications, New Delhi

asses

# Reference Books

- 1. Sandeep Garg, (2013), Handbook for NGOs and NPOs, Taxamnns, Canada
- 2. Leslie R. Crutchfield and Heather McLeod Grant, (2017), Forces for good: The six practices of high Impact Non Profits, New York

# **Mode of Evaluation**

Triode of Evaluation	1		1										
<b>Specific Assessment Methods</b>	%	Weighting				ubjec as ap			_	utco	me	s to	be
			1	2	3	4	5	6	7	8	9	10	1
<b>Continue Assessment</b>	60												1
Midterm	20			1	V	1	1						
Digital Assignment – 1			<b>V</b>	1	1	V	√						
Digital Assignment - 2								1	1	1	1	<b>V</b>	
Quiz - 1			1	1	V	V	1						
Final Assessment Test	40					1							
Total	100	)											1
Recommended by Board of Studie	es	11-03-2019	9										
Approved by Academic Council		No. 54		D	ate	14	-03-2	2019					7

Course code	Interna	tional Shipping: Bu	siness Proce	ss and Procedu	res LTPJC		
BMT619		itional Shipping. Du	15111055 1 1 000	ss and 110ccuu	3 0 0 0 3		
Pre-requisite Nil Syllabu							
	1 (11				~ J 11400 415		
OBJECTIV	ES:						
		reate unique ideas, pr	oducts and so	lutions			
		stematically apply			echniques to solve		
business pro	•	7 11 7	ı	1	1		
OUTCOME							
1. Stude	ent produces orig	ginal ideas with mini	mal guidance.	. Implementation	solutions have		
	g evidential supp		C	1			
		idea creation technic	ques				
		deas and combines n		ectives to develo	p new solutions		
		perform a comprehe					
5. The	student is able to	interpret qualitative	information i	n detail			
6. The	student is able to	represent the analyse	es as a compl	ete solution to th	e business problem		
Module:1	International I	Logistics:			5 hours		
Importance	of Logistics in In	nternational Business	-Modes of Tra	ansport of goods	– Rail, Road, Air,		
Pipeline, Inl	and water- Desig	gning and understand	ling 3 <sup>rd</sup> party	and 4 <sup>th</sup> party log	istics-The Shipping		
Company –	History of shippi	ing industry - Mercha	ant Shipping-	Dry ports and th	eir relevance.		
	Multimodal Tr				5 hours		
International	Transport Syste	em Shipping Practice	s- Shipping F	reight and Chart	ering: Ship Broking		
		e Freight Market –		g conditions ar	nd Market – Sales		
Contract, Ca		f lading – Freight cal					
Module:3		nciples and Practice			6 hours		
• •	-	me Charter – Charter	•		•		
time, Demur	rage Dispatch –	Bare Boat Charter –l	Pre-shipment	and Post shipme	nt Documents.		
Module:4	<b>Shipping Inter</b>				6 hours		
		mediaries – Shipping					
	_	n of containerized car	_				
		onic Data Interchang	e (EDI)- Elec	tronic logistics-	NCO Terms-		
	containers for Tr						
	Air Transporta				6hours		
Air Transpo	rt – Air Freigh	t Practices and Ari	Cargo Rates	– Importance of	of Ari Transport in		
India's Fore	gn Trade Proble	ems and Prospects – I	Foreign Trade	Law relating to	carriage of goods -		
International	Conventions ar	nd National Laws: So	ea, Air, Multi	i Modal, Road a	nd Rail - Maritime		
Trade Fraud							
	~	<del>_</del>					
Module:6	Contemporary				2 hours		
	re by industry/B	usiness experts on co	ntemporary I	nternational Trai	nsport & Shipping		
procedures							
		Total Lec	ture hours:		30 hours		
# Mode: Fli	pped Class Roon	n, Case Discussions	and				
Lectures							
Text Book(s	)						
	/	Aserkar (2010), E	Export Impor	t Management.	Oxford higher		
		( /) -	1I	<i>G</i>	<i>0</i>		
	ion, New Delhi						
	ion, New Delhi						

- 1. Thomas E. Johnson, Donna L. Bade (2010), Export/Import Procedures and Documentation, ISBN-10: 0814415504 | ISBN-13: 978-0814415504
- 2. Pierre David (2013), International Logistics: The Management of International Trade Operations, 4th edition, ISBN-10: 0989490602 | ISBN-13: 978-0989490603.
- India's Foreign Trade Statistics published by CMIE (Database) year-wise Graham, Sano & Day (2007) Doing Business with the New Japan: Succeeding in America's

**Mode of Evaluation :** Continuous Assessment (Midterm, quizzes, challenging assignments and mini projects) and TEE

Recommended by Board of Studies	11-03-2019		
Approved by Academic Council	No. 54	Date	14-03-2019

Course code		Knowledge Managemer	ıt	I	<b>√</b> T	P J	C
BMT6200	)			2	0	0 4	3
<b>Pre-requisite</b>	!	Nil		Sylla	bus	vers	ion
<b>OBJECTIVE</b>	ES:						
student	ts wil	l be able to comprehend global trends influe	encing the busine	ss env	iron	ment	
student	ts wil	l be able to articulate (oral and written) idea	s to aid decision	makin	g		
student	ts wil	l be able to involve stakeholders and team m	nembers in execu	iting d	ecis	ions	
<b>OUTCOME:</b>							
1.	The	student is able to analyse decisions using mu	ultiple internation	nal inf	orm	ation	
	sour	ces					
2.	The	student is able to appreciate cultural differer	nces with the ava	ilable	info	rmat	on
	while	e making decisions					
3.	The	student is sensitive to consequences of inter-	cultural commun	ication	n an	d	
	prop	oses sensitive ways of communicating in the	e given context				
4.	The	student is effective in oral communication o	f a managerial de	ecisior	an an	d is a	lso
	conv	rincing					
5.		student is able to effectively use written con		-	_		
6.	The	student is able to convince others on decisio	n making using l	his or l	her (	oral a	nd
		en communication skills					
7.	The	student is able to establish a favorable team	climate and ensu	ire ent	husi	astic	
		sion making					
8.		student is able to elicit constructive feedback	_				
9.		student is able to facilitate enthusiastic stake	eholder/team par	ticipat	tion	and	
		ribution in decision making	·				
		luction				hou	rs
		hy, Knowledge Management (KM), KM Ev	olution, Knowle	dge W	ork	er,	
		ge, Key Drivers of KM					
Module:2 K	Know	ledge Management Life Cycle				hou	
		Knowledge Creation, Knowledge Sharing,					
		of Tacit Knowledge, Challenges faced in	Tacit Knowledg	ge Ext	ern	alizat	ion,
		r Techniques, Expert Knowledge	Т				
		ng KM in organizations				l hou	
		d KM; Learning, Cognitive skills and KM		novati	on a	and K	M;
		ure, Change and KM; Leadership and KM;	ICTs and KM				
		ledge Management Tools				l hou	
_		-	nent, information				
_	_	luctivity, Web-centric knowledge manage	ement, Global, jo	oınt, s	sımı	ıltane	ous
-		a value network, Content Analysis	T				
		and Ethical Issues				hou	
		actice, Knowledge Friendly companies, kno	•	betwe	en a	ıcade	mia
and industry, I	KM S	ystem DeOBJECTIVESyment in various se	ectors.				
Module:6	Conte	mporary Issues			2	hou	rs
Guest lecture	by in	dustry experts on Knowledge management	in product develo	opmen	t,		
Managing ser	rvices	and customer relationships, Product knowledge	edge and innovat	ion			
		Total Lecture hours:			20	hou	rs
P	Projec	et: Team of maximum 6 students would	20				
	•	ake the project. The faculty coordinator					
	-	1 3	Non-				

	would provide the topic based on the modules.	contact hours	
# N	Iode: Flipped Class Room, Case Discussions and		
Lec	etures		
Tex	at Book(s)		
1.	Edwards. J.S, (2015), The Essentials of Knowledge Ma	anagement, Pal	lgrave Macmillan,
	UK.		
2.	North. K, G. Kumta, (2014), Knowledge Manage	ment: Value	creation through
	organizational learning, Springer.		
Ref	ference Books		
1.	Jennex M.E, (2007), Knowledge Management: Con	cepts, Method	lologies, Tools and
	Applications, 6th revised edition, Idea Group.		
2.	Donald Hislop, (2013), Knowledge Management in (	Organizations,	3rd edition, Oxford
	University Press.		
3.	Dalkir. K, (2011), Knowledge Management in Theory and	Practice, 2nd	Edition, MIT Press.
Mo	de of Evaluation: Quiz, Midterm Exam, Case Discussion,	Final Assessm	ent Test
Rec	commended by Board of Studies 11-03-2019		

Date

14-03-2019

No. 54

Approved by Academic Council

BMT6201			3 0 0 0 3				
Pre-requisite	e-requisite Nil Syllabus ver						
OBJECTIVES:							
students will be able to comprehend global trends influencing the business environment							
students will be able to formulate competitive strategies for the digital market places							
students will be able to articulate (oral and written) ideas to aid decision making							
OUTCOME:							
	t is able to analyse decisions using multiple i	international inform	ation sources				
<ol> <li>The student is able to analyse decisions using multiple international information sources</li> <li>The student is able to appreciate cultural differences with the available information while</li> </ol>							
making de		in the available info	imation with				
	t is sensitive to consequences of intercultural	l communication and	d proposes				
	rays of communicating in the given context	i communication and	a proposes				
	t provides a definitive and outstanding assess	emant of the market	share and				
			Share and				
	e advantage of competitors in the marketplac						
	t does a comprehensive analysis of potential						
	t provides comprehensive industry assessmen	nt and strategy form	ulation and				
	ation details		1 . 1				
	t is effective in oral communication of a mar	nagerial decision and	1 IS also				
convincing			•				
	t is able to effectively use written communic						
	t is able to convince others on decision maki	ng using his or her o	oral and written				
communica		1					
	1 Business		5 hours				
Asian management models, political & economic history of Asia; ASEAN and its role; Asian							
	East Asian crisis; India role in ASEAN region	on; FTAs and Loan					
	n Culture		5 hours				
	ajor cultures, business & societies of Asia:						
	le's Republic of China and communism- ref	orm and open-door	policy—Market				
economy and red		T					
	ese Business Management		6 hours				
Role of SOEs and	d their subsequent reforms - Changing rol	le since China's W	TO accession -				
	in PRC – PRC's WTO track record. New	Age Chinese enterp	orises- Issues of				
	s experiences- issues of Sourcing						
	nese- Korean Business Models		6 hours				
Japanese culture a	nd society—key factors in Japan's post war s	success—the Japane	se business				
environment—Jap	anese management model- post bubble Japar	n and the manageme	nt model in				
transition – Indo-J	apanese Business ties Rise of Chaebols, Their	ir role in Korean ecc	onomy- Cases				
of Major Korean C	Corporations						
Module:5 Midd	lle East connection in Asian Business		6 hours				
lands	scape						
	Banking & Finance; Islamic Finance's basi	ic tenants – Its plac	e in South East				
=	tup Ancient linkages with IndiaThe influ	_					
	aiwan Hong Kong- Macau. The Influence						
	- Its business implications	of becarity in boun	. Cilila sea alla				
Situits of Maiacea	no ousiness implications						
Module:6 Cont	emporary Issues		2 hours				
	industry/Business experts on contemporary b	usiness practices					
	Total Lecture hours:	<u>`</u>	30 hours				
	Total Lecture Hours.		o nouis				

**Managing Asian Business** 

**Course code** 

# Mode: Flipped Class Room, Case Discussions and	
# Wode. The ped Class Room, Case Discussions and	
Lacturas	
Lectures	

#### Text Book(s)

- 1. Ade Asefeso, (2012) CEO Guide to Doing Business in Asia -Singapore, Malaysia and Indonesia, Lulu.com
- 2. Harvard Business Review on Doing Business in China (2010), HBS Press

#### **Reference Books**

- 1. Fishman, Ted.C.,(2012), China Inc (The relentless rise of the next great superpower), New York (eBook)
- 2. Michaelson & Michaelson (2011) Sun Tzu: The Art of War for Managers, Adams Media Publications Company
- 3 Hill, C. (2010) International Business: Competing in the Global Marketplace. (8<sup>th</sup> ed Tata McGraw-Hill.
- 4 Graham, Sano & Day (2007) Doing Business with the New Japan: Succeeding in America's Richest International Market, Rowman & Littlefield Publishers, Inc
- 5 Fishman, Ted.C.,(2006), China Inc., Scribner International, New York.
- 6 Helen Deresky (2011), International Management: Managing across borders and cultures, Pearson Education
- 7 Harvard Business on Doing Business in Asia, (2004) Harvard Business School Press, MA.
- 8 Hodgetts, R.,M.,& Luthans F, (2005), International Management, Tata McGraw Hill Publications, New Delhi.
- 9 Graham, J.L; Sano, Y.(1989), Smart Bargaining; Doing Business with Japan, Harper Business, NY

•	Dusiness, IVI					
Mo	Mode of Evaluation: Quiz, Midterm Exam, Case Discussion, Final Assessment Test					
Re	Recommended by Board of Studies 11-03-2019					
Ap	proved by Academic Council	No. 54	Date	14-03-2019		

Strategic Management	0	0	0						
Strategic Management									
Strategic Management									
			Course Pre- BMT 5212 – Strategic Management						
		requisites							
OBJECTIVES:									
students will be able to identify business problems and formulate alternative courses of action students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
,	stematically apply qualitative and quantitative technic		stematically apply qualitative and quantitative techniques to						

- 4. The student is able to perform a comprehensive quantitative data analysis
- 5. The student is able to interpret qualitative information in detail
- The student is able to represent the analyses as a complete solution to the business problem

Unit No. 1 Introduction & Principles of SM:	Hrs.			
Definitions, relevance and need for internalization of CSR &	6			
sustainability management for corporations - Principles of Sustainable				
Management - Triple Bottom Line – TBL/3BL: 'People, Planet, Profit':				
the social, environmental, and financial accountability of businesses -				
Social and environmental sustainability challenges - Integration of SM				
with commercial and economic success - Current practices of				
sustainability in business - Global issues and major frameworks -				
Scientific foundations and economic principles				
Unit No. 2 Strategic Social Responsibility of Corporates:				
Bottom of The Pyramid: Social Responsibility or Market Opportunity,	6			
Corporate Strategy and CSR, What CSR Is and Is Not, A Moral				
Argument for CSR, A Rational Argument for CSR, An Economic				
Argument for CSR, Why is CSR Relevant Today, CSR: Do				
Stakeholders Care?				
Unit No. 3 The Strategic Context of CSR & its Implementation:				
The Strategic Lens: The E.S.C.S. Framework, Positive Brand Building,	6			
Crisis Management, CSR Business Plan of Action - Short Term &				
Medium term, Implementation From a Strategic Perspective: Planning,				
Implementation From a Firm Perspective: Action				
Unit No. 4 Managing Global Corporate Social Responsibility: Issues				
Organizational Issues, Economic Issues, Societal Issues	4			
Unit No. 5 Triple Bottom Line (TBL/3BL):				
Definition, The Bottom Lines, Arguments in favor of the concept,	8			
Arguments against the concept, Legislation	O			
Module 6 Contemporary Issues				
Guest Lectures				
Total Lecture hours:	30 hours			
Text Books				

4. Doppelt Bob," Leading Change toward Sustainability, A Change-Management Guide for

Business, Government and Civil Society", Greenleaf Publishing, 2003

5. C. K. Prahalad & Allen Hammond," Serving the World's Poor, Profitably", Harvard Business Review, September 2002

# **Reference Books:**

- 8. William B. Werther Jr.&David Chandler," Strategic Corporate Social responsibility ,Stakeholders in a Global Environment ", SAGE Publications:
- 9. Kotler Philip & Nancy Lee, "Corporate Social Responsibility: Doing the Most Good for your company and your Cause", John Wiley & Sons, Inc.
- 10. Kotler P & Roberto EL," Social marketing. Strategies for changing public behavior. New York, Free Press, 1989

11. Andreasen Alan R.," Ethics in Social Marketing "Georgetown university Press, 2001

Mode of Evaluation:	Continuous Assessment (Midterm, Quiz, Assignments and mini projects ) and TEE					
Recommended by	Board of Studies	11-03-2019				
Approved by Aca	demic Council	No. 54	Date	14-03-2019		

Course code	Course code Public Sector Management L T P J						C		
BMT6203	BMT6203						0	0 0	3
Pre-requisite	Pre-requisite S							s ver	
OBJECTIVES:									
	s will be able to								
	s will be able to	comprehend	global trend	s influe	ncing the busing	ness env	iror	nmen	t
<b>OUTCOME:</b>									
	is able to relat				_				
	is able to analy	•	-						
	ion plan consid	•			_	° 4° -			_
	dent is able to								
	dent is able to decisions	appreciate cui	iturai differe	ences w	illi lile avallab	ie imor	IIIai.	IOII W	mie
	ident is sensiti	ve to consequ	uences of in	ntercult	ural communi	cation a	ınd	nron	nses
	e ways of com				arar communi	cation t	ına	prop	oscs
	ublic organiza			Πισχι			4	5 hou	rc
	Public Organiza			tures- h	ow different th	nev are 1			
	Methodology t								
	olitical systems						5	hou	rs
	ectors		1						-
Political syste	ms- National	and Internat	tional Ideo	logies-I	Democracy an	d Poli	tical	l pol	licy-
	cialism and Mo	narchy admini	strations – I	mpact o	of political idea	ologies o	n P	olicie	es in
Business organ				,					
	ontemporary 1	<b>Models-Socio</b>	Economic					5 ho	urs
	odels		. 51 .	1				. 5	1 11
	in Public Secto				_	_			
	nparison between			ectors -	- Five year p	lans- N	eeth	ı ayo	og –
Government so	chemes to devel	op Public sect	ors						
	heories of	Governance	and po	litical			5	5 hou	ırs
	conomies	- C	1	C D		1		D 1'	. 1
	ublic Governar		-	s of B	ureaucracies-R	egulatio	ns-	Poli	tıcal
	- Governance i							<i>5</i> 1	
	<b>lanaging Budg</b> cial Planning-B			wole A	udit process in	Dublic		5 hou	ırs
	evelopment an				udit process in	i i uone		5 ho	ırc
	echnology and			101-				3 1100	115
	l initiatives to u			Introdu	ction of Techn	ology-	Ease	e of	
	talization of La					ologj .	Last	01	
process Bign	anization of La		al Lecture l				30	0 hou	ırs
# Mode: F1	lipped Class Ro								
# Mode. 11	npped Class Re	om, Case Dis		Project					
Text Book(s)									
	ore Schiavo-C	-			(2018) <u>Public</u>	Manag	em	ent ir	<u> </u>
<u>Globa</u>	<u>l Perspective</u> (	Armonk, N.Y	.: M.E. Sha	rpe)	41.				
2. <b>B.</b> Gu	y Peters, (2001	), The Politics	s of Bureau	<u>cracy</u> ,	5 <sup>th</sup> Edition (Lo	ondon:	Rou	ıtledş	ge)
3. Jreisa	t, Jamil E.,(20	01) <u>Comparat</u>	tive Public A	<u>Admini</u>	stration and l	Policy (	Bou	lder,	
CO: Westview Press)									
Reference Books 1. Ferrel Heady, (2001), Public Administration: A Comparative Perspective, 6 <sup>th</sup>									
	Haady (2001)					an a ativ	~ <i>L</i>	v41	

Michael J. Sandel, (2012)	Edition (New York: Marcel Dekker) Michael J. Sandel, (2012), What Money Can't Buy: The Moral Limits of Markets (New York: Farrar, Straus and Giroux)						
Mode of Evaluation							
Recommended by Board of Studies 11-03-2019							
Approved by Academic Council	No. 54	Date	14-03-2019				

Course code		Strategies for Winning Business Negotiations	[ ] T  P  J  C					
<b>BMT 6204</b>		~gree for 11 mmng Dusmess Freguentions	2 0 0 4 3					
Pre-requisite	;	BMT 5212 – Strategic Management	Syllabus version					
•		Ç Ç						
<b>OBJECTIVE</b>	ES:							
students will be able to formulate competitive strategies for the digital market places								
students will be able to articulate (oral and written) ideas to aid decision making								
<b>OUTCOME:</b>								
		rovides a definitive and outstanding assessment of the market sh	are and competitive					
		competitors in the marketplace						
		pes a comprehensive analysis of potential dangers of competitors						
		provides comprehensive industry assessment and strategy	y formulation and					
		on details effective in oral communication of a managerial decision and is	also convincina					
		able to effectively use written communication for expressing vio						
		s able to convince others on decision making using his or h						
	nunicatio		er oral and written					
Collin	Tarricatio	ii okiiio						
Module:1	Fundan	nentals of Negotiations	3 hours					
		otiation – Process, data and cultures – Mapping critical & analyt						
		spending disbelief – Critical thinking process – clarity – illustra						
		Findividuals, groups and organizations.						
	56							
Module:2	Negotia	tion Processes	4 hours					
		ble – Goals, Aims and requirements – Time – Power to take dec						
<ul> <li>Winning at</li> </ul>	+ 011 000	ts. Pre-Negotiation - Negotiation - Post - Negotiation - W						
Techniques – Making the first move developing a negotiating style – Establishing Trust and Building –								
Techniques -	Making	the first move developing a negotiating style – Establishing T	rust and Building -					
Techniques – Communication	Making		rust and Building -					
Techniques -	Making	the first move developing a negotiating style – Establishing T	rust and Building -					
Techniques – Communication teams.	Making on – Per	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple pa	rust and Building – arties, coalitions and					
Techniques – Communication teams.  Module:3	Making on – Per	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple pacultural Negotiations	rust and Building – arties, coalitions and  3 hours					
Techniques – Communication teams.  Module:3	Making on – Per	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple pa	rust and Building – arties, coalitions and  3 hours					
Techniques – Communication teams.  Module:3 Role of Culture	Making on – Per Cross C	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple parameters of the control of th	rust and Building – arties, coalitions and  3 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4	Making on – Per  Cross C res in cro	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple parameters by the suasion and Ethics in Negotiation. Negotiations with multiple parameters by the suasion and Social dilemmas by the suasion of the sua	rust and Building – arties, coalitions and  3 hours  4 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4	Cross Cres in cro	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple parameters by the Eultural Negotiations  Substitution Substitu	rust and Building – arties, coalitions and  3 hours  4 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating v	Cross Cres in cro	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple parameters by the Eultural Negotiations  Substitution Substitu	rust and Building – arties, coalitions and  3 hours  4 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating v Media in negotiation regotiation of the communication Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple particularly Negotiations  Sultural Negotiations  Oss border negotiations – Tacit negotiations and Social dilemmas  Subject Negotiations  Mation Technology – negotiating on the Internet – interplay of	rust and Building – arties, coalitions and  3 hours  4 hours						
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volume in negotiation megotiation  Cross Cres in cross in informatiations.  Negotia	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple parameters by the Eultural Negotiations  Substitution Substitu	Trust and Building — arties, coalitions and  3 hours  4 hours  Play of new Social  4 hours						
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volumedia in negotiation volumes.  Module:5 Comparative in the communication of the communicati	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple particularly Negotiations  Substituted Negotiations  Substitute Negotiations  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations  The Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  The Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas  Substitute Negotiations – Tacit negotiations and Social dilemmas	Trust and Building — arties, coalitions and  3 hours  4 hours  Play of new Social  4 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volumedia in negotiating volumedia in negotiating volumedia in negotiating volumedia in negotiation in negotiation volumes.	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple particles by the South of the South	Trust and Building — arties, coalitions and  3 hours  4 hours  Play of new Social  4 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volumedia in negotiation negotiation teams.  Module:5 Comparative in Europe – Lation	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple particles by the suasion and Ethics in Negotiation. Negotiations with multiple particles by the substitutions of the substitutions and Social dilemmas and Social	Trust and Building — arties, coalitions and  3 hours  4 hours  Play of new Social  4 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volumedia in negotiating volume:5 Comparative in Europe – Latin	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple particles by the South State of the Sout	Trust and Building — arties, coalitions and  3 hours  4 hours  Play of new Social  4 hours globe Australasia —					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volumedia in negotiation negotiation teams.  Module:5 Comparative in Europe – Latin	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple particularly negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substitute Negotiations  Substitute Negotiation on the Internet – interplay of the India and different cultures specific to nations across the substitute Negotiation Strategies – Cases.  Substitute Negotiation Strategies – Cases.  Substitute Negotiation Strategies – Cases.	Trust and Building — arties, coalitions and  3 hours  4 hours  Play of new Social  4 hours  globe Australasia —  2 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volumedia in negotiation negotiation teams.  Module:5 Comparative in Europe – Lation	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple particles by the suasion and Ethics in Negotiation. Negotiations with multiple particles by the substitutions of the substitutions and Social dilemmas and Social	Trust and Building — arties, coalitions and  3 hours  4 hours  Play of new Social  4 hours  globe Australasia —  2 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volumedia in negotiation negotiation teams.  Module:5 Comparative in Europe – Lation	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple particularly negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substitute Negotiations  Substitute Negotiation on the Internet – interplay of the India and different cultures specific to nations across the substitute Negotiation Strategies – Cases.  Substitute Negotiation Strategies – Cases.  Substitute Negotiation Strategies – Cases.	Trust and Building — arties, coalitions and  3 hours  4 hours  Play of new Social  4 hours  globe Australasia —  2 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volume in negotiating volume in negotiating volume in negotiating volume.  Module:5 Comparative reference – Latin	Cross Cres in cross i	the first move developing a negotiating style — Establishing T suasion and Ethics in Negotiation. Negotiations with multiple particularly negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substituted Negotiations  Substitute Negotiations  Substitute Negotiations  Substitute Negotiation on the Internet — interplay of the India and different cultures specific to nations across the substitute of the India and Challenges  Substitute Negotiation Strategies — Cases.  Substitute Negotiation Strategies — Cases.  Total Lecture hour	Trust and Building — arties, coalitions and  3 hours  4 hours  Play of new Social  4 hours  globe Australasia —  2 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volume in negotiating volume:5 Comparative in Europe – Latin  Module:6 Contemporary	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple parameters by the substitution of the sub	Trust and Building — arties, coalitions and  3 hours  4 hours Play of new Social  4 hours globe Australasia —  2 hours  2 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating vous Media in negotiating vous Europe – Lation Module:6 Contemporary	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple parameters by the suasion and Ethics in Negotiation. Negotiations with multiple parameters by the suasion and Social dilemmas and Social dilemmas by the suasion Technology – negotiating on the Internet – interplay of the suasion Technology – negotiating on the Internet – interplay of the suasion Strategies – Cases.  Total Lecture hour the faculty coordinator would provide the topic based on the suasion and students would undertake the suasion and Social dilemmas and Social dilemmas by the suasion and Social dilemmas by the suasion and Social dilemmas and Social dilemmas by the suasion	Trust and Building — arties, coalitions and  3 hours  4 hours Play of new Social  4 hours globe Australasia —  2 hours  2 hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volume Module:5 Comparative of Europe – Lation  Module:6 Contemporary	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple parameters by the suasion and Ethics in Negotiation. Negotiations with multiple parameters by the suasion and Social dilemmas and Social dilemmas by the suasion Technology – negotiating on the Internet – interplay of the suasion Technology – negotiating on the Internet – interplay of the suasion Strategies – Cases.  Total Lecture hour the faculty coordinator would provide the topic based on the suasion and students would undertake the suasion and Social dilemmas and Social dilemmas by the suasion and Social dilemmas by the suasion and Social dilemmas and Social dilemmas by the suasion	3 hours  3 hours  4 hours  Play of new Social  4 hours  2 hours  2 hours  20					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating vomedia in negotiation vomedia i	Cross Cres in cross i	the first move developing a negotiating style – Establishing T suasion and Ethics in Negotiation. Negotiations with multiple parameters by the suasion and Ethics in Negotiation. Negotiations with multiple parameters by the suasion and Social dilemmas and Social dilemmas by the suasion Technology – negotiating on the Internet – interplay of the suasion Technology – negotiating on the Internet – interplay of the suasion Strategies – Cases.  Total Lecture hour the faculty coordinator would provide the topic based on the suasion and students would undertake the suasion and Social dilemmas and Social dilemmas by the suasion and Social dilemmas by the suasion and Social dilemmas and Social dilemmas by the suasion	Trust and Building — arties, coalitions and  3 hours  4 hours Play of new Social  4 hours globe Australasia —  2 hours  2 hours  20  Non-contact					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volumedia in negotiating volume:5 Comparative in Europe – Lation  Module:6 Contemporary  Text Book(s)	Cross Cres in cross i	the first move developing a negotiating style — Establishing T suasion and Ethics in Negotiation. Negotiations with multiple paragraph of the substitution of the suasion and Social dilemmass.  **Cultural Negotiations**  Descriptions**  Descriptions**  Tacit negotiations and Social dilemmass.  Descriptions**  Technology — negotiating on the Internet — interplay of the substitution of	Trust and Building — arties, coalitions and  3 hours  4 hours Play of new Social  4 hours globe Australasia —  2 hours  2 hours  20  Non-contact					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volumedia in negotiating volumes.  Module:5 Comparative in Europe – Latin  Module:6 Contemporary  Text Book(s) 1. Thompso	Cross Cres in cross i	the first move developing a negotiating style — Establishing T suasion and Ethics in Negotiation. Negotiations with multiple particularly substituted in Negotiations. Negotiations with multiple particularly substituted in Negotiations.  See Border negotiations—Tacit negotiations and Social dilemmas and Social dilemmas.  Ilogy & Negotiations—Tacit negotiations and Social dilemmas are negotiation. Technology—negotiating on the Internet—interplay of the substitute of the Internet—interplay of the Internet—interplay of the Internet—interplay of the Internet—interplay of the Internet—interplay of the Internet—interplay of the Internet—interplay of the Internet—interplay of the Internet—interplay of the Internet—interplay of Interplay of Internet—interplay of Intern	3 hours  3 hours  4 hours  Play of new Social  4 hours  2 hours  2 hours  20  Non-contact hours					
Techniques – Communication teams.  Module:3 Role of Culture  Module:4 Negotiating volumedia in negotiating volume:5 Comparative in Europe – Latin  Module:6 Contemporary  Text Book(s) 1. Thompso 2 Lewieki,	Cross Cres in cross i	the first move developing a negotiating style — Establishing T suasion and Ethics in Negotiation. Negotiations with multiple paragraph of the substitution of the suasion and Social dilemmass.  **Cultural Negotiations**  Descriptions**  Descriptions**  Tacit negotiations and Social dilemmass.  Descriptions**  Technology — negotiating on the Internet — interplay of the substitution of	Trust and Building —  arties, coalitions and  3 hours  4 hours  Play of new Social  4 hours  globe Australasia —  2 hours  20  Non-contact hours  Irwin Publishers					

Reference Books						
1.	Fisher and Ury (2012) Getting to Yes: Negotiating An Agreement Without Giving In, Random					
	House Business					
2	Cellich & Jain, (2011), Global Business Negations – A practical Guide, Thomson / South Western					
Mo	Mode of Evaluation: Continuous Assessment (Midterm, Quiz, Assignments and mini projects ) and TEE					
Rec	Recommended by Board of Studies 11-03-2019					
App	proved by Academic Council	No. 54	Date	14-03-2019		