

Business School

Master of Business Administration

(MBA)

Curriculum

(2020 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	•			. ,	
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		1	1	$\sqrt{}$				
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
OBJECTIV	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			
Double Entr	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	
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

Specific Assessment Methods	% 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
OBJECTI	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	
		Total Lecture hours:		
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	annon, 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	

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
		1	2	3	4	5				
Continue Assessment	60									
Midterm	20		V	V						
Final Assessment Test	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						

MBA Page 17

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		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							
OBJECTIVES:										
students w	ill be able to involve stakeholders and team 1	members in exec	cuting decisions							
OUTCOME:										
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**

Specific Assessment Methods	%	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	1	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 Danaina 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 th 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	A		Business Commun	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 aid decisio	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
			 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 iiiici icaii, 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
OBJECTIVES:						
students will be a	ole to comprehend global trends influencing the business envir	ronmer	nt			
OUTCOME:						
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, 12th 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			- nou 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					
Specific Assessment Methods	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
OBJECTIVES:			-
students will be	e able to identify business problems and form	ulate alternativ	e courses of action
OUTCOME:			
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.		.	
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

Specific Assessment Methods	% Weightin	_	ended essed (•			_		nes to be te)
		1	2	3	4	5	6		
Continue Assessment	60								
Midterm	20	1	1	√					
								<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	Connecting with Customers		7 hours						
Analyzing	Consumer Markets - Analyzing Business Markets								
Module:3	Building Strong Brand		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	Designing Pricing Strategies and Programmes	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

Specific Assessment Methods		% 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			
Final Assessment Test	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
-		v. 01.00
OBJECTIVES:		
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
OUTCOME:		
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	Intended Course outcomes							
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								
OBJECTIVE	ES:											
		l be able to articulate (oral and written) idea	as to aid decision	n making								
OUTCOME:												
		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	-	-								
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									
		Total Lecture hours:		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

Specific Assessment Methods	% Weighting	·	ended essed (•			_			o b
		1	2	3	4	5	6	7	8	9
Continue Assessment	60									
Midterm	20	V	1	V	1	√	√	1	V	1
Final Assessment Test	40	1		1		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 hours:	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, 6th 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	Essentials of Business Etiquettes	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 Intelligence 4T6114							
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-Sca	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 Tree map - Heat m	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 Regression, Module:5 Prescription Tree Module:5 Prescription Tree map - Heat module:4 Prediction Tree map - Heat module:5 Prescription Tree module:5 Prescr	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							
managerial 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	Specific Assessment Methods % Weighting Intended subject learning outcomes 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	V	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	S			
		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	share	es,
Module:3	Lever	- Computation of weighted average cost of c	apitai, Marginai	cost o		риат. 5 ho	
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 th edition Van Horne, Sanjay Dhamija, (2011), Finan				icy,	12 th
3. Eug	gene F	arson Education. Brigham, Michael C. Ehrhardt, (2014), Fi 4 th 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, 7th edition, McGraw Hill.
- Prasanna Chandra, (2011), Financial Management: Theory and Practice, 8th edition, 2. McGraw Hill, India
- William R Lasher, (2014), Financial Management: Principles and Practice, 7th edition, 3. Cengage Learning, India.
- Richard Brealey, Stewart Myers, Franklin Allen, Pitabas Mohanty, (2012), Fundamentals 4. of Corporate Finance, 10th edition, Mcgraw Hill.
- Stephen Ross, Randolph Westerfield, Bradford Jordan (2016), Corporate Finance, 11th 5. edition, Mcgraw Hill.

Mode of Evaluation

Widde of Evaluation								
Specific Assessment Methods	%	Weighting						
			1	2	3	4	5	6
Continue Assessment	40							
Midterm	20							
Final Assessment Test	40							
Total	100							
Recommended by Board of Studie	11-03-2019	9						
Approved by Academic Council		No. 54		Date	;	14-03	3-201	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. 02.00						
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		
	. +			7.6		1					
			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.	1. Kotler, P, Keller K, Koshy, Jha, (2012), Marketing Management: A South Asian								sian		
	Perspective, 14 th edition, Pearson Education.										
2.											
Learning.											
Reference Books 1. Bert Rosenbloom, (2012), Marketing Channels- A Management View, 8 th edition,											
1.				Management	View	, 8		edit	ion,		
_			earning.	trian C							
2.											
3.	7										
4.											
	Metrics: 50+ Metrics Every Executive should master, 1 st edition, Financial times/Prentice										

Hall.

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

 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	
Continue Assessment	60									
Midterm	20									
Final Assessme□t Test	40		V	1	1	1	1	√	1	
Total	100)								
Recommended by Board of Studie	Recommended by Board of Studies			9						
Approved by Academic Council	No. 54		Date 14-03-2019							

Course code	Entrepreneurship		L T P J C						
BMT6117			2 0 0 4 3						
Pre-requisite	BMT6111, BMT6112		Syllabus version						
ODIECTIVES			v. 02.00						
OBJECTIVES students		ata and calutions							
students will be able to co-create unique ideas, products and solutions OUTCOME:									
1. Student produces original ideas with minimal guidance. Implementation solutions have									
strong evidential support									
	uses multiple idea creation techniques								
3. Student	creates new ideas and combines multiple per	spectives to deve	elop new solutions						
Module:1	Entrepreneurship in the New	•	3 hours						
	Millennium								
	mall-Business Owners: Emerging trends: Th								
	s; Corporate Entrepreneurship – Nature, Con	cepts and Sustain	•						
Module:2	The Entrepreneurial Mindset		4 hours						
Entrepreneurie1	Individual, Sources of research on Entrep	rangure Comm	on Entrapropagnical						
	Confrontation with risk, Stress & Enti								
	veloping Individual Innovation, Imagination								
	, Entrepreneurship, & Law, Social respon								
	nnology / Know how- Sources / Plans, Fundi	ng- various optic	ons, Infrastructure,						
Mentoring, Plan									
Module:3	Entrepreneurial Venture Planning		5 hours						
Opportunity As	sessment, Opportunity mapping, Idea valida	Lation introduction	on to Lean Canvas						
	ets, Challenges of New-Venture Start-Ups,								
_	for NVD, Failures of New Ventures, New		_						
	n Domain Model, Feasibility Plan; Sus		± .						
	use of business incubator; Entrepreneurial								
Business Plan			,						
Module:4	Entrepreneurial Issues for Start-Ups		3 hours						
T 1.0		1 1	G : C C						
	Entrepreneurial Organizations, Identifying								
Capital	d Corporations: Debt versus Equity, Ventu	re Capitai Mark	et, informat Kisk						
Module:5	Entrepreneurial Issues for Growth &		3 hours						
Wiodule.5	Development States for Growth &		5 nours						
Strategic Plann	ing and Entrepreneurship: Nature of Plan	ning in emergin	g firms. Strategic						
	of Strategic Planning: The Entrepreneurial								
	opment Stages: Entrepreneurial Ventures: N								
	uccession strategy; Harvest strategy: Liqu	ıdıty events – li	nitial Public Offer						
Module:6	e sale of the venture		2 hours						
Module:0	Contemporary Issues	2 hours							
	initiatives to foster entrepreneurship across s	ectors, Funding	opportunities for						
start-ups, Busin	ness Incubation and its benefits.	Τ	20.1						
	Total Lecture hours:		20 hours						
•	of maximum 6 students would undertake								
the project. The faculty coordinator would provide the Non Contact									
topic based on the modules. hrs]									

Specific Assessment Methods % Weighting Intended subject learning outcomes
Mode of Evaluation
Ventures,4 th edition, Pearson Education.
2. Bruce R Barringer, (2011), Entrepreneurship: Successfully Launching No.
1. Timmons, Spinelli, (2012), New Venture Creation, 9 th edition. McGraw Hill.
Reference Books
Cengage Learning.
3. Kuratko, Rao, (2012), Entrepreneurship A South-Asian Perspective, 8 th edition,
2. Hisrich, Peters, Shepherd, (2016), Entrepreneurship, 10 th edition. McGraw Hill.
Practice, 10 th 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	ı												
Specific Assessment Methods	% Weighting				ubjec				utco	me	s to	b	e as
		(Ple	(Please tick as appropriate)										
		1	2	3	4	5	6	7	8	9	10		
Continue Assessment	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						

Course Code	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	ategy – 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 Governand managerial control, Ownership concentration	
		and Controls within Organizations: Evolutional Structure	onary Patterns of Strategy and
Indi Effe Bala	ian 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,
Mo	dule:6	Contemporary Issues	2 hours
Gu	iest lectu	Ire by industry experts on contemporary strategic ma	anagement practices in India.
		Total Lecture hours:	20 hours
proj on t	ect. The	am of maximum 6 students would undertake the faculty coordinator would provide the topic based ales. pped Class Room, Case Discussions, Lectures and	20 [Non-Contact hrs] Project
Tex	t Book((2)	
1. 2.	Hitt Hill	t, Ireland, Hoskisson, Manikutty, (2016), Strategic N., Jones, Shilling (2013), An Integrated Approach to Stedition, Cengage Learning.	
Ref	erence I	Books	
1.	Mc	ompson, Strickland, Gamble, Jain, (2010), Crafting a Graw Hill.	
2.	Edu	d R. David, (2015), Strategic Management – Conceptation. n Pearce Richard Robinson Amitha Mittal (2012)	

- obinson, Amitha Mittal, (2012), Strategic Management, 13thedition, McGraw Hill.
- R. Srinivasan, (2012), Strategic Management: The Indian Context, 4th edition, PHI 4.
- Bod de Wit, Ron Meyer, (2014), Strategy An International Perspective, 5thedition, 5. Cengage Learning.

 Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended student learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5	6	7	
Continue Assessment	60								
Midterm	20								
Digital Assignment – 1	10	$\sqrt{}$		$\sqrt{}$					

Digital Assignment - 2		20				1				
Quiz – 1		10	V	√	1					
Final Assessment Test	40		1			1				
Total	100									
Project										
Review 1	20				1					
Review 2	30					1	V	1		
Review 3	50		1	1	1	1	1	1		
Total	100									
Recommended by Board of Studies 11-03-2019										
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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1.Heights and distances 2.Simple trigonometric functions Logarithms	
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 th 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 th 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
BMT612	21								2	0	2 0	3
Pre-requisit									Sylla	abu		sion
-												2.00
OBJECTIV	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	
business pro												
OUTCOME												
	student is con										5	
	student is ab											
	student is ab									pla	n	
	student is ab							a analy	S1S			
	student is ab							• , ,	1 1 .		1	1
6. The s	student is ab	ie to repre	sent the a	ınaıyse	es as a c	compie	ete solut	ion to t	ne busii	iess	proc	iem
Module:1	Introduction	n to Foor	a o m o t vi o	6							5 h	ours
Module:1	introductio	ii to Ecoi	iometric	5							3 11	ours
Importance	of Rusiness	forecastii	ทธ-คะกากเ	mic th	neory/ea	ronom	etric m	odels-c	oncent	of s	ran	dom
variable: dis												
estimators (
correlation,												
forms of re												
performance												
Module:2	Cross section											ours
Qualitative												
Limited dep		able-mode	els-Model	lling o	count d	ata: tł	ne Pois	son and	d negat	ive	bino	mial
regression m		J-4- E									<i>5</i> 1-	
Module:3	Time series	aata Ecc	mometri	CS							5 H	ours
Stationary st	tochastic pro	ocess - no	n stations	arv sto	ochastic	nroces	s - unit	root -	trend si	atic	narv	and
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difference s	•	_		_		_	_				_	
difference si	Moving Ave	Jayl IAN	IIVIAI-VE		auto re	gress ₁₀	on (VA		501 01		-	
Integrated N	_								Auto	R	egres	
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Integrated M Cointegratio Conditional	n and Hetroskedast	error co		mo		latility					egres nditi	onal
Integrated M Cointegratio Conditional Hetroskedas	n and Hetroskedast	error conticity [ACH].	orrection ARCH],	mo	odel-Vo	latility	/ mo	dels:			nditi	onal ours
Integrated M Cointegratio Conditional Hetroskedas Module:4	n and Hetroskedast ticity [GARO Panel data	error conticity [4 CH].	orrection ARCH],	Ge.	odel-Vo eneralise	latility ed A	y moo	dels: Regres	ssive	Сс	nditi 3 h	ours
Integrated M Cointegratio Conditionall Hetroskedas Module:4	n and Hetroskedast ticity [GARO Panel data egression m	error concicity [ACH]. Econome	orrection ARCH], etrics led OLS-	Ge -Rando	odel-Vo eneralise	latility ed A	y moo Auto del (RE	dels: Regres	ssive 1 Fixed	eff	3 h	ours least
Integrated M Cointegratio Conditionall Hetroskedas Module:4 Panel data r squares dum	n and Hetroskedast ticity [GARO Panel data egression m my variables	error concicity [ACH]. Econome odels-poos (LSDV)	orrection ARCH], etrics led OLS- models -	Ge-Rando	odel-Vo eneralise om effe om effec	latility ed A ectsmo ets - Ha	Auto del (REausman	dels: Regres	ssive 1 Fixed	eff	3 h	ours least
Integrated M Cointegratio Conditionall Hetroskedas Module:4	n and Hetroskedast ticity [GARO Panel data egression m my variables	error conticity [ACH]. Econome odels-poones (LSDV) ient model	orrection ARCH], etrics led OLS- models - l (Hierarc	Ge-Rando rando	odel-Vo eneralise om effe om effec	latility ed A ectsmo ets - Ha	Auto del (REausman	dels: Regres	ssive 1 Fixed	eff	3 hoects	ours least way
Integrated M Cointegratio Conditional H Hetroskedas Module:4 Panel data r squares dum models - ran Module:5 William sha	n and Hetroskedast ticity [GARO Panel data egression m my variables dom coeffici Portfolio O arp CAPM N	error conticity [ACH]. Econome odels-poone (LSDV) ient model ptimizati Model, 3 I	orrection ARCH], trics led OLS- models - l (Hierarc on Mode	-Rando rando chical dels	om effection om effection om effection effection del,	ectsmo	del (REausman	EM) and test - o	d Fixed ne way	eff and	3 hotects two 2 hotes, M	least way
Integrated M Cointegratio Conditionall Hetroskedas Module:4 Panel data r squares dum models - ran Module:5 William sh carlo Simul	n and Hetroskedast ticity [GARO Panel data egression m my variables dom coeffici Portfolio O	error concicity [ACH]. Econome odels-poones (LSDV) ient model optimizati Model, 3 I ual data fe	orrection ARCH], trics led OLS- models - l (Hierarc on Mode	-Rando rando chical dels	om effection om effection om effection effection del,	ectsmo	del (REausman	EM) and test - o	d Fixed ne way	eff and	3 hoteles, M	least way
Integrated M Cointegratio Conditional Hetroskedas Module:4 Panel data r squares dum models - ran Module:5 William sha carlo Simul	n and Hetroskedast ticity [GARO Panel data egression m my variables dom coeffici Portfolio O arp CAPM N lations, Text	error concicity [ACH]. Econome odels-poone (LSDV) ient mode optimizati Model, 3 I ual data fe	orrection ARCH], trics led OLS- models - l (Hierarc on Mode Factor FA eed and it	-Rando rando chical dels	om effection om effection om effection effection del,	ectsmo	del (REausman	EM) and test - o	d Fixed ne way	eff and	3 heects two 2 hees, Men mo	least way
Integrated M Cointegratio Conditionall Hetroskedas Module:4 Panel data r squares dum models - ran Module:5 William sha carlo Simul and option Module:6	n and Hetroskedast ticity [GARO Panel data egression m my variables dom coeffici Portfolio O arp CAPM N lations, Text pricing tools Contempor	error concicity [ACH]. Econome odels-poons (LSDV) ient model ptimizati Model, 3 I ual data for concern rary Issue	orrection ARCH], etrics led OLS- models - l (Hierarc on Mode Factor FA eed and it	-Rando rando chical /	om effection of ef	ectsmo ets - Ha evel m	del (RE ausman aodels) Markoting, Po	EM) and test - o	l Fixed ne way	efff and hole	3 heects two 2 hees, Men mo	least way ours
Integrated M Cointegratio Conditionall Hetroskedas Module:4 Panel data r squares dum models - ran Module:5 William sha carlo Simul and option Module:6	n and Hetroskedast ticity [GARO Panel data egression m my variables dom coeffici Portfolio O arp CAPM N lations, Text pricing tools Contempor	error concicity [ACH]. Econome odels-poons (LSDV) ient model ptimizati Model, 3 I ual data for concern rary Issue	orrection ARCH], etrics led OLS- models - l (Hierarc on Mode Factor FA eed and it	-Rando rando chical /	om effection of ef	ectsmo ets - Ha evel m	del (RE ausman aodels) Markoting, Po	EM) and test - o	l Fixed ne way	efff and hole	3 heects two 2 hees, Men mo	least way ours

	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

Mode of Evaluation	Trode of Lydiation										
Specific Assessment Methods	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
			1	2	3	4	5	6	7		
Continue Assessment	60										
Midterm	20				1	1					
Final Assessment Test	40										
Total	100)									
Practical	100										
Recommended by Board of Studie	es	11-03-2019	9								
Approved by Academic Council	•	No. 54		Date 14-03-2019							

~	. 1	TO 1 1 1 TO	
Course cod	le	Behavioural Finance	
BMT61	22		3 0 0 0 3
Pre-requisi	ite	BMT6112	Syllabus version
			v. 02.00
OBJECTIV			
		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
_	g decisio		ral communication and manager
		s sensitive to consequences of interculture of communicating in the given context	nai communication and proposes
		s effective in oral communication of a	managerial decision and is also
convine		s checuve in oral communication of a	manageriai decision and is also
	_	able to effectively use written communication	on for expressing views
		able to convince others on decision makin	
	inication		g using ms of her ofter the written
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
			
_	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
Nach Equili	ibrium:		
-	iorium.	Keynesian Reguty Context and The Prico	per's Dilemma The Monthly Hall
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
Module:4 Introduction hypothesis	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 and by Arbitrageurs and Average	Ellsberg Paradox 5 hours n the economy; Efficient markets framework; Theoretical arguments
Module:4 Introduction hypothesis (for flat aggr Module:5	Non-En; Why (EMH): regate do Dema Invest	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 and by Arbitrageurs and Average ors	Ellsberg Paradox 5 hours n the economy; Efficient markets framework; Theoretical arguments models 8 hours
Module:4 Introduction hypothesis for flat aggr Module:5	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 i Definitions; EMH in supply and demand emand curve; Equilibrium expected returns and by Arbitrageurs and Average	Ellsberg Paradox 5 hours n the economy; Efficient markets framework; Theoretical arguments models 8 hours Transaction costs and short-selling
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 Employment of the	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 feet	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 feet	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									
Specific Assessment Methods	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
			1	2	3	4	5	6	
Continue Assessment	40								
Midterm	20			1					
Final Assessment Test	40								
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
				7	<i>7</i> . 0	1.00

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, 8th 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

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

Course code			Corpora	te Ta	xes					LI	PJ	C
BMT6124										3 0	0 0) 3
Pre-requisite	Nil								Sv		ıs ver	
									~ 5			2.00
OBJECTIVES:												
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 applicable to Companies: Basic concepts-Assessment year – previous year – person												
- Assessee- determine the residential status of a company – incidence of tax of different tax												
payers – Definitions relating to Companies as per the provisions of Income Tax Act – Tax												
planning, avoidan		_	_	_								
Module:2 Com	Module:2 Computing Business Income of The Company 7 hour									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 computation; Basic principles for arriving at business income – Problems on computation												
of income from b						Г						
Module:3 Other Income 5 hours												
	House Property - Capital Gains – Other sources (Provisions applicable to Companies) - Dividend -											
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	
											30 H 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	\ T		,	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		,
Specific Assessi	nent Methods	%	Weighting		nded	•			_			be
					ssed (1				_	priat	.e)	
Continue A	~~~	40		1	2	3	4	5	6	-		
Continue Asses Midterm	Sinent	40 20		1	1	V				-		
Iviidleiiii		20		V	V	V				-		
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 Academic Council No. 54 Date 14-03-2019												

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
OBJECTIVES:						
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					
OUTCOME:						
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		_	_			
			~ 1			
_	Normal and Abnormal Losses and Gains- Wi	-	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 o		
	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.						
	Total Lecture hours:				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

Specific Assessment Methods	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
			1	2	3	4	5	6			
Continue Assessment	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			
OBJECTIVES:								
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							
2. Student uses multiple idea creation techniques								
	ates new ideas and combines multiple perspective	-	ew sol	ution	S			
4. Student is able to relate all contextual factors in decision making								
	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			O : 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	THE THE TAXABLE PARTY OF THE TAXABLE PARTY.							
Module:2 EXC			Table					
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 – Everal EL IN VALUATION 4 ho	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									
Specific Assessment Methods	%	Weighting							
			1	2	3	4	5	6	
Continue Assessment	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
OBJECTIVES:			
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.		
Module:2 Forw	CO:3,5,6		
	vard and Futures Markets - Forward Co		
	of Futures - Mechanics of Future Trading		
	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	l .	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:4InterestBasic Interest RateForward Rate AgreeStrategiesModule:5SwapIntroduction — 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 Guest Lecture fro	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 — Swapti Floorlet — Inter 5 hours mmodity Swap uation and App 1 hour ng 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 — Swapti Floorlet — Inter 5 hours mmodity Swap uation and App 1 hour ng 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 — Swapti Floorlet — Inter 5 hours mmodity Swap uation and App 1 hour ng 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
Module:4 Interdigent Basic Interest Rate Forward Rate Agrestrategies Module:5 Swap Introduction — Interimportance of Swa Module:6 Conto Guest Lecture froworld to avoid ris # Mode: Flipped Cand tutori Text Book(s) 1. John C. Hong Pearson ed Reference Books	est Rate Contracts Derivatives – Uses of Caps, Floors, and Capements – Interest Rate Options– Caplet & STransactions Derest Rate Swaps – Currency Swaps – Copps – Mechanics of Swap Transactions – Valemporary Issues Demporary Issues Description of the Contraction of Swap Transactions – Valemporary Issues Description of the Contraction of Swap Transactions – Valemporary Issues Description of Swap Transactions – Valemporary Is	Sollars — Swapth Floorlet — Intersection of the Intersection of th	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. Ho Pearson ed Reference Books 1. Don M. Gereichen	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. Chance, Robert Brooks, (2015), An Intraction.	Sollars — Swapth Floorlet — Intersection of the Intersection of th	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 C and tutori Text Book(s) 1. John C. Hi Pearson ec Reference Books 1. Don M. G Management	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 mindustry experts on contemporary hedgink. Total Lecture hours: Total Tutorial hours: Class Room, Case Discussions, Lectures als. all, Sankarshan Basu (2016), Options, Futur lucation. Chance, Robert Brooks, (2015), An Intrent, 10th edition, Cengage Learning.	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 th Edition
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. Chance, Robert Brooks, (2015), An Intraction.	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 th Edition

Mode of Evaluation

Specific Assessment Methods	% Weighting Intended subject learning outcomes t assessed (Please tick as appropriate)								
			1	2	3	4	5	6	
Continue Assessment	40								
Midterm		20		1					
									1
									1
									1
Final Assessment Test	40			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

Module:6	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, 4th Edition.
- 8. Indian Institute of Banking & Finance, (2017), Investment Planning Tax Planning and Estate Planning.

Mode of Evaluation

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

Final Assessment Test	40				 			
Total	100)						
Project								
Review 1	20		1	1	 1			
Review 2	30		V	V	 V			
Review 3	50		V		 V			
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
OBJECTIV	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:	•			
2. The make3. The	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 Bond Prices	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	volati l onvexit	lity – 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		Total Lecture hours:		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 th 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 ^t	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
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Mo	edition, Wiley. de of Evaluation		ties: V	'aluat	ion, ri				anag	ement, 1s
Mo Sp	edition, Wiley. de of Evaluation					Mo	dule	s	anago	ement, 1s
Mo Sp	edition, Wiley. de of Evaluation ecific Assessment Methods	% Weighting				Mo	dule	s	anag	ement, 1s
Mo Sp	edition, Wiley. de of Evaluation ecific Assessment Methods ontinue Assessment	% Weighting	1	2	3	Mo	dule	s	anage	ement, 1s
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Mo Sp Co	edition, Wiley. de of Evaluation pecific Assessment Methods ontinue Assessment Midterm	% Weighting 40 20	1	2	3	Mo	dule:	6	anag	ement, 1s
Mo Sp Co	edition, Wiley. de of Evaluation pecific Assessment Methods ontinue Assessment Midterm nal Assessment Test	% Weighting 40 20 40	1	2	3	Mo	dule:	6	anago	ement, 1s
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Mo Sp Co Fit To Pr Re	edition, Wiley. de of Evaluation pecific Assessment Methods ontinue Assessment Midterm nal Assessment Test otal roject eview 1	% Weighting 40 20 40 100	1 V	2 √	3 \ \ \ \	Mo	dules 5	6	anag	ement, 1s

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	Strategic Form Games	6 hours
	strategies, Rationalizability, Existence of equilib	
Proper Equi	librium, Common Knowledge, Correlated Equilibri	um, Cooperative Game Theory
Module:3	Extensive Form Games	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		$\sqrt{}$							
			,				,			
Fi □ al Assessment Test	40			$\sqrt{}$	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
		Project: A Team of undertake the project							20 N Hrs	lon C	Contact
	# N	Iode: Flipped Class R	oom, Case Discu		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	emer	nt, 10	Othedition,
		rson Education.									
Ref	erence I										
1.		old Skipper, W.Jean k	, ,	sk Ma	nagen	nent a	nd In	suran	ce: F	Persp	ective in a
		balEconomy,1st edition	•								
2.		rk S.Dorfman,David	, ,		oduct	ion	to R	lisk	Mar	nager	nent and
2		rance,10thedition, PI	C *		n	1.1.	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	ınd	Insurance
		nedition, Wiley Interna	• •	10), 1	unda	1110111	<i>a</i> 15 0.	1 1(1)	JIL U	iiid	mourance,
Mo		aluation									
Sp	ecific A	ssessment Methods	% Weighting		nded ssed (•			_		nes to be te)
				1	2	3	4	5			
Co		Assessment	60								
	Midterr	n	20								
				ļ ,	ļ.,	ļ.,	ļ.,	,			
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 Manage	ment	L T P J C
BMT61.	31			3 0 0 0 3
Pre-requisi		BMT6115		Syllabus version
•				v. 02.00
OBJECTIV	ES:			
		ole to comprehend global trends influencing the	business env	rironment
		ble to identify business problems and formulate		
		ble to systematically apply qualitative and quant		
business pr	oblems			-
OUTCOMI	E:			
1. The stu	dent is	able to analyse decisions using multiple interna	ational inform	nation sources
2. The stu	ident is	s able to appreciate cultural differences with	the available	information while
making	decisio	ons		
		is sensitive to consequences of intercultural	communica	ation and proposes
	•	of communicating in the given context		
		comprehensively able to describe the problem		_
		able to come up with multiple alternatives to re		
		able to suggest a very comprehensive and impl		tion plan
		able to perform a comprehensive quantitative d		
		able to interpret qualitative information in deta		
		able to represent the analyses as a complete sol	ution to the b	
Module:1		duction to International Finance	1 1 D 4	4 hours
		ning, Nature, scope, Importance, Gold Star	ndard, Bretto	on Woods system,
		mes, fixed and floating exchange rates.		0.1
Module:2		II: FOREIGN EXCHANGE		8 hours
E	MAR			-4'1
		ture of the Forex markets, major participants, ty	ypes of transa	ctions and
Module:3		n exchange quotations, process of arbitrage. AGEMENT OF FOREIGN		6hours
Module:3		HANGE EXPOSURE AND RISK		onours
Types of F		re, Foreign Currency Exposure, Economic	Evnosura C	naration avnosura
		ure. Theories - Purchase Power Parity - Inte		
Fisher Effec	-	are. Theories - I arenase I ower I arrity - Inte	rest Rate 1 a	inty – international
Module:4		IV: CROSS-BORDER INVESTMENT		4 hours
Wiodule. I		SIONS		i nours
Capital buds		Approaches to Project Evaluation, Risk in Cro	oss-border Inv	vestment Decisions
		Investment Decisions. Financing Decisions of		
Module:5		TINATIONAL FINANCING		6 hours
		ITUTIONS AND WORKING		\$\$ \$ 10
	CAPI	TAL MANAGEMENT		
The Interna	tional	Bank for Reconstruction and Development,	the Internat	tional development
association,	The I	nternational Finance Corporation, Internation	nal monetary	fund, Export and
Import finan	icing.			
Module:6		emporary Issues		2 hours
Guest Lect	ure froi	m industry experts on contemporary Internation	al financial i	ssues.
		Total Lecture hours: 30	hours	
# Mode:	Flippe	d Class Room, Case Discussions, Lectures		
	115	,,,		
8. Jef	f Madı	ıra, Multinational Financial Management, New	Delhi : Ceno	age Pvt Ltd. 2015
3, 101		,		, ₆ , 2 010

- **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.

Specific Assessment Methods	%	% Weighting						
			1	2	3	4	5	6
Continue Assessment	40							
Midterm	20							
Final Asses ☐ 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
OBJECTIVES		

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 Management Control system 4 hours

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.

Module:4	Management	Control	through	Variance	6 hours
	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.

Module:5 | Performance management system

6 hours

Performance measures: Need, financial and non-financial performance measures, Cost reductions and value enhancement, Monitoring performance and reporting.

Module:6 | Contemporary Issues

2 hours

30 hours

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

Mode: Flipped Class Room, Case Discussion, Lectures

Text Book(s)

Reference Books

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

Mode of Evaluation: Midterm, Qu	ıizze	es, Assignme	ents, [Геrm р	paper	, Mini	Proje	ects an	d FAT
Specific Assessment Methods	% '	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

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

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
	Project: 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 outcomes assessed (Please tick as appropriate approp						
		1	2	3	4	5	6	
Continue Assessment	40							
Midterm	20	$\sqrt{}$						
Final Assessment Test	40	V	1	1	V		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, Lectures										
		an	d Quiz	zzes.						
Text Book(s)										
1.	Anthony Saunders, Marc	Anthony Saunders, Marcia Millon Cornett, (2014), Financial Institutions Management: 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 Educa	ition, India.								
3.	Don M. Chance, Rober	t Brooks, (2015), An	Intr	oducti	on to	De	rivati	ives	and Risk
	Management, 10th edition	n, Cengage Learn	ing.							
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
-				v. 0	1.00
OBJECTIVES:					
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				
OUTCOME:					
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, 10th 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,5th 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

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

Course Code	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	

I oh Experiment	Simulate the performance of	Volue Investing strate	ory licing	6 hours			
Lab Experiment Simulate the performance of Value Investing strategy, using Book to Market, Earnings to Price and evaluate the results							
for the period 2014 to till date							
Lab Experiment Construct a portfolio with the combination of Momentum							
12	and Value Strategy, evaluate			6 hours			
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			
using discounted cash flow approach							
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			
 Jutla, S. – Sur Book: The Fi Visionaries John Hill, (20 	ndararajan, N. (2016): India's I nancialTechnology Handbook 018) Fintech and the Remaking	for Investors, Entrepr	eneursand	Hours			
 Jutla, S. – Sur Book: The Fi Visionaries John Hill, (20 Publication, 1 	ndararajan, N. (2016): India's I nancialTechnology Handbook 018) Fintech and the Remaking	for Investors, Entrepr	eneursand	Hours			
 Jutla, S. – Sur Book: The Fi Visionaries John Hill, (20 Publication, 1 Reference Books 	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			
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1. Jutla, S. – Sur Book: The Fir Visionaries 2. John Hill, (20 Publication, 1 Reference Books 1. Osterwalder, Visionaries, Changers, And 2 Van der Kleij Book: The Fir Visionaries 3 Bhandari, M. The Financial Mode of Evaluation	ndararajan, N. (2016): India's InancialTechnology Handbook (2018) Fintech and the Remaking st Edition ISBN: 978-01 A. – Pigneur, Y. (2010): Busing and Challengers. New York: John (2016): Tech Giants BecomancialTechnology Handbook (2016): India and the Pyramid TechnologyHandbook for Involute.	of Financial Institution 28-134-979 ess ModelGeneration Miley& Sons Ming Non-Bank Bank for Investors, Entreproof Opportunity.In: The estors, Entrepreneurs	eneursand ons, Elsevie : A Handbo s. In: The Fi eneursand ne FinTech I andVisiona	Hours ech ok For inTech Book:			
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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	Divitorio Divitorio							
							<u>sio</u> 1.0	
OBJECTIV	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 reason men			U1 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					
		Total Lecture hours:			20	ho	ur	S
		D	20.11					
		Practical/Lab Hours	20 Hours					

	# Mode: Flipped Class Room, Case I	Disc	sussion, Lectures	and								
			Pro	ject								
Tex	Text Book(s)											
1.												
	Pearson Education, ISBN-13: 978-0134734842											
Ref	Reference Books											
1.	\ /*	Dawn Iacobucci (2014), Marketing Models: Multivariate Statistics and Marketing										
	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	Multix	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					
	Continue Assessment		60		\ ,							
	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	Approved by Academic Council No.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	Syllabu	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 -	
Sales Force Management Recruitment and Selection Sales Trainin Module:6 Contemporary Issues								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	Non-Co	ntact hrs]	
	undertake the project					_		•	
	would provide the top	pic based o	on the r	nodul	les.				
# N	Mode: 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	
Sp	ecific Assessment Methods	% Weig	hting			•		ning outcomes to be	
				2	17	20	14	s appropriate)	
C	ontinue Assessment	60			17	20	17		
	Midterm	20		V					
Fi	nal Assessment Test	40			V	V			
To	otal	100							
	oject								
Pr		20							
Re	eview 1			_			-		
Re Re	eview 1 eview 2	30		V	V	1	V		
Re Re	eview 1 eview 2 eview 3	30 50		√ √	√ √	√ √	√ √		
Re Re To	eview 1 eview 2 eview 3 otal	30 50 100		V	- 	√ √	<u> </u>		
Reco	eview 1 eview 2 eview 3	30 50 100	03-2019	V	- 	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
communication process and its integration, Consumer brand decision making, Roles of
Segmentation, Targeting, and Positioning in Advertising and Promotions planningModule:2Advertising models and budgets5 hoursCommunications and Advertising models-Advertising objectives based on Brand outcomes-
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	√	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	ı						1
Approved by Academic Council	·									

Course cod	le	Brand Management	L	T	P	J	C
BMT61	40		3	0	0	0	3
Pre-requis	ite		•		S	ylla	bus
-					7	vers	ion
OBJECTI	VES:						
stud	lents wil	l be able to co-create unique ideas, products and solution	ons				
		l be able to comprehend global trends influencing the b	ousines	s env	iron	men	ıt
OUTCOM							
1.	Student	produces original ideas with minimal guidance. Im	plemei	ntatic	n so	oluti	ons
		ong evidential support					
		uses multiple idea creation techniques.					
		creates new ideas and combines multiple perspec	tives	to de	evelo	p r	new
	solution						
		dent is able to analyse decisions using multiple in	ternatio	onal	info	rmat	tion
	sources						
		dent is able to appreciate cultural differences with the	e avail	able	info	rmat	ion
		aking decisions	. ,		1		
		lent is sensitive to consequences of intercultural comm	unicati	on a	nd p	ropc	ses
		e ways of communicating in the given context					
Module: 1	Basics	of Brand Management	1	, ·		5 ho	urs
		- Branded offerings -Branding goods -services-Peopl	e- loca	tion-	idea	.s –	
	1	rategic Brand management process					
Module:2	Buildi	ng Brand equity and equity – Brand Knowledge –Building brands –K	a11am'a	40 1 1440	<u></u>	5 ho	urs
		rer's models	ener s	руга	IIIIa	шос	iei-
Module:3						5 ho	1116
		Core brand associations- Brand Essence and Brand Ma	ntra_ F	Pranc			
	uommg-v	Sole of and associations- Dialid Essence and Dialid Ma	mua- 1	nanc	CICI	псп	ıs –
KOIP OF SET							
	niotics –	Brand Auditing				S ho	urc
Module:4	niotics – Marke	Brand Auditing eting programs and Brand				ó ho	urs
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Module:4 Marketing	miotics – Marko comm Program	Brand Auditing eting programs and Brand unication as to build brand equity-Product —Pricing and channel		egy-	(
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Marketing conventions Module:5 Measuring qualitative Brand extensions Module:6	Marke comm Program al brand Brand Brand Fresearce ensions a Challeng Conte	Brand Auditing eting programs and Brand unication Is to build brand equity-Product —Pricing and channe communication lequity and Branding strategies equity — Brand Value chain — Brand tracking stuch for brand valuation. Brand strategy — Brand Archand new brands — Co-branding —Reinforcing, revitalizing and trends mporary Issues	el strate	Quan e and	Digi	tal a	urs and hy-
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Module:4 Marketing conventions Module:5 Measuring qualitative Brand externortfolio- Module:6 Guest Lector Text Booket Kevin Land Management	Marke comm Program al brand Brand Brand Brand Fresearce ensions a Challeng Conte	Brand Auditing eting programs and Brand unication Is to build brand equity-Product —Pricing and channel communication I equity and Branding strategies equity — Brand Value chain — Brand tracking stuch for brand valuation. Brand strategy — Brand Arch and new brands — Co-branding —Reinforcing, revitalizing and trends mporary Issues in industry experts on branding in the digital era Total Lecture hours:	dies- (itecture	Quan e and l adju	Digititatial hierasting	tal a to ho ve a crarce g bra ho ho	urs and hy- and urs
Marketing conventions Module:5 Measuring qualitative Brand externortfolio- Module:6 Guest Lect Text Book Kevin Land Management Reference	Marke comm Program al brand Brand Brand Brand Brand Challeng Conte	Brand Auditing eting programs and Brand unication Is to build brand equity-Product —Pricing and channel communication I equity and Branding strategies equity — Brand Value chain — Brand tracking stuch for brand valuation. Brand strategy — Brand Arch and new brands — Co-branding —Reinforcing, revitalizing and trends I example of the program of the digital era and tracking stucks and trends I example of the program of the digital era and tracking stucks are also and trends and trends and trends and trends are an industry experts on branding in the digital era and tracking stucks are also and trends and trends and trends and trends are also and trends and trends and trends are also and trends and trends are also and trends and trends and trends and trends are also and trends and trends and trends are also and also are also and trends are	dies- (itecture and and	Quan e and adju	Digititatial hierasting	tal a to ho ve a crarce g bra ho ho	urs and hy- and urs
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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										
Mode of Evaluation											
Specific Assessment Methods	ethods % Weighting Intended subject learning outcomes to be assessed (Please tick as appropriate)							o be			
			1	2	3	4	5	6	7	8	9
Continuous Assessment	60										
Midterm	20										
Assignments	40										
Final Assessment Test	40										
Total	100)									
Recommended by Board of Studies 11-03-2019											
Approved by Academic Council		No.54		Date	;	14-0	3-201	9			

Course code	Business to Busi	iness Marketing		L T P J	C
BMT6141				3 0 0 0	3
Pre-requisite	Nil			Syllabus ver	
•				•	
OBJECTIVES:					
	le to formulate competitive strate				
outcome:	le to involve stakeholders and tea	ım members in exec	cuting dec	cisions	
	t provides a definitive and out	standing assassman	of the	market share	and
	e advantage of competitors in the		it of the	market snare	anu
	t does a comprehensive analysis	*	of compe	etitors activity	
	t provides comprehensive indus		-	•	and
implementa					
	t is able to establish a favourable	team climate and	ensure en	thusiastic deci	sion
making		11 1	•, ,•		
	t is able to elicit constructive feed nt is able to facilitate enthu			s participation	and
	n in decision making	stastic stakeholder	i/teaiii	participation	anu
Module:1 Organ				6 hc	ours
	ng versus Consumer Market	ing, Customer Va	alue Pro		
	ng Business to Business E				
				_	
Marketing.					
Organizational Buy Buying Phases and	ying and Decision Process, Buyer the Buy-grid framework, Buyer- sing Function and Documentation	r Behaviour and Mo Seller Relationship			
Organizational Buy Buying Phases and Evaluation, Purcha	the Buy-grid framework, Buyer- sing Function and Documentatio	r Behaviour and Mo Seller Relationship n.		r Choice and	·,
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Gı	iest lectu	ire by industry experts	on B	2B Marketii	ng in l	ndia						
				Total Lectu	re ho	urs:					30 hou	ırs
# N	Mode: Fl	ipped Class Room, Ca	se D	iscussion and	d Lect	ures						
Tex	kt 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- Text	and	d Cases,M	cGraw	Hill Hill		
Ref	erence l	Books										
1.	Rol	pert Vitale, Joseph C	iglie	r, Waldema	r, Pfo	ertsch,	,	(2011), B	usines	s to	Busine	ess
	Ma	rketing -Analysis and	Pract	ice, Person l	Educa	tion.						
2.	Jam	nes C Anderson, Ja	mes	A. Narus,	Das	Nara	yan	das,(2009)	, Bus	sines	s Marl	ket
		nagement – Understa	andin	g, Creating	, and	Deliv	erii	ng Value,	3rde	ditio	n, Pers	on
	Edu	ication.										
Mo	de of Ev	aluation										
Sp	ecific A	ssessment Methods	%	Weighting	Inte	nded s	ubj	ect learni	ng ou	tcom	es to b)e
					asses	ssed (P	leas	se tick as	appro	priat	te)	
Co		Assessment	60									
	Midten	m	20									
Fi	nal Asse	essment Test	40									
To	otal		100)								
Rec	Recommended by Board of Studies 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
Pre-requisite					Sylla	
					ver	sion
OBJECTIVES:						
	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	-	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
11104441011						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		
		٢٢			4 h a	
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 channel	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 – cor	npensation – performance metrics					
Module:6 Con	temporary Issues				2 hc	ours
Role of disintern	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	2 .	
Reference Books										
Furey, T., & Friedman, L. (2012) Fotiadis, T., & Folinas, D. (20) Approach. Routledge.	,	_			_	agen	nent:	A S	Syste	mic
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	 	-í					
Midterm		1	√ √	 	-í					
		√ 	√ V	 	-í					
Midterm		√ 	√ V	 	-í					
Midterm Project		√ 	√	 	-í					
Midterm Project Review 1		V	√ ·	 	-í					

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

100

Total

Course code		Consumer Behaviour		L T P J C
BMT6143	3			2 0 0 4 3
Pre-requisite)			Syllabus version
•				v. 01.00
OBJECTIVE	ES:			•
studen	nts will	be able to formulate competitive strategies	for the digital	market places
studen	nts will	be able to practice ethical values in achiev	ing stakeholder	rs welfare
OUTCOME:	:			
1. The st	udent	provides a definitive and outstanding assess	sment of the ma	arket share and
		advantage of competitors in the marketplac		
2. The st	udent	does a comprehensive analysis of potential	dangers of com	petitors activity
3. The st	udent	provides comprehensive industry assessmen	nt and strategy	formulation and
impler	mentat	ion details		
		is able to recognise ethical issues that affec	-	
		is able to apply multiple ethical concepts in	analysing cons	sequences of
decisio		C		
		is able to evaluate the most appropriate per	spective in achi	eving stakeholder
welfar			1	
		uction		2 hours
1	•	nce, Dimensions of Consumer Behavior, Re	elevance of Ma	rket Research with
Consumer Be			1	
		onsumer Decision Making Process		4 hours
		Roles, Consumer Decision Making Proce		
		el, Howard Sheth model of Buying Behav	iour, Engel, Bl	ackwell and Miniard
(EBM) model		1 1 I C	1	<i>5</i> h
		ological Influences on Consumer		5 hours
		on Making -I	hahayiayın Du	and Darganality Calf
		& Motivation, Personality and Consumer	benaviour, Bra	ind Personality, Self
		nsumer Perception, Risk and Imagery ological Influences on Consumer		5 hours
	•	ological Influences on Consumer on Making –II		Shours
		g, memory, Consumer Attitude: Belief, At	fect_Mood_and	Emotions Attitude
	_	ide Formation and Attitude Change, Consum		
		ogical Influences on Consumer Decision		2 hours
	Makin			2 nours
		g nces on Consumer Decision Making: C	onsumer grour	os reference groups
_		standing-Culture's influence on consumer		
-		nfluences and Trends in Consumer Beh		
				-
illiovations- i	warke	ting ethics and social responsibility, Dark si	ide of consume	r beliavior
Module:6 (Conte	mporary Issues		2 hours
		dustry experts on contemporary tools used	to capture facto	
consumer de			•	J
		Total Lecture hours:		20 hours
1	Proiec	t: Team of maximum 6 students would	20 [Non-Conta	act hrsl
	•	ake the project. The faculty coordinator	20 Liven Conta	
		provide the topic based on the modules.		
\	would	provide the topic based on the modules.		
# Mode: Fli	ipped	Class Room, Case Discussion, Lectures		
		and Project		
		U U		

Text Book(s)

- 1. Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015), Consumer Behaviour, 11th 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							
Specific Assessment Methods	%	Weighting			•		rning outcomes to be as appropriate)
			1	2	3	4	
Continue Assessment	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
OBJECTIVES:		
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
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	1etrio	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, Inc. 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	I	T	P	J	С
BMT6145		2	0	0	4	3
Pre-requisite	Nil	Sylla	abu	s v	ers	sion

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
	Project: 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

IVIOUC OI EVAIUACION	T		г								
Specific Assessment Methods	%	Weighting	Intended subject learning outcomes to assessed (Please tick as appropriate)								
			2	17	20	14					
Continue Assessment	60										
Midterm	20										
Final Assessment Test	40			V]				
Total	100)									
Project]				
Review 1	20			V	V	V					
Review 2	30			V		1]				
Review 3	50		V	V		1]				
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 nre	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 :					20 h	ours			1,2,3	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, St	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				
To			100				1					
Pra	actical		100								1	<u>. </u>

Practical100Image: Comparison of Studies of

Course cod	e Marketing at the Bottom of the Pyramid	I	T	P	J	C
BMT61	47	3	0	0	0	3
Pre-requisi	te	Sylla	bu	s ve	ersi	on
OBJECTIV	'ES:					
	be able to comprehend global trends influencing the business envi					
	be able to involve stakeholders and team members in executing de	ecisions	,			
OUTCOM	E: dent is able to analyse decisions using multiple international inform					
making 3. The stress sensitive 4. The stress making 5. The stress to in decise Module:1	dent is able to elicit constructive feedback in conflicting situations dent is able to facilitate enthusiastic stakeholder/team participation making Introduction to BoP market and Marketing	ation and	nd stic	pro de	pos cisi	ses ion
Characterist	ics of BoP markets, rural vs Urban BoP, Introduction to the 4As of	BoP				
Module:2	Product and service innovations for BoP			6	hou	ırs
New produc	t and services for BoP, marketing research for innovative ideas					
Module:3	Channel and distribution issues in BoP			6	hou	ırs
Characterist	ics of infrastructure in BoP, issues with channel member availabilit	ty and c	ual	ific	atio	n
Module:4	Pricing and promotion challenges in BoP			6	hou	ırs
	power and effective demand, pricing methods, media darki	ness a	nd	eff	ecti	ve
communicat						ING
Module:5	Social Marketing in BoP market			6	hou	112
Module:5	Social Marketing in BoP market lved in social marketing, social marketing and awareness of ess	ential p	roc	6 de la constant de l	hou ts a	nd
Module:5 Actors invoservices Module:6	lved in social marketing, social marketing and awareness of ess Contemporary Issues			duct	houts a	ınd
Module:5 Actors invoservices Module:6	lved in social marketing, social marketing and awareness of ess			duct	ts a	ınd

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
Continue Assessment	60										
Midterm	20										
Assignments		40									
Final Assessment Test	40										
Total	100)									
Recommended by Board of Studie	11-03-2019)									
Approved 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								4 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	rketi	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	hand.	Mati	rice	First
_	on, Admiral Press.	MAXI	ZIIIO AIV	1L11	105, 1	Juan	egie ivi	oucis	and	Wicu	.ics,	тизс
	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer-Assisted											
	Marketing Analysis and Planning, Trafford Publishing UK											
	e L. Winston (2014), N	_			_		Techn	ianes	with	Mic	roso	ft
_	Wiley, Indianapolis	101111		105. 2	51		1001111	1900	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	1,110	1000	
Mode of Ex	· · · · · · · · · · · · · · · · · · ·											
	ssessment Methods	%	Weighting	Inte	nded	subi	ect lea	rnin	g out	come	es to	be
						(Please tick as appropriate)						
				1	6	17	18					
Continue	Assessment	60										
Midter	m	20			1	1	V					
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
OBJECTIVES	:	
students	will be able to co-create unique ideas, products and solution	ıs
students	will be able to make decisions under constraints	
OUTCOME:		
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											
Specific Assessment Methods	%	Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
			2	4	5	6					
Continue Assessment	60										
Midterm	20										
DA-1				V							
DA-2						√					
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		71.51	
OBJECTIV	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		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	Tess 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	Dema i recastir		eories or				pri	cin	g -
Module:2 Demand Fo Product des Price-respon	Demai recastir ign, but ise func	Id Functions and Price optimisatio 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 has function policies astomized	g -microeconomic and marketing the deling and demand segmentation- Exion; Competition g Policies and liquidations - Pricing with supply d prices; 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
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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 - Cu ommerce odel - Sing oking	stomize	ed Pri	5 Recast	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	Demain recasting ign, but asse function policies astomized of the policies of	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 Monocess manustry improvers:	traints - Cuommerce odel - Singoking ete choice magement in an agement applementation	stomized sto	e opti	5 Re State of the content of the	hou hou ton uati hou out	g - on: urs urs ner ion urs
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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	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 State of the content of the	hou hou ton uati hou out	urs ist urs ner ion urs
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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-co	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

Specific Assessment Methods	%	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
OBJECTIV	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	i nours
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 Sales Becommon 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 &		-	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	Iode: 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.,,	.		
	Fina ☐ Assessment Test 40	√	√	√	√	√		
	□otal 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							
OUTCOME:								
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 meem	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: Module:3 Under		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					
OBJECTIVES:								
	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 № Д _ Л _ Т _ Т _ 1 .	and Class Danie Com Dines 1							
# Mode: Flip	oped Class Room, Case Discussions, Lectures							
	and Project							

Text Book(s)

1.	Rural Marketing, Pradeep Ka	shyaj	p, 3 rd 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	Issues in Services Marketing	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								
	Applying Expanded Ps in Services Marketing	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								
	Total Lecture hours:		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														
Specific Assessment Methods	ds % Weighting			Intended subject learning outcomes to be										
		a		assessed (Please tick as appropriate)										
			1	2	3	4	5	6	7	8	9			
Continue Assessment	60													
Midterm	20													
Digital 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		14-03	-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
OBJECTIVES:			
	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

Specific Assessment Methods	% Weighting		•	-	g outcomes to be propriate)
		1	2	3	4
Internal Assessment	40	$\sqrt{}$		V	V
Midterm	20		1		
Final Assessment Test	40	1	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								
	RALIDIO DIOLE EXTANDIO VOID FIOLIZOUS LEARNING 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	
OBJECTIVES:			•				
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						,
Retention Strategy	w, Wage Concept, Wage Policy, Wage theorie					ent	t o
Retention Strategy wages.	y, Wage Concept, Wage Policy, Wage theorie				ym		
Retention Strategy wages. Module:2 Defin	y, Wage Concept, Wage Policy, Wage theorie	es, Legislation r	elated to	pa	ym 6	ho	urs
Retention Strategy wages. Module:2 Define Best Structure Fit	wition, Internal Pay Structures t, Job Analysis, Job Evaluation, Person-b	es, Legislation r	Concer	pa ot o	ym 6	ho Sal	urs lary
Retention Strategy wages. Module:2 Defin Best Structure Fit Structure, Salary	v, Wage Concept, Wage Policy, Wage theories aition, Internal Pay Structures t, Job Analysis, Job Evaluation, Person-b Progression, Methods of Payment, Limitati	es, Legislation r ased structures ons of Job Rei	Conceplated Co	o pa	$\frac{6}{\text{of } S}$	ho i Sal sati	urs lary
Retention Strategy wages. Module:2 Defin Best Structure First Structure, Salary Competency based	r, Wage Concept, Wage Policy, Wage theories tition, Internal Pay Structures t, Job Analysis, Job Evaluation, Person-b Progression, Methods of Payment, Limitati d Compensation Strategy at Micro Level, C	es, Legislation r ased structures ons of Job Rei	Conceplated Control	ot omp	ym 6 of Sens	ho Sal sati	urs lary ion
Retention Strategy wages. Module:2 Defin Best Structure First Structure, Salary Competency based	nition, Internal Pay Structures t, Job Analysis, Job Evaluation, Person-b Progression, Methods of Payment, Limitati d Compensation Strategy at Micro Level, C valuation and System of job evaluation, Pr	es, Legislation r ased structures ons of Job Rei	Conceplated Control	ot omp	ym 6 of Sens	ho Sal sati	urs lary ion
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Retention Strategy wages. Module:2 Define Best Structure Fire Structure, Salary Competency based Methods of job eventual Involved in Job Extended Module:3 Define Proceedings (1988) Define Procedure	r, Wage Concept, Wage Policy, Wage theories ition, Internal Pay Structures t, Job Analysis, Job Evaluation, Person-b Progression, Methods of Payment, Limitati d Compensation Strategy at Micro Level, Covaluation and System of job evaluation, Provaluation ing Competitiveness	ased structures ons of Job Rel cocess of Job E	Conceplated Control Co	o pa ot comp Eva n, l	of Sensalua Pro	ho Sal sati itio ble	urs lary ion on ems
Retention Strategy wages. Module:2 Defin Best Structure Fit Structure, Salary Competency based Methods of job event Involved in Job Extended Defin Determining the competency of the competency based Module:3 Defin Determining the competency of th	nition, Internal Pay Structures t, Job Analysis, Job Evaluation, Person-b Progression, Methods of Payment, Limitate d Compensation Strategy at Micro Level, Covaluation and System of job evaluation, Provaluation Competitiveness Components of wage and salary, designing	ased structures ons of Job Rel concept of Equipocess of Job E	Concerlated Control Concerlated Control Contro	o pa	of Sensalua Pro	horal	urgion
Retention Strategy wages. Module:2 Defin Best Structure First Structure, Salary Competency based Methods of job ex Involved in Job Ex Module:3 Defin Determining the control Pay-for-Performan	t, Wage Concept, Wage Policy, Wage theories Inition, Internal Pay Structures It, Job Analysis, Job Evaluation, Person-be Progression, Methods of Payment, Limitated Compensation Strategy at Micro Level, Covaluation and System of job evaluation, Provaluation Ining Competitiveness Components of wage and salary, designing arce, Pay-for-performance Plans, Types of I	ased structures ons of Job Rel concept of Equipocess of Job E pay levels, mixnacentive Schen	Conceplated Content of Conceplated Content of Conceplated Content of Concept	o pa ot comp Eva nn, I	of Sensalua Pro	horal	urs lary ion on ems
Retention Strategy wages. Module:2 Defin Best Structure Fit Structure, Salary Competency based Methods of job event Involved in Job Extended Determining the company-for-Performant Plans, Pre-requisite strategy wages. Module:3 Defin Determining the company-for-Performant Plans, Pre-requisite strategy wages.	nition, Internal Pay Structures t, Job Analysis, Job Evaluation, Person-b Progression, Methods of Payment, Limitati d Compensation Strategy at Micro Level, C valuation and System of job evaluation, Pr valuation Ling Competitiveness Components of wage and salary, designing line, Pay-for-performance Plans, Types of I les of Effective Incentive Schemes, Merits an	ased structures ons of Job Rel cocess of Job E pay levels, mix neentive Schen	Conceplated Contention Conceptated Contention Conceptated Contention Contenti	o pa	ym 6 Dof Spens ensalua Pro 7 Dostru	honsal satiution ble honcetu	lary
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Retention Strategy wages. Module:2 Defin Best Structure Fit Structure, Salary Competency based Methods of job ex Involved in Job Ex Module:3 Defin Determining the company of the Competency based Module:3 Defin Determining the company of the Comp	nition, Internal Pay Structures t, Job Analysis, Job Evaluation, Person-b Progression, Methods of Payment, Limitati d Compensation Strategy at Micro Level, C valuation and System of job evaluation, Pr valuation ing Competitiveness components of wage and salary, designing nce, Pay-for-performance Plans, Types of I es of Effective Incentive Schemes, Merits an uneration – Concept and Elements, Executary ratio, Rewarding – A New Approach, I	ased structures ons of Job Rel concept of Equipocess of Job E pay levels, mixincentive Schend Demerits of I	Conceplated Control Conceplated Control Contro	o pa	6 of Seens alua Pro 7 of Structure and de an	horalistic	urgion ion eme urgion
Retention Strategy wages. Module:2 Defin Best Structure Fit Structure, Salary Competency based Methods of job event Involved in Job Extended Determining the Competer Pay-for-Performant Plans, Pre-requisite Managerial Remu CEO-to-worker pay Compensation Page 1996.	nition, Internal Pay Structures t, Job Analysis, Job Evaluation, Person-b Progression, Methods of Payment, Limitati d Compensation Strategy at Micro Level, C valuation and System of job evaluation, Pr valuation Competitiveness components of wage and salary, designing nce, Pay-for-performance Plans, Types of I es of Effective Incentive Schemes, Merits an uneration – Concept and Elements, Executary ratio, Rewarding – A New Approach, I ekage as per the Industry Standards	ased structures ons of Job Rel concept of Equipocess of Job E pay levels, mixincentive Schend Demerits of I	Conceplated Control Conceplated Control Contro	o pa	ym 6 Dof Spensor	hor Sal sation ble ble ctuent	lary lary ion on ure ure ure vogy
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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									
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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
OBJECTIV	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		
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		pt of Emotional Intelligence nal Intelligence. Training on EI through the use of Mode	-1 _G	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

Specific Assessment Methods	% 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
OUTCOME:		
	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 manfarmes 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	
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# 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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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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- Private Limited, New Delhi.
- 4. Ferran and Carlos (2008), Enterprise Resource Planning for Global Economies: 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

Specific Assessment Methods	% Wei	ghting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					to be	
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Recommended by Board of Studies 11-03-201)						
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Course code	Labo	ur Legislations and Ind	ustriai	Kelati	UIIS	L	T P	J C
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OBJECTIVES:								
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action								
OUTCOME:								
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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 Labour La	pensation A vees State Insucurity Act 200 ons, Objective ement in India, emporary Issum industry expand Manufact and Manufact and Manufact of Class Room ivastava, (201 ong House Pv. (2012), Lappa, Ranjeet ws, 2nd editiogh, Harpreet	ct, 1923, EmOBJEC arance Act,1976, The M s, Structure, Kinds of T, Trade Union Act, 1926 res rests 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 Sen, Mcgraw Hill Education	TIVESy aternity Trade Ur Trade Ur TLL in H Dur Lav	Provide Act, Problemeer. Imp	lent Fu 1961, U ms of T plication edition, earning	97, Pay und, I Jnorgan 5 h rade U 4 h ns of 30 h Vikas Pvt. Ltd	ment 1952, nized ours nion, ours	
Minimum Wages A of Bonus Act, 1963 Workmen's Com EmOBJECTIVES 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 Labour La 2. Avtar Sin	pensation A vees State Insucurity Act 200 ons, Objective ement in India, emporary Issum industry expand Manufact and Manufact of Class Room ivastava, (201 ong House Pv. P. K. (2012), La pappa, Ranjeet exisNexis.	ct, 1923, EmOBJEC arance Act,1976, The M s, Structure, Kinds of T, Trade Union Act, 1926 res rests 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 Sen, Mcgraw Hill Education	TIVESy aternity Trade Ur Trade Ur TLL in H Dur Lav	Provide Act, Problemeer. Imp	lent Fu 1961, U ms of T plication edition, earning	97, Pay und, I Jnorgan 5 h rade U 4 h ns of 30 h Vikas Pvt. Ltd	ment 1952, nized ours nion, ours	
Minimum Wages A of Bonus Act, 1963 Workmen's Come EmOBJECTIVESy Workers Social Semodule:5 Concepts, Function Trade union move Module:6 Content Guest Lecture fro Labour laws in IT # Mode: Flipped Text Book(s) 1. S.C. Sna Publish 2. Padhi In Reference Books 1. Arun Monu Labour Lab	pensation A vees State Insucurity Act 200 ons, Objective ement in India, emporary Issum industry expand Manufact and Manufact of Class Room ivastava, (201 ong House Pv. P. K. (2012), La pappa, Ranjeet exisNexis.	ct, 1923, EmOBJEC arance Act,1976, The M s, Structure, Kinds of T, Trade Union Act, 1926 res rests 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 Sen, Mcgraw Hill Education	TIVESy aternity Trade Ur Trade Ur TLL in H Dur Lavelition,	Provide Act, Problemeer. Imp	lent Fu 1961, U ms of T plication edition, earning	97, Pay und, 1 Jnorgan 5 h rade U 4 h ns of 30 h Vikas Pvt. Ltc elations al Law	ment 1952, nized ours nion, ours a and s and	

Internal Assessment				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		
OBJECTIVE						
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			- 41			
_	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			
		Total Lecture hours:		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

Specific Assessment Methods	% 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).
	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
	Itation: 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	
# N F 1 C1		1 1 5			U IIU	<u> </u>
	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 unrough	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

Specific Assessment Methods	% 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
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 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				
Module:1 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.			
Module:4 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

 $\sqrt{}$

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		V	V	1	V			
	Fotal	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					
OUTCOME:							
	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	-					
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.
2.	_	A Mello, Strategic l	Humar	n Resource Manag	ement, (Cenga	age I	Learni	ng, S	outhv	vestern
3.	2007.										
	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	-
5	Delhi,	1 1 1 C1 ' D	т	1.77	Ъ				ъ		2007.
		dwards and Chris Ro									
		Brewstes, Paul Sparr sity Press 1st Edition		-	anonai	Huma	ın K	esour	e Ma	anage	ment,
Mo		raluation	2008.								
	oecific	Assessment	0/2 XX	eighting		Into	ndo	l Co	urco	oute	omes
	ethods	Assessment	/0 VV	eignung							ck as
17.1	cinous							iate)	(116	ast u	CK as
In	ternal A	ssessment				арр 1	2	3	4	5	6
I	ssignme		40			1	\ \[\sqrt{1}	1	1	1	1
	idterm	IV X WILL	20			V	V	1	1	'	+ -
	nal Asse	essment	40			Ì	Ż	Ì		1	1
\vdash		led by Board of Stud		11-03-2019		•		1 '	1 '		
H							00				

No.54

Approved by Academic Council

14-03-2019

Date

Course code	Talent Management	I	T	P	J	C
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
Importance of Talent Management in organization. Objectives of talent management. Key
Processes of Talent Management. Consequences of Failure in Managing Talent, Effective Talent
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	
Internal Assessment	60							
Midterm	20							
Final Assessment Test	40	$\sqrt{}$	$\sqrt{}$	1	$\sqrt{}$		$\sqrt{}$	
□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

Specific Assessment Methods	% Weighting	Weighting Intended subject course outcomes t assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Internal Digital Assessment	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	ı S	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.	 Hossein Bidgoli, Nilan 	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									

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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
OBJECTIV	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 th 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	

Continue Assessment	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

Guest lect	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

Specific Assessment Methods	%	Weighting			subje Please			_	te)
			1	2	3	4	5	6	
Continue Assessment	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							

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Date

14-03-2019

No.54

Course code		Data Science for Manage	ers	L T P J C
BMT6175		z www z oronou z or z z z winneg.		2 0 0 4 3
Pre-requisite	7	Nil		Syllabus version
Tre requisite		111		v. 02.00
OBJECTIVE	ES:			V. 02.00
		be able to make decisions under constraint	c c	
		be able to formulate competitive strategies		marleat places
		be able to formulate competitive strategies be able to systematically apply qualitative		
			and quantitativ	e techniques to
		ss problems		
OUTCOME				
		ble to relate all contextual factors in decision	_	
		e to analyse many costs and consequences of de		
		an considers many of the constraints in the give		
		provides a definitive and outstanding assess		rket share and
_		advantage of competitors in the marketplace		
		does a comprehensive analysis of potential		
		provides comprehensive industry assessmen	nt and strategy:	formulation and
imple	mentat	ion details		
7. The st	tudent	is able to perform a comprehensive quantita	itive data analy	sis
8. The st	tudent	is able to interpret qualitative information in	n detail	
9. The st	udent	is able to represent the analyses as a comple	ete solution to t	he business problem
		riate Analysis I		3 hour
Mean, Median	n and	Mode – Individual, Discrete and Continuous	s Series – Appl	ication with real
time data usir	ng soft	ware and Data Interpretations		
Module:2	Univa	riate Analysis II		3 hour
		·		
Standard Dev	viation	, Variance and Coefficient of Variation - A	pplication with	real time data using
software and			11	8
Module:3	Prescr	iptive and Predictive Analysis		4 hours
		ession: Correlation analysis, Rank correlation	on - Regressio	
		Analysis - Application with real time		
Interpretation		marysis ripplication with real time	data asing	software and Bata
		ate Analysis		4 hours
Test of Hypot		ate Analysis		7 Hours
		OVA. One way and Two way alegationties		
Non Parametr		OVA: One way and Two way classification	l.	
			XX71. :4 II 4	
_		n test, Run test, Kruskal wallis test, Mann	wnitney U tes	st - Application with
		software and Data Interpretations		
		variate Analysis		4 hours
		onjoint Analysis and Discriminant Analysis		
		Data Interpretations - Application with rea	time data usin	g software and Data
Interpretation		mm a wayyy Tagay ag		3 L
Module:6	Conte	mporary Issues		2 hours
G 11	1 '	1	1	
Guest lecture	e by in	dustry experts on Statistical application in c		3
		Total Lecture hours:	20 hours	
D	4 T T~ -	of CDCC/CAC and formand from Adams and 1 D.	20 Na	
rroject : #	+ Use (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

Specific Assessment Methods	%	Weighting				ect lea se tick			tes to be
			1	2	3	4	5		
Continue Assessment	60								
Midterm	20								
Final Assessment Test	40						$\sqrt{}$		
Project	100)					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	Introduction to E-Commerce: 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.	
	E-Commerce and other Integration: 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.

Mode of Evaluation									
Specific Assessment Methods	% Weighting		ject learnin se tick as ap	ing outcomes to be opropriate)					
		1	2	3	4	5			
Continue Assessment	60								
Midterm	20	V	V	√	V	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	BMT6177 3 0 0 0 3									
Pre-requisite	Nil							Sv	llabu	ıs version
•										v. 01.00
OBJECTIVES:							<u> </u>			
students will be abl	e to formulate of	competitive strate	egies fo	or the	digita	al mar	ket p	laces	5	
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										
-										
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	` A								
		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 6										
Midterm		20	V	V	1	1	1			
☐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
OBJECTIVES:			
	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
U 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

Specific Assessment Methods	%	Weighting	ighting Intended subject learning assessed (Please tick as a										
			1	2	3	4							
Continuous Assessment	40				1	1							
Midterm		20	$\sqrt{}$	1									
☐Final Assessment Test	40		$\sqrt{}$		V	V							
Total	100)											
Recommended by Board of Studie	es	11-03-2019	9					•					

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	Recommended by Board of Studies	5	11-03-2019)						
	Approved by Academic Council		No. 54		Date	14-03	-2019	9		

Course code	Lean Manufacturing	7	L T P J C
BMT6179			3 0 0 0 3
Pre-requisite	Nil		Syllabus version
OBJECTIVES:			
students will be	e able to co-create unique ideas, products an	d solutions	
	e able to systematically apply qualitative and	d quantitative te	chniques to solve
business proble	ems		
OUTCOME:			
	oduces original ideas with minimal guidan	nce. Implementa	ation solutions have
_	ential support		
	es multiple idea creation techniques		1
	ates new ideas and combines multiple persp		
	t is able to perform a comprehensive quantit		S1S
	t is able to interpret qualitative information		1 1
	t is able to represent the analyses as a compl	ete solution to t	
	duction to Lean Management		3 hours
•	l Toyota Production System, Production Ma on to the JIT Production System, Relationsh	-	
Production as a wh	· · · · · · · · · · · · · · · · · · ·	ip willi Fiorit, A	approach to
Module:2 Wast			6 hours
	ation of Waste, Types of Wastes, Disco	vering and Re	
	igs & Signboards, Visual Controls, Order		
	within and between Factories; Multi-processing		
	rtical Multi-process Operations, Precaution		
Operations			
	ur Cost Reduction		6 hours
	ction Steps, Points for achieving Labour C		
	ban System and Conventional Systems,		Rules of Kanban,
	Variety and Quantity of Kanban, Administra	tion of Kanban	
	d Control	<u> </u>	7 hours
	isual Control, Visual Orderliness, Standin	-	
_	ds, Relationship between Visual Control	·	_
	on, Methods of Production Scheduling, D	illerence betwe	en Batch and Level
	ing Techniques, VSM, ROC, TOC	T	<u></u>
	geover & Standard Operations	Dulas fan Issa	6 hours
O	angeover Improvement, Procedure and Seve		
•	, Plan for Achieving Zero Defects, The Po	ke-Yoke System	n, now to use Poke-
Yoke and Zero De	fects Check Lists		
Standard Opera	tions: Establishing Standard Operations,	Combination C	Charts and Standard
	s, Standard Operations and Operations Im-		
	be between Automation and Jidoka, Sep		
	on of Jidoka to the Assembly Line, Mai		
Accidents.	ntenance, Preventing Breakdowns, Strate	gies ioi Zeio	mjunes, and Zero
	emporary Issues		2 hours
	ndustry experts on recent trends in lean mar	ufacturing pract	
	Total Lecture hours:	Practice of the second	30 hours
	Tomi Lecture nours.		o nouis
# Mada: Elippa	Class Doom Casa Disquesion Lastures		
# MIUUC. FIIPPE	l Class Room, Case Discussion, Lectures		

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 nt uses multiple idea creation techniques					
	nt creates new ideas and combines multiple perspectives to deve	olon n	ew c	aluti	one	
	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	-			
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
	Educat		l D:-11 C1		(2014)	0			.1 C-	1	1 !
2.		Jacobs, Ravi Shanl	•	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		addad
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	sessificati Methods	70 Weighting		essed (•			_		
				1	2	3	4	5	6	priat	<u> </u>
C	ontinue A	Assessment	60	-		-	+		-		
	$\begin{array}{c ccccccccccccccccccccccccccccccccccc$										
	1,114,0111	•		'	'	+ '-	1				
							1				
							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
OBJECTIVES:			
	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	oly Chain Manag	rement 6th edition
Cengage L		ory Chain Manag	gement, our cutton,
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 Sunn	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									
Specific Assessment Methods	% Weighting Intended subject learning outcomes assessed (Please tick as appropria								
			1	2	3	4	5	6	
Continue Assessment	40								
Midterm	20				√				
Final Assess□ent Test	40		1	1	1	1	1	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	

Course code	Operations Analytics	L T P J C
BMT6182		3 0 0 0 3
Pre-requisite	BMT5118	Syllabus version
-		v. 01.00
OBJECTIVES:		
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

Specific Assessment Methods	%	Weighting	Intended subject learning outcomes to b assessed (Please tick as appropriate)								
			1	2	3	4	5				
Continue Assessment	60										
Midterm	20		V		1	$\sqrt{}$	V				
Final Assessment Test	40					1					
Total	100)									
Recommended by Board of Studie	es	11-03-2019)	•							
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
_				
OBJECTIV	/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	student	is able to perform a comprehensive quantit	ative data analy	rsis
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

Specific Assessment Methods	% Weighting							% Weighting Intended subject learning outcome assessed (Please tick as appropriat								
		1	2	3	4	5	6									
Continue Assessment	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
OBJECTIV			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 Quali 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 Me ty, Resource, Stakeholder and rement Management	ds – tools for Project Network – thod 4 hours
Critical path Estimation T Module:3	n – P Techniq Qualit Procu 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 assured quality: the content of the	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 lity 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 an Recoject de Problet t: Ide - 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 context testing - 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 object testing - 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 T Module:3 Quality assured quality: the off testing - 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 detesting - Hurr Reducing Present and skills - Management Engagement Module:4 Risk identification including risk register Module:5	Procurrance different an Resolute: Ide to Control Risk Managication: Sk avoid Performation Perf	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 A hours
Critical path Estimation To Module:3 Quality assure quality: the off testing - Hurr Reducing Properties 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 offer testing - Hur Reducing Present and skills — Management Engagement Module:4 Risk identification risk register Module:5 Project Integration Testing Project Integration Testing Present Integration Testing Project Integration Testing Projec	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 Secti	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 ct 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	Quality Procustrance different an Respondent : Ide to : Ide to : Cont Risk Mana ication isk avoid gration gration respondences, pr al Project interna	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	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 ct manager evaluations - onsiderations, selection and
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 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 Problet Ide Person Ide Person Ide Person Ide Problet Ide Problet Ide Person Ide Problet	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

Guest lecture by industry experts on recent trends in project management

2 hours

Module:6 Contemporary Issues

	Total Lectu	ire ho	urs:					20	hours
Project: Team of maximum 6 student project. The faculty coordinator we based on the modules.	ould provide the	topic		20 Non- conta hour	act				
# Mode: Flipped Class Room,		nd Pro							
Text Book(s) 1. James P Lewis, (2012), Fund Reference Books	lamentals of Proj	ect Ma	anage	ement,	4th ec	lition	n, AM	IAC(OM.
 Thomas Mochal, Jeff Mochal Project Management Institute 5th edition, Project Managem Mode of Evaluation 	, (2013), A Guid								
Specific Assessment Methods	% Weighting			subje (Please			_		es to be e)
Continuous Assessment	40	1	2	3	4	5	6		
Midterm	20	V	V	√ 	√ 	√ 			
Final Assessment Test	40	√	V	1	V	√	V		
Total Project	100								
Review 1 Review 2	20	√ √	√ √	\ \ \	√ √	√ √	\ \ \ \		
Review 3 Total	50 100	$\sqrt{}$		√	$\sqrt{}$	$\sqrt{}$	1		
Recommended by Board of Studie		9							
Approved by Academic Council	No. 54		Date	e	14-03	-201	9		

Course code	Quality Management	L	T	P J	C
BMT6185	NO.	<u>3</u>		0 0	
Pre-requisite	Nil	Sylla	bus		
				v. 0	2.00
OBJECTIVES:	911 11	1 .			
	ill be able to systematically apply qualitative and quantitative to	echnic	que	s to	
	ess problems				
OUTCOME:	4 :- 1.1 : 4 :				
	t is able to perform a comprehensive quantitative data analysis	•			
	t is able to interpret qualitative information in detail	harain	222		.1
	t is able to represent the analyses as a complete solution to the	busin		prot hou	
	ty: Deming, Miller - Crosby Theories – Characteristics of Qua	1:4 T			
Service and Produ	ct quality – Customer Orientation. Evaluation of Total Quality ty Control – TQM System.				
Module:2 Qual	ity Planning & Control			hou	
	- SMART Goal setting - Designing for Quality - Quality Ins				
	for Quality variations – Process control – Process capability –				
	cientific Approach to TQM – Data based approach – Quantific	cation	- 5	tatis	tıcal
	ntrol Tools – New 7 tools.			1	
	I Techniques M implementation — Benchmarking — Quality Awards — MI			hou	
	Function DeOBJECTIVESyment – Corrective & Preventive to				ause
Analysis – 5S –	S – Root Cause Analysis – Quality Circle – TPM – Failure Continuous Improvement Techniques – POKA YOKE – E				
Analysis – 5S – Deming wheel / Pl	Continuous Improvement Techniques – POKA YOKE – IDCA Cycle – Quality Assurance – ISO 9000 Certification.		Sto	rmin	g –
Analysis – 5S – Deming wheel / Pl	Continuous Improvement Techniques – POKA YOKE – EDCA Cycle – Quality Assurance – ISO 9000 Certification. bility	Brain	Sto	rmin 5 hoi	g –
Analysis – 5S – Deming wheel / Pl Module:4 Relia Bath Tub Curve –	Continuous Improvement Techniques – POKA YOKE – EDCA Cycle – Quality Assurance – ISO 9000 Certification. bility Failure rate – Failure Density – Hazard rate – Mean time to fa	Brain ailure	Sto	rmin ho i	g – urs time
Analysis – 5S – Deming wheel / Pl Module:4 Relia Bath Tub Curve – between failures –	Continuous Improvement Techniques – POKA YOKE – EDCA Cycle – Quality Assurance – ISO 9000 Certification. bility Failure rate – Failure Density – Hazard rate – Mean time to far Reliability – System reliability – Series & Parallel configuration.	Brain ailure	Sto	rmin ho i	g – urs time
Analysis – 5S – Deming wheel / Pl Module:4 Relia Bath Tub Curve – between failures – Improvement by R	Continuous Improvement Techniques – POKA YOKE – EDCA Cycle – Quality Assurance – ISO 9000 Certification. bility Failure rate – Failure Density – Hazard rate – Mean time to far Reliability – System reliability – Series & Parallel configurated and ancy.	Brain ailure	Sto - M - R	rmin 5 hou ean eliat	g – urs time oility
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Total	100									
Recommended by Board of Studie	S	11-03-2019)							
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Course code		Service Operation	ons Ma	anage	ment				L	Т	Ρ,	J C	
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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.		
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Six Sigma for service		rovement, Manag	ging Ca	apacıt	y and	Dema	ına- Y	i iela					
Module:5 Queuing Models an	ng Models	annina Taala fan	Mana	~i~ ~ C	l autri a					4	hou	rs	
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Guest lecture by industry experts on recent trends in service operations management.													
Guest recture by III	dustry experts				Total Lecture hours: 30 hours								
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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

Specific Assessment Methods	% V	Veighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
			1	2	3	4	5	6		
Continue Assessment	40									
Midterm	20		$\sqrt{}$	V						
Final Asse □sment Test	40		1	√	1	1		1		
Total	100									
Recommended by Board of Studie	es	11-03-201	9			•		•	•	
A		NT 54			D-4-			1.4.02	201	10

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

Course Code	Supply Chain Analytics	L	T	P	J	C
BMT6188		2	0	0	4	3
Prerequisite:		Vers	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

p			
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		
	GRG Multistart and Evolutionary Solver engines-case studies		
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	
	Value of Supply Chain Network Modeling- Intuition Building		
	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
		Project: Team of								20	
		project. The facult	y coordinator v	vould pro	vide t	he top	oic bas	sed	N	on-con	tact
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Refere											
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		oving Performance,									
2.		on M, (2014), Supp					g Opti	imiza	ation	and	
		ytics to the Global S									
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5.		ton, Wayne L, S. C.			Prac	tical N	Manag	reme	nt So	rience	3rd
3.		on, Pacific Grove, C	_	ni, (2001)	, i rac	ilcai i	viaiia	genne	ш э	orenec,	Jiu
6.		n G, (2011), Supply	•	ng and An	alvtic	s: The	e right	t pro	duct	to the 1	ight
		at the right time, B						1			O
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									
8.		field R, (2006), Sup	1 0	_		_					_
		ing strategies, Tayl	or and Francis	Group, A	uerba	ch Pu	blicat	ions,	New	York,	,
	USA										
9.	_	ra S,Meindl P, (201		_	gemer	nt: Str	ategy,	Plar	ning	g and	
	Operation, 6th edition, Pearson Education, USA										
10.		ert, G. J, (2014), Sup		ımızation	throu	igh Se	gmen	itatio	n and	d	
G ••	Analytics, 1st edition, CRC Press Specific Assessment Methods % Intended subject learning outcomes to be									1	
Specif	ic Ass	essment Methods	% Weighting			-		_			o be
			Weighting	assessed 1	Plea 2	ase tic	K as a	appr 5	opri 6	ate)	
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Final Assessment Test	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	IS. 1V1	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 = .		•									
Specific Assessment Methods	%	Weighting				ubject as ap				utco	me	s to	be a	isses
		l	1	2	3	4 4	5 5	6) 7	8	9	10	<u> </u> 	T
Continue Assessment	(0	!	1	4	J	7	J	U	,	U	,	10	1	1
	i nu	ı											II	
Midterm	20		1	1		1	1							
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			√ √	√ √	√ √	√ √	√ √							
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Midterm Digital Assignment – 1 Digital Assignment - 2			1	√ √	1	√ √	1	√	√ V	√	√	√		
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Midterm Digital Assignment – 1 Digital Assignment - 2			1	√ √	1	√ √	1	√ √	√ √	√	√	V		
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	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	\[\sqrt{1} \]	\ \ \	√ √ √	√ √							
Midterm Digital Assignment – 1 Digital Assignment - 2 Qu□z - 1 Final Assessment Test	40		\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	\[\sqrt{1} \]	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	√ √	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \						

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
OBJECTIVI	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		belety- Environmental issues and then e	nects and impir	cations- CSR as a
		f Colf Holp 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		7 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	industry.	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.
Reference Bo		in a crossi en inclinioni, sta edition, strict	1 dollowions.	
		artz, (2011), Corporate Social Responsibilit	v. An Ethical Ar	nroach Broadview
Press.	SCHW	1112, (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

Specific Assessment Methods	9	6	Intended subject learning outcomes to be							
	V	Veighting	asses	ssed (Pleas	se tick	as aj	pro	pria	te)
			1	2	3	4	5			
Continue Assessment	6	0				1				
Midterm		20								
F □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
Course Code	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

	imunication skills	
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	Understanding Value Synchronization	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.	
	Negotiation: 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	

	and Cross Cultural Training Program. Live experience of							
	Expatriates							
Module:5	Iodule: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	Emerging Business Models in competitive landscape		L	T	P	J	C
BMT6192			3	0	0	0	3
Pre-requisite		Sy	lla	bu	s v	ers	ion
					V.	. 02	00.5

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, 4th Edition, SBA Publication.FC Expert Blogger Lon Safko, (2010) Tactics, Tools & Strategies Five Steps to Implementation, Mansueto Ventures LLC

Mode of Evaluation

Specific Assessment Methods	%		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		
Continue Assessment	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>	<u> </u>	ļ ,	,	ļ.,				ļ.,			
Final Assessment Test	40		1	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
Course Code	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	V I						
	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							
OBJECTIVES:									
	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 U								
	· · ·	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 1975	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 5 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 5 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 policy of the presentations- I temporary Issues I dia to create personal branding – Tools- Mishaps in Social Memory 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 policy of the presentations- I temporary Issues I dia to create personal branding – Tools- Mishaps in Social Memory 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 $\sqrt{}$ $\sqrt{}$ $\sqrt{}$ $\sqrt{}$

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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	Decision Making Under Uncertainty	
	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
	Project: 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, 5th edition, Wiley.

Reference Books:

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

- 2. Allan Afuah (2003), Innovation Management: Strategies, Implementation and Profits, 2nd 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, 1st 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 atalah 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 -	 Essentials of a Trademark – Reasons for illegal p 	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	 V. Scople Vinod, (2015), Managing Intellectual Property, Prentice Hall of India pvt Ltd 								
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 Feanamic Environments facing Pusiness	
Unit No. 2	The Political, Legal and Economic Environments facing Business	4 Hours
	Political & Legal Environment : 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	
T T • (X 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; International HRM: 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, 10th edition, McGraw Hill
- 3. John D. Daniels, Lee H. Radebaugh, Prashant Salwan, Daniel P. Sullivan, (2010), International Business: Environment & Operations, 12th edition, Pearson Education

Reference Books:

- 6. Joshi R K, (2012), International Business, 1st edition, Oxford University Press.
- 7. Sharan V, (2010), International Business- Concepts, Environment and Strategy, 3rd 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				•							
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												
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												
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 Geographics 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 NGGs as Implementing Institutions of 5 hours 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 Faliure stories- Industrial development versus Human Development- New challenges and reforms in NGOs- App development- Technological implementations Total Lecture hours: Te	·											
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		5 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				_								
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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							
 R.Kumar & SL Goel (2005), Administration and Management of NGOs: Text and Case Studies, S.R. Publications, New Delhi 	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										
Specific Assessment Methods	%	Weighting				ubjec as ap			_	utco	me	s to	be
			1	2	3	4	5	6	7	8	9	10	1
Continue Assessment	60												1
Midterm	20			1	V	1	1						
Digital Assignment – 1			V	1	1	V	√						
Digital Assignment - 2								1	1	1	1	V	
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 rd party	and 4 th 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	Shipping Inter				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							
	~	_					
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	√ T	P J	C
BMT6200)			2	0	0 4	3
Pre-requisite	!	Nil		Sylla	bus	vers	ion
OBJECTIVE	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	
OUTCOME:							
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				
 The student is able to analyse decisions using multiple international information sources The student is able to appreciate cultural differences with the available information while 							
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 became 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. (8th 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 technique		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
OUTCOME:									
	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	oses
	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	Models-Socio	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	
	lanaging Budg 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	
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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. Gu	y Peters, (2001), The Politics	s of Bureau	<u>cracy</u> ,	5 th 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 th									
	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					
BMT 6204		~gree for 11 mmng Dusmess Freguentions	2 0 0 4 3					
Pre-requisite	;	BMT 5212 – Strategic Management	Syllabus version					
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OBJECTIVE	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								
OUTCOME:								
		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						
 Winning at 	+ 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 -					
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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		