



VIT[®]

Vellore Institute of Technology
(Deemed to be University under section 3 of UGC Act, 1956)

Business School

***MASTER OF BUSINESS
ADMINISTRATION***

SYLLABUS 2018 onwards

Master of Business Administration



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Business School

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.



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Business School

Master of Business Administration

Program 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.



Master of Business Administration

Program 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

**MBA Curriculum
2018 Batch Onwards
Credit Distribution**

Courses	Credits
Programme Core courses	39
Programme Electives	36
Summer internship	2
Project	8
Total	85

Programme Core Courses

Course code	Course Title	L	T	P	J	C
BMT7201	Economic Analysis for Managers	3	0	0	0	2
BMT7202	Accounting for Decision Making	4	0	0	0	3
BMT5203	Statistics for Managers	2	0	2	0	2
BMT7204	IT for Managers	3	0	0	0	2
BMT7205	Organizational Behaviour	3	0	0	0	2
BMT5206	Business Communication	0	0	2	0	1
BMT5207	Legal Aspects for Business	3	0	0	0	2
BMT6021	Macro Economics	3	0	0	0	2
BMT6022	Basic Financial Management	3	0	0	0	2
BMT5208	Operations Management	3	0	0	0	2
BMT5209	Marketing Management – Fundamentals	3	0	0	0	2
BMT5210	Human Resource Management	3	0	0	0	2
BMT6023	Business Analytics and Intelligence	2	0	2	0	2
BMT6024	Business Research Methods*	2	0	0	6	2
BMT5211	Corporate Governance & Ethics	2	0	0	0	1
BMT6025	Financial Management - Decisions and Applications	3	0	0	0	2
BMT6026	Marketing Management – Programmes and Implementation	3	0	0	0	2
BMT6027	Entrepreneurship	2	0	0	6	2
BMT5212	Strategic Management	2	0	0	6	2
STS5003	Essentials of Business Etiquettes	3	0	0	0	1
STS5004	Preparing for Industry	3	0	0	0	1
	Total Credits					39

Course code	Course Title	L	T	P	J	C
BMT5214	Summer Internship					2
BMT5215	Project					8

Programme Electives

Course Code	Courses	L	T	P	J	C
BMT6028	Security Analysis and Portfolio Management	2	0	0	6	2
BMT5216	Capital Market and Financial Services	2	0	0	6	2
BMT6029	Financial Derivatives	3	0	0	0	2
BMT5217	Banking	3	0	0	0	2
BMT6030	Risk Management in Banks	3	0	0	0	2
BMT5219	Insurance	3	0	0	0	2
BMT5220	Fixed Income Securities	2	0	0	6	2
BMT6031	Costing Methods, Resource Allocation And Management Audit	3	0	0	0	2
BMT5221	Corporate Taxes	3	0	0	0	2
BMT5222	Applied Econometrics	2	0	2	0	2
BMT5223	Services Marketing	3	0	0	0	2
BMT5224	Retail Management	3	0	0	0	2
BMT5225	Consumer Behaviour	2	0	0	6	2
BMT5226	New Product Strategy	3	0	0	0	2
BMT5227	Brand Management	3	0	0	0	2
BMT5228	Integrated Marketing Communications	3	0	0	0	2
BMT5229	Business to Business Marketing	3	0	0	0	2
BMT5230	Business at the Base of the Pyramid	3	0	0	0	2
BMT5231	Digital and Social Media Marketing	2	0	0	6	2
BMT5232	Event Management	2	0	0	6	2
BMT5233	Marketing Analytics	2	0	2	0	2
BMT5234	Recruitment and Selection	2	0	0	6	2
BMT5235	Talent Management	3	0	0	0	2
BMT5236	Learning and Development	3	0	0	0	2
BMT5237	Compensation Management	3	0	0	0	2
BMT5238	Organizational Change and Development	3	0	0	0	2
BMT5239	Industrial Relations and Labour Laws	3	0	0	0	2
BMT5240	Managing Disasters and Industrial safety	2	0	0	6	2
BMT5241	Emotional Intelligence for Managerial Effectiveness	3	0	0	0	2
BMT5242	Stress Management	2	0	0	6	2
BMT5243	Leadership and Team Building	2	0	2	0	2
BMT5244	HR Analytics	2	0	2	0	2
BMT5245	Service operations Management	3	0	0	0	2
BMT5246	Quality Management	3	0	0	0	2
BMT5247	Lean Manufacturing	2	0	0	6	2
BMT5248	Materials Management	3	0	0	0	2
BMT5249	Logistics Management	3	0	0	0	2
BMT5250	Project Management	2	0	0	6	2
BMT5251	Supply Chain Management	2	0	0	6	2
BMT6032	Operations Analytics	3	0	0	0	2
BMT5253	Innovation Management	2	0	0	6	2
BMT5254	Analysis and Design of Information Systems	3	0	0	0	2
BMT5255	e-Commerce	2	0	0	6	2
BMT5257	IT Project Management	3	0	0	0	2
BMT5258	IT Enabled Services	3	0	0	0	2
BMT5260	Information Systems Audit and Control	3	0	0	0	2
BMT5262	Big Data Analytics	2	0	2	0	2

Course Code	Courses	L	T	P	J	C
BMT5263	SQL and DBMS	2	0	2	0	2
BMT5264	International Business	3	0	0	0	2
BMT5265	Corporate Social Responsibility (CSR)	2	0	0	6	2
BMT5266	Cross Cultural management	3	0	0	0	2
BMT5267	Expatriate Management	3	0	0	0	2
BMT5268	Wealth Management	2	0	0	6	2
BMT5269	Knowledge Management	2	0	0	6	2
BMT5270	Applied Operation Research	3	0	0	0	2

- Student should do a minimum of 8 courses in a stream to specialize as major and minimum of 6 courses in a stream to specialize as minor
- Faculty advisor should guide the student in opting courses for a specialization based on their interest.
- The students who have registered under the Twinning Programme should complete 12 credits of electives.

PROGRAMME CORE

BMT7201	Economic Analysis for Managers		L	T	P	J	C
			3	0	0	0	2
Pre-requisite	Nil	Syllabus version					
v. 01.00							
OBJECTIVES							
students will be able to make decisions under constraints							
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							
Module:1	Fundamentals of Economics and Theories of Firm	2 hours					
Basic Concepts of Economics - Economics as decision making tools- Goals of the firm and Alternate Theories of Firm.							
Module:2	Demand Analysis	7 hours					
Force of Demand – Types of Demand - Demand Function - Force of Supply – Supply Function – Demand and Supply Equilibrium Demand Elasticity Measurements: Price Elasticity – Income Elasticity – Cross-elasticity – Advertising Elasticity – Supply Elasticity. Demand Estimation and Forecasting: Survey / qualitative and Statistical / quantitative Methods							
Module:3	Production Analysis	5 hours					
Factors of production or inputs – Production Function – Types: Returns to an Input – Isoquants and Iso-costs - Returns to Scale – Estimation of Production function							
Module:4	Cost and Revenue Analysis	5 hours					
Types of Costs – Short run and Long run cost and output relationship– Economies of Scale and Competitive Strategy – Economies of Scope – Sources of Economies of Scale and Scope – Estimation of Cost function – Revenue and Break-Even Analysis							
Module:5	Competing Within Market & Pricing Strategy	9 hours					
Perfect Competition – Monopoly - Oligopoly - Game Theory and Competitive Strategy - Regulation, Public Goods, and Benefit-Cost Analysis Pricing Strategy Pricing Practices and Strategies - Advanced Topics in Pricing Theory: peak-Load pricing, Pricing over Life cycle of Product, Public Utility Rate Regulation Multiproduct pricing, Transfer pricing - General considerations in Pricing and Price Forecasting							
Module:6	Contemporary Issues	2 hours					
Guest Lecture from industry experts on contemporary topics in Economic theories and concepts							
		Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussion, Lectures and Mini Project							
Text Book(s)							
1.	Mehta P.L (2014), Managerial Economics - Analysis, Problems, Cases, 20 th Edition, Sultan Chand & Sons						
2.	Jeffrey M. Perloff, (2014), Microeconomics, 7 th edition, Pearson Publication						
Reference Books							
1.	William J. Baumol, Alan S. Blinder, (2016), Micro Economics – Principles and policy, 13 th edition, Cengage Learnings.						
2.	A. Koutsoyiannis, (2010), Modern Micro Economics, International edition, Macmillan Publication. Besanko. D et al, (2013), Economics of Strategy, 6 th edition, Wiley India Edition.						

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

Recommended by Board of Studies

05-08-2017

Approved by Academic Council

No. 46

Date

24-08-2017

BMT7202	Accounting for Decision Making				L	T	P	J	C
					4	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 01.00				
OBJECTIVES:									
students will be able to identify business problems and formulate alternative courses of action									
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	Accounting Concepts, Principles, Bases and Policies				9 hours				
Accounting Concepts, Principles, Policies and Standards - International Financial Reporting System Double Entry Accounting: Classification of accounts, Accounting Equation approach, Journal Posting to Ledger accounts Trial Balance: Objectives of trial balance, Methods of trial balance, adjustment entries, errors and their rectification, Final Accounts: Adjustments, Provision for doubtful debts, Reserves for Discount on Debtors and Creditors, Trading Account, Profit and Loss Account, Balance Sheet Depreciation: Importance and Methods of Depreciation									
Module:2	Introduction to Management Accounting				8 hours				
Role of Management Accounting and Cost Accounting, distinction between Management Accounting and Financial Accounting Financial Statement Analysis: Tools and Techniques – Common size statement and comparative statements, Trend analysis. Ratio Analysis – interpretation – significance of Ratio Analysis – classification of Ratios – Limitations									
Module:3	Statement of changes in Equity Cash flow statement				5 hours				
Comparison between funds flow and cash flow statements - preparation of cash flow statement (AS3 Standard)									
Module:4	Introduction to Costing				11 hours				
Costing: Objectives, Methods and Techniques of Costing; Classification of Cost - Elements of Cost - Statement of Cost Sheet, Marginal Costing and Break-Even Analysis: Concept and Characteristics of Marginal Costing, Difference between Absorption Costing and Marginal Costing, Marginal Cost, Contribution, Cost Volume Profit (CVP) Analysis, Break Even Point, Profit Volume ratio, Margin of Safety, Application of Marginal cost, Limitations Standard Costing: Definition and difference between Standard cost and Budgetary Control, Establishment of standards, Variance analysis, Material cost variance, Material price variance, Labour cost variances, Labour overhead and sales variances.									
Module:5	Budgetary Control				5 hours				
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									
Module:6	Contemporary Issues				2 hours				
Guest Lecture from industry experts on contemporary Accounting practices in decision making.									
	Total Lecture hours:				40 hours				
# Mode: Flipped Class Room, Case Discussion, Lectures									
Text Book(s)									
1.	Kakani Ramachandran, (2011), Financial Accounting for Management, 3 rd edition, McGraw								

2.	Hill, India Godwin, Alderman, Sanyal (2016), Financial ACCT - Financial Accounting (2016), Cengage Learning.		
3.	Sawyers, Jackson, Jenkins, Arora Jenkins, Arora (2016), Managerial ACCT - Managerial Accounting, Cengage 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, 6 th edition, Pearson Education, India.		
2.	Horngren T. Charles, (2012), Cost Accounting: A Managerial Emphasis, 15 th edition, Pearson Education, India.		
3.	Khatri, (2011), Financial Accounting, 1 st edition, McGraw Hill, India.		
4.	Debarshi Bhattacharyya, (2010), Management Accounting, 1 st edition, McGraw Hill, India		
5.	Khan M.Y, Jain P.K, (2009), Management Accounting, 5 th edition, McGraw Hill, India Colin Drury, (2012), Management and Cost Accounting, 8 th Edition, Cengage Learning.		
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects, Seminars and FAT			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

BMT5203	Statistics for Managers				L	T	P	J	C
					2	0	2	0	2
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
Students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
The student is able to perform a comprehensive quantitative data analysis 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									
Module:1	Measures of Central Tendency				3 hours				
Mean, Median and Mode – Individual, Discrete and Continuous Series									
Module:2	Measures of Dispersion				3 hours				
Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance and Coefficient of Variation									
Module:3	Correlation & Regression Analysis				4 hours				
Linear correlation, Measures of correlation. Correlation & Regression: Rank correlation - Regression Analysis - Coefficient of correlation									
Module:4	Test of Hypothesis & Non-Parametric Test				4 hours				
Test of Hypothesis Student t-test and Z-test, Chi Square test, ANOVA: One way and Two-way classification. Non-Parametric Test Sign test, Rank sum test, Run test, Kruskal wallis test, Mann Whitney U test									
Module:5	Probability				4 hours				
Probability Definitions- Addition and multiplication properties, conditional probability- Baye's theorem									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on Statistical application in decision making									
	Total Lecture hours:				20 hours				
	Practical: # Use of Excel / SPSS / SAS in solving measure of central tendency, Measure of dispersion, correlation, regression and hypothesis testing – parametric and non-parametric				20 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, 10 th edition, Cengage Learning.								
Reference Books									
1.	Srivastava T, Rego S, (2012), Statistics for Management, Tata McGraw Hill.								
2.	Murray R. Spiegel, (2010), Theory and Problems of Statistics – Schaums outline Series 4 th edition, McGraw Hill.								
3.	S.P. Gupta, (2014), Statistical Methods, 13th edition, Sultan Chand Publications.								
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects, Seminars and FAT									
Recommended by Board of Studies				05-08-2017					
Approved by Academic Council				No. 47		Date		05-10-2017	

BMT7204	IT for Managers				L	T	P	J	C
					3	0	0	0	2
Pre-requisite	Nil				Syllabus version				
					v. 01.00				
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									
<ol style="list-style-type: none"> 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 									
Module:1	Foundations of IS				5 hours				
Why Information Systems, Informational needs of managers, Components of Systems viz., Hardware, Software, Database, Networks, Human Resources, Elements of IS, Characteristics of IS, Types of IS for managers - TPS, DSS, EIS									
Module:2	SDLC and Various Methods				6 hours				
Systems Development Life Cycle, Various methodologies of IS development, Agile and 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, Executive Information Systems, Expert Systems.									
Module:4	IS and its Various applications				5 hours				
Application of various IT applications in business: ERP, CRM, SCM, E-Commerce, m-Commerce									
Module:5	Managerial Issues in IS				6 hours				
Emerging issues in managing Information Systems in business like Systems Security, Technological obsolescence, Change Management, IT infrastructure Management, etc.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on latest trends in Management Information system.									
	Total Lecture hours:				30 hours				
# Mode: Flipped Class Room, Case Discussion, Lectures									
Text Book(s)									
1.	Ken J.Sousa, Effy Ozz, (2014), Management Information system, 7 th edition, Course Technology.								
2.	Bidgoli, Chattopadhyay (2016), MIS - Management Information Systems, Cengage learning.								
3.	Kenneth C. Laudon, Jane Price Laudon, (2015), Management Information systems, 14 th edition, Pearson education.								
Reference Books									
1.	George M. Marakas, James A. O'Brien, (2012), Introduction to Information systems, 16 th								

	edition, Mcgraw hill Education.		
2.	M. Jaiswal, (2014), Management Information Systems, Oxford University Press.		
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects, Seminars and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 46	Date 24-08-2017

BMT7205	Organizational Behaviour	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	Nil	Syllabus version				
v. 01.00						
OBJECTIVES:						
students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
The student is able to establish a favourable team climate and ensure enthusiastic decision making						
The student is able to elicit constructive feedback in conflicting situations						
The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making						
Module:1	Fundamental of Management	4 hours				
The concept, Meaning, and Importance of management. Revolutionary thoughts of management in a different era. Different theories of management. Levels of management, Managerial roles and functions.						
Module:2	Organizational Behaviour	7 hours				
Definition, Purpose, Nature and Scope of Organizational Behaviour. Models of Organizational Behaviour- Individual, Groups and Organizational.						
Individual Dimensions of Behaviour: Personality: Definitions, Different types of Personality, Determinants of Personality - Matching Personality and Jobs, Personality and behaviour.						
Module:3	Perception & Attitude	4 hours				
Perception: Definition, Importance of perception in industry, Process of perception.						
Attitude: Characteristics and components of Attitude - Attitude and Behaviour- Attitude Formation -Attitude, Job Satisfaction.						
Module:4	Learning & Motivation	6 hours				
Learning: Meaning, Characteristics, and Process of learning. Theories of Learning: Classical Conditioning, Operant Conditioning. Learning and Organizational Behaviour Modification.						
Motivation: Nature of Motivation - Process of Motivation - Different Theories of Motivation.						
Module:5	Group Behaviour	7 hours				
Group Dynamics: Understanding the group behaviour, Types of groups, Stages of group development. Group dynamics and Group cohesiveness. Team Effectiveness, High-Performance Teams, Team Structure, Processes of team building.						
Communication: Meaning, types of communications and its processes.						
Power: Influence of power in the Organizations.						
Leadership: Meaning, Types of leadership style.						
Organizational Dynamics: Organizational Structure, Organizational Climate, Culture, Change and Development.						
Conflict- Interpersonal, inter-group Conflicts & conflict resolution methods.						
Diversity in Organizations, Work life balance.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary organization behavioural practices in managing the diversified work force.						
		Total Lecture hours:	30 hours			
# Mode: Flipped Class Room, Case Discussion, Lectures						
Text Book(s)						
1.	Stephen Robbins, Timothy A. Judge, (2014), Organizational Behaviour, 16 th edition, Prentice Hall India Pvt. Ltd.					
2.	Nelson, Quick, Khandelwal, (2016), Organizational Behaviour, 2 nd edition, Cengage Learning					
3.	Williams, Tripathy (2016), MGMT - Principles of Management, Cengage Learning.					
Reference Books						

1.	L.M.Prasad, (2010), Principles and Practice of Management, 7 th edition, Sultan and Chand.		
2.	UdaiPareek, Sushama Khanna, (2012), Organization Behavior, 3 rd edition, Oxford Publishing		
3.	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			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 46	Date 24-08-2017

BMT5206	Business Communication		L	T	P	J	C
			0	0	2	0	1
Pre-requisite	Nil	Syllabus version					
v. 02.00							
OBJECTIVES:							
students will be able to articulate (oral and written) ideas to aid decision making							
OUTCOME:							
The student is effective in oral communication of a managerial decision and is also convincing The student is able to effectively use written communication for expressing views The student is able to convince others on decision making using his or her oral and written communication skills							
Module:1	Communication	5 hours					
Purpose of communication – Framework for Business Communication – The communication process - Communication Within organization Oral and Written Communication – Interpersonal communication – group communication- Verbal and non-Verbal communication External influences on Business communication Grammar - Parts of Speech– Verb and its application, Static and Dynamic Verb structures – Tenses – Voice Change: Active and Passive - ambiguity – Idiomatic distortions.							
Module:2	Speaking Skills	4 hours					
Introduction to phonetics, need and use of it, Word stress and Sentence stress- Contrastive stress in sentences to highlight different words- Intonation- Rising and Falling tone, falling -rising tone- Word Power – Vocabulary – Jargon – rate of speech, pitch, tone – Clarity of voice							
Module:3	Writing skills	5 hours					
Writing skills - I Writing business Messages: Envisioning the purpose and type of the message – envision the audience – context – channel and medium – adapt the message – organize the message – prepare draft- Prepare Good-neutral-bad-persuasive messages. Writing Skills – II: Letter writing – business letters – pro-forma culture – format – style – effectiveness, promptness Business and Technical report writing - types of reports – progress reports, routine reports – Annual reports – format							
Module:4	Listening Skills	3 hours					
Basics of Listening- Giving and Getting Feedback- Understanding Natural Speech -Strategies of Effective Listening -Comprehend Main Ideas and Details- Take Notes: Outline Main Ideas and Supporting Details-Distinguish between Facts, Opinion and Inferences-Evaluate What You Hear-Follow Oral Directions							
Module:5	Communication Electronically	1 hour					
Appropriate use of technology, EMAIL, WEB PAGE communication, Voice and wireless communication							
Module:6	Contemporary Issues	2 hours					
Guest lecture by industry experts on Varieties of Spoken English American, Standard Indian and British.							
		Total Lecture hours:	20 hours				
# Mode: Flipped Class Room and Activities							
Text Book(s)							
1.	Lehman, Dufrene, Sinha, (2016), Business Communication – A South Asian Perspectives, 2 nd edition, South-Western Cengage Learning India (P) Ltd						
2.	Courtland L. Bovee, C. Allen Paul, John V. Thill. (2015). Business Communication Today, 13th edition, Pearson.						

Reference Books			
1.	McGrath, E. H., S.J, (2011) Basic Managerial Skills for All, 9 th edition, Prentice-Hall of India.		
2.	Guffey, Mary Ellen, (2010) Business Communication: Process and Product, 7 th edition, South-Western Cengage Learning India (P) Ltd.		
3.	Adler, R. B., Elmhurst, J.Marquardt (2012), Communicating at work, 11th edition, McGraw - Hill Publications.		
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects, Seminars and FAT			
Recommended by Board of Studies		05-08-2017	
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BMT5207	Legal Aspects of Business				L	T	P	J	C
					3	0	0	0	2
Pre-requisite	Nil				Syllabus version				
OBJECTIVES:									
students will be able to practice ethical values in achieving stakeholders welfare									
OUTCOME:									
The student is able to recognise ethical issues that affect multiple stake holders									
The student is able to apply multiple ethical concepts in analysing consequences of decision making									
The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare									
Module:1	Law of Contract				5 hours				
Nature of Contract – Kinds of Contract; Offer and Acceptance; Consideration; Capacity of Parties - Free Consent – Classification of Agreements & Contracts- Discharge of Contacts - Remedies for Breach of Contract									
Module:2	Special Contracts				6 hours				
Contract of Indemnity and Guarantee; Contract of Bailment and Pledge; Law of Agency – Creation of Agency – Kinds of Agents – Duties, Rights, Liability of Principal & Agent; Termination of Agency.									
Module:3	Sale of Goods Act, 1930				6 hours				
Essentials of a contract of sale; sale distinguished from agreement to sell; conditions and warranties; transfer of title by non-owners; doctrine of caveat emptor; performance of the contract of sale; unpaid seller - his rights against the goods and the buyer.									
Module:4	The Companies Act, 1956				4 hours				
Types of Companies, Memorandum and Article of Association, Shareholders and Debenture Holders, Minority Protection, Winding-up.									
Module:5	Consumer Protection Law & Intellectual Property Rights				7 hours				
Consumer Protection Law Salient features; Definition of consumer; Grievance redressal machinery Intellectual Property Rights GATT and IP Rights, Patents, Copyright and related rights, Trademark, Geographical indications, Emerging issues in IPR									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on contemporary business laws for digital era									
					Total Lecture hours:	30 hours			
# Mode: Flipped Class Room, Case Discussion, Lectures									
Text Book(s)									
1.	N.D Kapoor, (2014), Elements of Mercantile Law, 34 th edition, Sultan Chand & Sons.								
2.	Neeraj Pandey, Khushdeep Dharni (2014), Intellectual Property Rights, 1 st edition, Prentice Hall								
Reference Books									
1.	Akhileshwar Pathak, (2014), Legal Aspects of Business, 5 th edition, McGraw Hill.								
2.	M.C. Kuchaal, Vivek Kuchaal (2013), Mercantile Law, 8 th edition, Vikas Publishing House Pvt. Ltd.								
Mode of Evaluation: Midterm, Quizzes, Assignments, Seminars, Term paper, Mini Projects and FAT									
Recommended by Board of Studies					05-08-2017				
Approved by Academic Council					No. 46	Date	24-08-2017		

BMT6021	Macro Economics	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	BMT7201	Syllabus version				
		v. 01.00				
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment						
OUTCOME:						
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 decisions						
The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context						
Module:1	Macroeconomic Indicators	5 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 – Unemployment Rate – Importance of Human Development Index (HDI)						
Module:2	Aggregate Demand and Supply	6 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						
Module:3	Money Market Analysis and Prices	7 hours				
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 Unemployment						
Banking and Credit Creation: Evolution of Banking – Credit Creation and Control of Credit – Central Bank and its Functions – Commercial Banks – RBI and Monetary Policy						
Module:4	Economic Growth and Business Cycles	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 & International Aspects of Macroeconomics	8 hours				
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						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary topics in Economic theories and concepts						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures and Mini Project						

Text Book(s)			
1.	Dwivedi, D.N, (2015), Macroeconomics – Theory and Policy, 4 th edition, Tata McGraw Hill Publications.		
2.	Vaish MC (2010), Macroeconomic Theory – 14 th Edition, Vikas Publishing House Pvt Limited.		
3.	McEachern, Indira, (2016), MACRO ECON - Principles of Macroeconomics, Cengage Learning.		
Reference Books			
1.	Sullivan Arthur, O' (2014), Macroeconomics, 8 th edition, Pearson Education.		
2.	Moss, David A, (2015), A Concise Guide to Macroeconomics: What Managers, Executives and Student Need to Know, 2 nd edition, Harvard Business School Press.		
3.	Mankiw, Gregory N, (2014), Principles of Macroeconomics, 8 th edition, Cengage Learning.		
Mode of Evaluation: Midterm, Quizzes, Assignments, Seminars, Term paper, Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course Code	Basic Financial Management				I	T	P	J	C
BMT6022					3	0	0	0	2
Pre-requisite	BMT7202				Syllabus version				
					v. 02.00				
OBJECTIVES:									
students will be able to make decisions under constraints									
OUTCOME:									
Student is able to relate all contextual factors in decision making									
Student is able to analyse many costs and consequences of decision									
The action plan considers many of the constraints in the given context									
Module:1	Financial Management				5 hours				
Meaning, nature and scope of finance goal – profit vs. wealth maximization; Finance decisions – investment, financing and dividend decisions. Role of finance manager – Treasurer Vs. Controller. Agency conflict and agency cost. Indian Financial system: Business and Financial Environment									
Module:2	Sources of Finance				5 hours				
Long Term Sources of Finance: Equity, Debentures, Preference Shares, Long term loan, Private equity, Venture capital and Angel investor. Short term Sources of Finance: Short term loan, commercial paper, certificate of deposits, commercial paper, bill of exchange, factoring.									
Module:3	Time value of money				4 hours				
Time value of money: Present value, future value, Annuity, Annuity Due, Perpetuity, Amortization schedule Application of time value of Money: Valuation of Bonds and Shares Risk and Return: Definition, types of risk, Concept of beta and its application, Market Risk premium, Trade-off between risk and return.									
Module:4	Capital Budgeting				8 hours				
Estimation of cash flows: Conceptual Issues in Cash Flow Estimation, Cash Flow versus Accounting Income, Timing of Cash Flows, Incremental Cash Flows, Replacement Projects, Sunk Costs, Opportunity Costs Associated with Assets the Firm Owns- Hurdle Rate: Weighted average cost of capital. Principles of capital budgeting – method of investment analysis – payback, APR, NPV, IRR discounted cash flow – risk and return decision – profitability index Risk analysis in Capital Budgeting: Sensitivity Analysis, Scenario Analysis, Monte Carlo Simulation									
Module:5	Asset Based Financing				6 hours				
Lease Financing and Hire Purchase: Application of Time value of Money - computation lease rentals –computing installment under hire purchase									
Module:6	Contemporary Issues				2 hours				
Guest Lecture from industry experts on contemporary Role of financial managers and the sources of finance available for the changing industry needs.									
	Total Lecture hours:				30 hours				
	# Mode: Flipped Class Room, Case Discussions and Lectures								
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, 14 th edition, Cengage Learning.								
Reference Books									
1.	Khan M.Y, Jain P.K, (2014), Financial Management- Text, Problems and Cases, 7 th edition,								

	McGraw Hill.		
2.	Prasanna Chandra, (2011), Financial Management: Theory and Practice, 8 th edition, McGraw Hill, India		
3.	William R Lasher, (2014), Financial Management: Principles and Practice, 7 th edition, Cengage Learning, India.		
4.	Richard Brealey, Stewart Myers, Franklin Allen, Pitabas Mohanty, (2012), Fundamentals of Corporate Finance, 10 th edition, Mcgraw Hill.		
5.	Stephen Ross, Randolph Westerfield, Bradford Jordan (2016), Corporate Finance, 11 th edition, Mcgraw Hill.		
Mode of Evaluation: Midterm, Quizzes, Assignments, Seminars, Term paper, Mini Projects and FAT			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

BMT5208	Operations Management				L	T	P	J	C
					3	0	0	0	2
Pre-requisite	Nil	Syllabus version							
		v. 02.00							
OBJECTIVES:									
students will be able to identify business problems and formulate alternative courses of action									
OUTCOME:									
The student is comprehensively able to describe the problem in a decision making									
The student is able to come up with multiple alternatives to resolve the problem									
The student is able to suggest a very comprehensive and implementable action plan									
Module:1	Introduction				4 hours				
Definition of Production and Operations Management–Interrelationship with other functions – Products and Services – Value Analysis – Production & Operations Strategy for Competitive Advantage; Types of Production System.									
Module:2	Designing Operations				5 hours				
Design of Goods and Services, Sustainability in the Supply Chain, Managing Quality, Statistical Process Control, Process Strategy, Capacity and Constraint Management, Location Strategies, Layout Strategies, Human Resources, Job Design, and Work Measurement									
Module:3	Managing Operations				7 hours				
Supply-Chain Management, Inventory Management - Types of Inventory, Purpose, Functions, Basic Cost, EOQ, Fundamentals of Selective Inventory Control; Introduction to Lean Manufacturing, JIT, Quality Concepts, 5S. Aggregate Planning and S&OP, Material Requirements Planning (MRP) and ERP, Short-Term Scheduling, Just-in-Time, TPS, and Lean Operations									
Module:4	Maintenance Management				4 hours				
Objectives of Maintenance – Types of Maintenance – Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, TPM.									
Module:5	Decision-Making Tools				8 hours				
Formulation linear Programming Problem, Graphical Method, Simplex Method – only two variables.									
Module:6					2 hours				
Guest lecture by industry experts on contemporary practices in operations management.									
	Total Lecture hours:				30 hours				
# Mode: Flipped Class Room, Case Discussion, Lectures									
Text Book(s)									
1.	Jay Heizer, Barry Render (2014), Operations Management, 11 th Edition, Pearson Education.								
2.	Robert S.Russell, Bernard W.Taylor, (2013), Operations Management, 8 th edition, Wiley.								
3.	Collier, Evans, Ganguly(2016), OM-Operations Management , Cengage Learning.								
Reference Books									
1.	R. Panneerselvam, (2013), Production and Operations Management, 3 rd edition, PHI.								
2.	Stevenson W.J, (2015), Operations Management, 12th edition, McGraw Hill.								
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, 8 th edition, Wiley.								
5.	S.N. CharY, (2012), Production and Operations Management, 5 th edition, Tata McGraw Hill.								
6.	Ravi Anupindi et al, (2011), Managing Business Process Flows: Principles of Operations Management, 3 rd edition, Prentice Hall.								
Mode of Evaluation: Midterm, Quizzes, Assignments, Seminars, Term paper, Mini Projects and FAT									
Recommended by Board of Studies					05-08-2017				
Approved by Academic Council					No. 47	Date	05-10-2017		

BMT5209	Marketing Management - Fundamentals	L	T	P	J	C
		3	0	0	0	2
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				
Orientations to Marketing						
Module:2	Connecting with Customers	7 hours				
Analysing Consumer Markets - Analysing Business Markets						
Module:3	Building Strong Brand	6 hours				
Identifying market segments & selecting target markets – Differentiation & Positioning Strategies						
Module:4	Shaping the Market Offerings	8 hours				
Setting Product Strategy - Designing and Managing Services - Introducing New Market Offerings – Introduction to Brand Equity						
Module:5	Designing Pricing Strategies and Programmes	5 hours				
Setting the price, Adapting the price, Initiating and Responding to Price Changes.						
Module:6	Contemporary Issues	2 hours				
Guest Lectures on Analysing Consumer Markets and Pricing						
		Total Lecture hours:	30 hours			
# Mode: Flipped Class Room, Case Discussion, Lectures						
Text Book(s)						
1.	Kotler, P, Keller K, Koshy, Jha, (2012), Marketing Management: A South Asian Perspective, 14 th edition, Pearson Education.					
2.	LAMB, HAIR, SHARMA, MCDANIEL (2016), MKTG Principles of Marketing, Cengage Learning.					
Reference Books						
1.	Walker Jr. Mullins, (2012), Marketing Strategy, 8 th edition, McGraw Hill.					
2.	Paul W. Farris, Neil T. Bendle, Philip E. Pfeifer, David J. Reibstein (2006), Marketing Metrics: 50+ Metrics Every Executive should master, 1 st edition, Financial times/Prentice Hall.					
3.	Michael J. Etzel, Bruce J Walker, Willium J. Stanton, (2004), Marketing, 13th edition, McGraw Hill.					
4.	Leon G. Schiffman, Leslie Lazar Kanuk, Ramesh Kumar (2010), Consumer Behaviour, 10 th edition, Pearson Education.					
5.	Gillespie, Hennessey, (2013), Global Marketing, 3 rd edition, Cengage Learning.					
Mode of Evaluation: Midterm, Quizzes, Assignments, Seminars, Term paper, Mini Projects & FAT						
Recommended by Board of Studies		05-08-2017				
Approved by Academic Council		No. 47	Date	05-10-2017		

BMT5210	Human Resource Management	L	T	P	J	C
		3	0	0	0	2
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 involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 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 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	Introduction to HRM	5 hours				
Meaning and Definition, Characteristics of HRM, Evolution of HRM, Organization and Policies of Personnel Department, Scope of HRM, Functions of HRM, Objectives of HRM, Qualities of HR Manager, Important Trends in HR Management.						
Module:2	HR Planning, Recruitment and Selection	5 hours				
Importance of HR Planning, Job Analysis-Job description and job specification, Recruitment-Sources of Recruitment, Selection- Importance of careful selection, Process of selection, Types of Tests for selection, Interview- Methods of Selection Interview, Induction Process.						
Module:3	Training and Development & Performance Appraisal	6 hours				
Training and Development: Objectives of training, Identification of Training needs, Concepts of Training, Training methods, Orientation and Placement, Management development, Purposes and Principles of promotion, Bases and types for promotion, Transfer, Separation Performance Appraisal: Introduction, Identification of issues in performance appraisal, Uses of Performance Appraisal, limitations of Performance Appraisal, Performance Management, Career Management Basics, Talent Management, Methods of appraisal						
Module:4	Wage and salary administration	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						
Module:5	Industrial Relation, Health and safety	5 hours				
Industrial Relation, Health and safety measures Industrial Relations - Meaning & Characteristics 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	3 hours				
Guest Lecture from industry experts on contemporary developments in HR practices.						
Total Lecture hours:		30 Hours				

# Mode: Flipped Class Room, Case Discussion, Lectures			
Text Book(s)			
1.	Gary Dessler, Biju Varkkey, (2013), Human Resource Management, 13th edition, Pearson Education.		
2.	Denisi, Griffin, Sarkar (2016), HR - Human Resource Management, Cengage Learning.		
3.	George W. Behlander, Scott A. Snell, (2014), Principles of Human Resource Management, 16 th edition, Cengage Learning.		
Reference Books			
1.	Denisi, Griffin, Sarkar, (2016), Human Resource Management, 2 nd edition Cengage Learning.		
2.	Aswathappa K, (2013), Human Resource Management: Text and Cases, 17 th 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, 6 th edition, Cengage Learning		
Mode of Evaluation: Midterm, Quizzes, Assignments, Seminars, Term paper, Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT6023	Business Analytics and Intelligence	L	T	P	J	C
		2	0	2	0	2
Pre-requisite	BMT5203	Syllabus version				
		v. 02.00				
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:						
<ol style="list-style-type: none"> 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 						
Module:1	Introduction to Business Analytics and Intelligence (BAI)	3 hours				
Overview of the strategic impact of BAI across key industries-Analytics 3.0-the nature of analytical competition- what makes an analytical competitor- analytics and business performance- Competing on Analytics with Internal and external Processes- A Road Map to Enhanced Analytical Capabilities- Managing Analytical People- The Architecture of Business Intelligence- The Future of Analytical Competition- Gartner Magic Quadrant and Hype Cycle for Business Intelligence and Analytics						
Module:2	Data Warehousing	5 hours				
Data Warehousing: Concepts – Process overview – Architecture – ETL process. Business Performance Management: BPM –Strategy - Plan – Monitoring – Performance Measurement – Business Performance Management Methodologies Essential Practice Skills for High-Impact Analytics Projects: Listening to client, Framing the central problem, Scoping a project, Defining metrics for success, Creating a work plan, Assembling data and expert sources, Selecting modelling approaches, Validating and verifying analytical results, Communicating and presenting results to clients and Driving organizational change and assessing impact.						
Module:3	Descriptive Analytics	4 hours				
Data Visualization and Analytics- Charts (Bars-Pie-Line-Scatter-Map-Bubble-Box & Whisker-Tree map - Heat Map-Circle and Area) -Worksheet, Dashboard and Story Board creation						
Module:4	Predictive Analytics	3 hours				
Linear Regression, Cluster, CART and Neural Network model						
Module:5	Prescriptive Analytics	3 hours				
Linear optimization, Integer optimization, Non-linear programming and Simulation						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on Emerging trends in business analytics and intelligence						
	Total Lecture hours:	20 hours				
	Practical: Descriptive analytics/ Predictive Analytics and Prescriptive analytics -Hands on training with business intelligence and Analytics software like R, Python, Tableau, SPSS, Excel etc., interpretation of results and discussion on managerial decision making	20 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures, and lab exercises						
Text Book(s)						
1.	Sharda R, Delen D, Turban E, Aronson J, Liang T. P, (2014), Business Intelligence and Analytics: Systems for Decision Support, 10 th edition, Pearson Education.					

2.	Powell S. G, Barker K. R, (2014), Management Science: The Art of Modelling with Spreadsheets, (W/Cd), 4 th edition, John Wiley & Sons.		
Reference Books			
1.	Linoff G. S, Berry M. J, (2011), Data mining techniques: for marketing, sales, and customer relationship management, 3 rd edition, John Wiley & Sons.		
2.	Frank B, Green B, Harris T, Van De Vanter K, (2010), Business Intelligence Strategy: A Practical Guide for Achieving BI Excellence, MC Press.		
3.	Hair, J. F, Black W. C, Babin B. J, Anderson R. E, Tatham R. L, (2009), Multivariate data analysis, 7 th edition, Pearson education.		
Mode of Evaluation: Midterm, Quizzes, Assignments, Seminars, Term paper, Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT6024	Business Research Methods	L	T	P	J	C
		2	0	0	6	2
Pre-requisite	BMT5203	Syllabus version				
		v. 01.00				
OBJECTIVES:						
students will be able to articulate (oral and written) ideas to aid decision making						
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						
Module:1	Introduction to Business Research Methods	3 hours				
Concepts of Business Research: Characteristics, Objectives, hypothesis and theory – Types of Research - Manager and Researcher Relationship - The Research Process – The Research Problem Development Process - Ethics in research						
Module:2	Research design classification	4 hours				
ExObjectivesratory, Descriptive and Causal - Experimental Research Design Methods - Qualitative Research Designs, tools and its techniques of data collection – Observation Method						
Module:3	Data Collection – Sources and Methods	4 hours				
Primary versus Secondary data and its sources – Primary Data Collection: Measurement and Scaling techniques, survey instrument development, methods of data collection – Sampling Design: Sampling methods and Sample size determination						
Module:4	Data Analysis	5 hours				
Qualitative Data Analysis – Secondary Data Analysis – Primary Data Analysis: Data Preparation, Hypothesis testing, Univariate, Bivariate and introduction to multivariate statistical tools. Hands on experience with SPSS.						
Module:5	Report Preparation and Presentation	2 hours				
Communicating Research Results: Report Generation and Oral Presentation						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on research design applicable for the digital era						
	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.		60 [Non-Contact hrs]				
# Mode: Flipped Class Room, Case Discussion, Lectures and Project						
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, 6 th edition, Pearson Education India.					
Reference Books						
1.	Creswell John W, (2014), Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 4 th edition, SAGE Publications.					
2.	Roger E. Kirk, (2013), Experimental Design: Procedures for the Behavioral Sciences, 4 th edition, SAGE Publications.					
3.	J Creswell, J. W, (2013), Qualitative inquiry and research design: Choosing among five approaches. 3 rd edition, SAGE Publications.					

4.	Sekaran U, (2013), Research Methods for Business: A Skill Building Approach, 6 th edition, Wiley.		
Mode of Evaluation: Midterm, Quizzes, Assignments, Seminars, Term paper, Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council	No. 47	Date	05-10-2017

Course Code	Corporate Governance & Ethics				L	T	P	J	C
BMT5211					2	0	0	0	1
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
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				4 hours				
Key Players (Stakeholders) – Inter-linkages- Historical perspective – Corporate governance – Global and Indian Perspective; Theory and practices of Corporate governance; Structure of Corporate Governance (Agent, Steward, Stakeholder and sociological Theories)									
Module:2	Various Models of Corporate Governance				5 hours				
Anglo-saxon- Japan -German Model (Based on Ownerships, Composition of Board of directors, Shareholders right, Regulatory Framework, Disclosures									
Module:3	Implementing Corporate Governance				3 hours				
Regulatory bodies (Global View); Legal Obligations and Compensation Structures from Indian Perspective (BOD; Exclusive roles of Independent directors; Auditors)									
Module:4	Role of emObjectivesyees				3 hours				
Need for ethical behaviour; Resolutions of ethical dilemmas- Ethical theories;									
Module:5	Corporate Social responsibility				3 hours				
Ethical challenges (Sources and their resolutions in all functional areas) Corporate scandals- Causes, Consequences and Cures									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on Disclosures									
	Total Lecture hours:				20 hours				
# Mode: Flipped Class Room, Case Discussion, Lectures									
Text Book(s)									
1.	Fernando A C, (2012), Business Ethics and Corporate Governance, 2 nd edition, Pearson Education.								
Reference Books									
1.	V.Balachandran, V.Chandrasekaran (2011), Corporate Governance, Ethics and Social Responsibility, 2 nd edition, Prentice Hall.								
2.	Elizabeth V. Henderson, Mariela McIlwraith (2012), Ethics and Corporate Social Responsibility in the Meetings and Events Industry, 1 st edition, Wiley.								
3.	R. I. (Bob) Tricker (2015), Corporate Governance: Principles, Policies, and Practices, 3 rd edition, Oxford University Press.								
4.	Robert A. G. Monks and Nell Minow (2011), Corporate Governance, 5 th edition, Wiley.								
5.	Larcker David, Tayan, Brian, (2015), Corporate Governance Matters: A Closer Look atOrganizational Choices and Their Consequences,2 nd edition, Pearson Education.								
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects, Seminars and FAT									
Recommended by Board of Studies				05-08-2017					
Approved by Academic Council				No. 46		Date		24-08-2017	

BMT6025	Financial Management – Decisions and Applications	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	BMT6022	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
The student is able to perform a comprehensive quantitative data analysis 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						
Module:1	Capital Structure	5 hours				
forms – importance – optimal capital structure – theories – Factors determining capital structure – changes in capital structure – capital gearing						
Module:2	Cost of Capital	5 hours				
Cost of capital – meaning – significance – classification of cost – determination – problems – computation of cost of specific sources of finance (cost of Debt, Equity & Preference shares, Retained earnings) – Computation of weighted average cost of capital, Marginal cost of capital.						
Module:3	Leverages	5 hours				
Meaning – Types – Financial Leverage – Operational Leverage – Composite – Working Capital Leverage.						
Module:4	Dividend	5 hours				
Approaches – determinants – types of dividend policy – effects and objects of bonus issue – Dividend theories and Models - Walter’s Model, Gordon’s Model and MM approach						
Module:5	Working capital requirements	8 hours				
Working capital requirements: Meaning - concept – kinds – importance of adequate working capital - determinants of working capital - working capital policy- estimation of working capital – operating cycle/ cash conversion cycle.						
Cash management: optimal cash, cash budget						
Inventory management: EOQ, Reorder level						
Receivables Management: Credit policy, receivables matrix.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary financial management decisions taken to increase the shareholder wealth.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures						
Text Book(s)						
1.	I.M.Pandey, (2015), Financial Management, 11 th edition, Vikas Publishing, India.					
2.	James C. Van Horne, Sanjay Dhamija, (2011), Financial Management and Policy, 12 th edition, Pearson Education.					
3.	Eugene F Brigham, Michael C. Ehrhardt, (2014), Financial Management Theory and Practice, 14 th edition, Cengage Learning.					
Reference Books						
1.	Khan M.Y, Jain P.K, (2014), Financial Management- Text, Problems and Cases, 7 th edition, McGraw Hill.					
2.	Prasanna Chandra, (2011), Financial Management: Theory and Practice, 8 th edition, McGraw Hill, India					
3.	William R Lasher, (2014), Financial Management: Principles and Practice, 7 th edition,					

4.	Cengage Learning, India. Richard Brealey, Stewart Myers, Franklin Allen, Pitabas Mohanty, (2012), Fundamentals of Corporate Finance, 10 th edition, Mcgraw Hill.		
5.	Stephen Ross, Randolph Westerfield, Bradford Jordan (2016), Corporate Finance, 11 th edition, Mcgraw Hill.		
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects, Seminars and FAT			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

BMT6026	Marketing Management – Programmes and Implementation	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	BMT5209	Syllabus version				
		v. 02.00				
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						
Module:1	Managing and Delivering Value	6 hours				
Designing & Managing Marketing Channels – Managing Retailing, wholesaling & market logistics						
Module:2	Communicating Value	6 hours				
Designing and Managing Integrated Marketing Communications – Managing Mass communications: Advertising, Sales Promotions and Public Relations. Managing Personal Communication: Sales Force and Direct Marketing						
Module:3	Assessing Market Opportunities	7 hours				
Scanning the Marketing Environment -Marketing Information System – Conducting Market Research: Process and Report Development – Demand Estimation.						
Module:4	Managing the total Marketing effort	5 hours				
Managing a Holistic Marketing organization – Marketing Implementation, Evaluation and Control – Marketing ROI – Marketing Metrics for marketing performance						
Module:5	Sustaining Growth and Value	4 hours				
Green Marketing – Global Marketing						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary Marketing Metrics used to evaluate the marketing performance.						
		Total Lecture hours:	30 hours			
# Mode: Flipped Class Room, Case Discussion and Lectures						
Text Book(s)						
1.	Kotler, P, Keller K, Koshy, Jha, (2012), Marketing Management: A South Asian Perspective, 14 th edition, Pearson Education.					
2.	Lamb, Hair, Sharma, McDaniel (2016), MKTG Principles of Marketing, Cengage Learning.					
Reference Books						
1.	Bert Rosenbloom, (2012), Marketing Channels- A Management View, 8 th edition, Cengage Learning.					
2.	Gillespie, Hennessey, (2013), Global Marketing, 3 rd edition, Cengage Learning.					
3.	Walker Jr. Mullins, (2012), Marketing Strategy, 8 th edition, McGraw Hill.					
4.	Paul W. Farris, Neil T. Bendle, Philip E. Pfeifer, David J. Reibstein (2006), Marketing Metrics: 50+ Metrics Every Executive should master, 1 st edition, Financial times/Prentice Hall.					
5.	Michael J. Etzel, Bruce J Walker, William J. Stanton, (2004), Marketing, 13 th edition, McGraw Hill.					
6.	Naresh K. Malhotra (2010), Marketing Research, 6 th Edition, Pearson Education.					
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects, Seminars and FAT						
Recommended by Board of Studies		05-08-2017				
Approved by Academic Council		No. 47	Date	05-10-2017		

BMT6027	Entrepreneurship		L	T	P	J	C
			2	0	0	6	2
Pre-requisite	BMT6021, BMT6022		Syllabus version				
			v. 02.00				
OBJECTIVES:							
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							
2. Student uses multiple idea creation techniques							
3. Student creates new ideas and combines multiple perspectives to develop new solutions							
Module:1	Entrepreneurship in the New Millennium	3 hours					
Entrepreneurs/Small-Business Owners: Emerging trends: The Internet & E-commerce, Types of entrepreneurs; Corporate Entrepreneurship – Nature, Concepts and Sustainability							
Module:2	The Entrepreneurial Mindset	4 hours					
Entrepreneurial Individual, Sources of research on Entrepreneurs, Common Entrepreneurial characteristics, Confrontation with risk, Stress & Entrepreneurial Ego; Entrepreneurial Motivation; Developing Individual Innovation, Imagination & creativity, Creative Problem Solving, Ethics, Entrepreneurship, & Law, Social responsibility challenge, Learning about resources, Technology / Know how- Sources / Plans, Funding- various options , Infrastructure, Mentoring, Planning							
Module:3	Entrepreneurial Venture Planning	5 hours					
Opportunity Assessment, Opportunity mapping, Idea validation, introduction to Lean Canvas and MVP aspects, Challenges of New-Venture Start-Ups, Pitfalls in selecting new ventures, Critical factors for NVD, Failures of New Ventures, New Venture Evaluation process, John Mullin's Seven Domain Model, Feasibility Plan; Sustainable Competitive Advantage, Examining the use of business incubator; Entrepreneurial Ventures and Marketing Research; Business Plan							
Module:4	Entrepreneurial Issues for Start-Ups	3 hours					
Legal forms of Entrepreneurial Organizations, Identifying legal structures, Specific forms of Partnerships and Corporations: Debt versus Equity, Venture Capital Market, Informal Risk Capital							
Module:5	Entrepreneurial Issues for Growth & Development	3 hours					
Strategic Planning and Entrepreneurship: Nature of Planning in emerging firms, Strategic Planning, Value of Strategic Planning: The Entrepreneurial Edge, Implementing Strategic Plan: Venture Development Stages: Entrepreneurial Ventures: Management succession challenge, Developing a succession strategy; Harvest strategy: Liquidity events – Initial Public Offer (IPO); Complete sale of the venture							
Module:6	Contemporary Issues	2 hours					
Governmental initiatives to foster entrepreneurship across sectors, Funding opportunities for start-ups, Business Incubation and its benefits.							
	Total Lecture hours:	20 hours					
	Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.	60 [Non-Contact hrs]					
# Mode: Flipped Class Room, Case Discussions, Lectures and Project							
Text Book(s)							
1.	Kuratko, Hodgetts, (2014), Entrepreneurship - Theory, Process and Practice, 10 th edition. Cengage Learning.						
2.	Hisrich, Peters, Shepherd, (2016), Entrepreneurship, 10 th edition. McGraw Hill.						

3.	Kuratko, Rao, (2012), Entrepreneurship A South-Asian Perspective, 8 th edition, Cengage Learning.		
Reference Books			
1.	Timmons, Spinelli, (2012), New Venture Creation, 9 th edition. McGraw Hill.		
2.	Bruce R Barringer, (2011), Entrepreneurship: Successfully Launching New Ventures, 4 th edition, Pearson Education.		
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects, Seminars and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5212	Strategic Management	L	T	P	J	C
		2	0	0	6	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:						
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:						
<ol style="list-style-type: none"> 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 buyouts, Restructuring outcomes						
Global Strategy – Identifying international Opportunities, International Business-level and Corporate-level strategies, Choice of International Entry Modes, Strategic Competitive Outcomes, Risks in International Environment.						

Module:5	Secondary Data Research	5 hours	
<p>Implementation of Strategic Actions – Corporate Governance and Ethics: Separation of ownership and managerial control, Ownership concentration, Board of Directors and Ethical Behavior</p> <p>Structures and Controls within Organizations: Evolutionary Patterns of Strategy and Organizational Structure</p> <p>Leadership Implications for Strategy in the Indian Scenario: Strategic Leadership & Styles in Indian Organizations, Role of Top-level manager, Managerial succession; Strategic Direction, Effective management of Firm’s resource portfolio, Sustaining effective organizational culture, Balanced Organizational Controls; Entrepreneurial Opportunities, Internal Innovations, and Innovation through Acquisitions.</p>			
Module:6	Contemporary Issues	2 hours	
Guest lecture by industry experts on contemporary strategic management practices in India.			
	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.	60 [Non-Contact hrs]	
# Mode: Flipped Class Room, Case Discussions, Lectures and Project			
Text Book(s)			
1.	Hitt, Ireland, Hoskisson, Manikutty, (2016), Strategic Management, Cengage Learning.		
2.	Hill, Jones, Shilling(2013), An Integrated Approach to Strategic Management, 11 th edition, Cengage Learning.		
Reference Books			
1.	Thompson, Strickland, Gamble, Jain, (2010), Crafting and Executing Strategy, 16 th edition, McGraw Hill.		
2.	Fred R. David, (2015), Strategic Management – Concepts & Cases, 15 th edition, Pearson Education.		
3.	John Pearce, Richard Robinson, Amitha Mittal, (2012), Strategic Management, 13 th edition, McGraw Hill.		
4.	R. Srinivasan, (2012), <i>Strategic Management: The Indian Context</i> , 4 th edition, PHI Learning.		
5.	Bod de Wit, Ron Meyer, (2014), Strategy - An International Perspective, 5 th edition, Cengage Learning.		
Mode of Evaluation :			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

STS5003	Essentials of Business Etiquettes	L	T	P	J	C
		3	0	0	0	1
Pre-requisites	None					
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:						
<ol style="list-style-type: none"> 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				

	Time management skills 1. Prioritization 2. Procrastination 3. Scheduling 4. Multitasking 5. Monitoring 6. Working under pressure and adhering to deadlines		
Module 3	Presentation skills	6 Hours	
	Preparing presentation 1. 10 Tips to prepare PowerPoint presentation 1. Outlining the content 2. Passing the Elevator Test Organizing materials 1. Blue sky thinking 2. Introduction , body and conclusion 3. Use of Font, Use of Color 4. Strategic presentation Maintaining and preparing visual aids 1.Importance and types of visual aids 2.Animation to captivate your audience 3.Design of posters Dealing with questions 1. Setting out the ground rules 2. Dealing with interruptions 3. Staying in control of the questions 4. Handling difficult questions		
Module 4	Quantitative Ability -L1	5 Hours	
	Number properties 1.Number of factors 2.Factorials 3.Remainder Theorem 4.Unit digit position 5.Tens digit position Averages 1.Averages 2.Weighted Average Progressions 1.Arithmetic Progression 2. Geometric Progression 3. Harmonic Progression Percentages 1.Increase & Decrease or successive increase Ratios Types of ratios and proportions		
Module 5	Reasoning Ability-L1	6 hours	
	Analytical Reasoning 1.Data Arrangement(Linear and circular & Cross Variable Relationship) 2.Blood Relations 3.Ordering/ranking/grouping 4.Puzzletest 5.Selection Decision table		

Module 6	Verbal Ability-L1	5 Hours	
	Vocabulary Building 1.Synonyms & Antonyms 2.One word substitutes 3.Word Pairs 4.Spellings 5.Idioms 6.Sentence completion 7.Analogies		
Total Hours		30 Hours	
Mode of Evaluation: Mode of Evaluation: FAT, Assignments, Projects, Case studies, Role plays, 3 Assessments with Term End FAT (Computer Based Test)			
References Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler(2001)Crucial Conversations: Tools for Talking When Stakes are High.Bangalore. McGraw-Hill Contemporary Dale Carnegie,(1936) How to Win Friends and Influence People. New York. Gallery Books Scott Peck. M(1978) Road Less Travelled. New York City. M. Scott Peck. FACE(2016) Aptipedia Aptitude Encyclopedia. Delhi. Wiley publications ETHNUS(2013) Aptimithra. Bangalore. McGraw-Hill Education Pvt. Ltd.			
Websites: www.chalkstreet.com www.skillsyouneed.com www.mindtools.com www.thebalance.com www.eguru.ooo			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council	No. 49	Date	15.03.2018

STS5004	Preparing for Industry	L	T	P	J	C
		3	0	0	0	1
Pre-requisites	None					
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:						
<ol style="list-style-type: none"> 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 <ol style="list-style-type: none"> 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 <ol style="list-style-type: none"> 1. Video interview 2. Recorded feedback 3. Phone interview preparation Mock Interview <ol style="list-style-type: none"> 1. Tips to customize preparation for personal interview 2. Practice rounds 					
Module 2	Resume skills	2 Hours				
	Resume Template <ol style="list-style-type: none"> 1. Structure of a standard resume 2. Content, color, font Use of power verbs <ol style="list-style-type: none"> 1. Introduction to Power verbs and Write up Types of resume <ol style="list-style-type: none"> 1. Quiz on types of resume Customizing resume <ol style="list-style-type: none"> 1. Frequent mistakes in customizing resume 2. Layout - Understanding different company's requirement 3. Digitizing career portfolio 					
Module 3	Emotional Intelligence - L1	7 Hours				

	<p>Transactional Analysis</p> <ol style="list-style-type: none"> 1.Introduction 2. Contracting, ego states 3.Life positions <p>Brain storming</p> <ol style="list-style-type: none"> 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 <p>Psychometric Analysis</p> <ol style="list-style-type: none"> 1.Skill Test 2.Personality Test <p>Rebus Puzzles/Problem Solving</p> <ol style="list-style-type: none"> 1.More than one answer 2.Unique ways 		
Module 4	Quantitative Ability-L3	8 Hours	
	<p>Permutation-Combinations</p> <ol style="list-style-type: none"> 1.Counting 2.Grouping 3.Linear Arrangement 4. Circular Arrangements <p>Probability</p> <ol style="list-style-type: none"> 1.Conditional Probability 2.Independent and Dependent Events <p>Geometry and mensuration</p> <ol style="list-style-type: none"> 1.Properties of Polygon 2.2D & 3D Figures 3.Area & Volumes <p>Trigonometry</p> <ol style="list-style-type: none"> 1.Heights and distances 2.Simple trigonometric functions <p>Logarithms</p> <ol style="list-style-type: none"> 1.Introduction 2.Basic rules <p>Functions</p> <ol style="list-style-type: none"> 1.Introduction 2.Basic rules <p>Quadratic Equations</p> <ol style="list-style-type: none"> 1.Understanding Quadratic Equations 2.Rules & probabilities of Quadratic Equations <p>Set Theory</p> <ol style="list-style-type: none"> 1.Basic concepts of Venn Diagram 		
Module 5	Reasoning ability-L3	5 Hours	

	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 3. 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		
Total Hours		30 Hours	
Mode of Evaluation: Mode of Evaluation: FAT, Assignments, Projects, Case studies, Role plays, 3 Assessments with Term End FAT (Computer Based Test)			
References 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. FACE(2016) Aptipedia Aptitude Encyclopedia.Delhi. Wiley publications ETHNUS(2013) Aptimithra. Bangalore. McGraw-Hill Education Pvt. Ltd.			
Websites: www.chalkstreet.com www.skillsyouneed.com www.mindtools.com www.thebalance.com www.eguru.000			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council	49	15.03.2018	

BMT5214	Course Title	L	T	P	J	C
	Summer Internship	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:						
<ol style="list-style-type: none"> 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						
<ol style="list-style-type: none"> 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	Course Title	L	T	P	J	C
BMT5215	Capstone Project	0	0	0	0	8
Pre-requisite	As per the academic regulations	Syllabus version				
		v. 1.0				
OBJECTIVES:						
<p>students will be able to co-create unique ideas, products and solutions</p> <p>students will be able to make decisions under constraints</p> <p>students will be able to identify business problems and formulate alternative courses of action</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>						
OUTCOME:						
<ol style="list-style-type: none"> 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						
<p>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</p> <p>Stage 2: Define the Problem</p> <p>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?</p> <p>Stage 3: Review of Literature</p> <p>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</p> <p>Stage 4: Formulate Hypothesis</p> <p>Stage 5: Choose a research Method</p> <p>Decide on the sampling method, technique, number and sample units</p> <p>Design and test data collection instrument (ex: Questionnaire, scheduler etc)</p> <p>Stage 6: Pre-test and Collect Data</p> <p>Stage 7: Analyse Data</p> <p>Stage 8: Report in APA format</p>						

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 ELECTIVES

BMT6028	Security Analysis and Portfolio Management	L	T	P	J	C
		2	0	0	6	2
Pre-requisite	BMT6021, BMT6025	Syllabus version				
		v. 01.00				
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	Investment	2 hours				
Concepts of investment – Sources of investment information- Investment Instruments. Investment cycle.						
Module:2	Valuation of securities & Analysis of risk and Return	3 hours				
Valuation of securities Bond and fixed income instruments valuation –valuation of equity and preference shares.						
Analysis of risk and Return 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,.						
Risk and risk aversion. Capital allocation between risky and risk free assets-Utility analysis						
Module:3	Fundamental and Technical Analysis	5 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.						
Module:4	Portfolio Theory	5 hours				
Market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management. Asset pricing theories, CAPM and Arbitrage pricing theories. Modern portfolio theory – Asset allocation decision, Markowitz diversification model, selecting an optimal portfolio – Sharpe single index model. Process of portfolio management – International Diversification.						
Module:5	Portfolio performance evaluation	3 hours				
Sharpe, Treynor and Jensen’s measure. Portfolio revision – Active and passive strategies and formula plans in portfolio 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:	20 hours				

	Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.	60 [Non-Contact hrs]	
# Mode: Flipped Class Room, Case Discussions, Lectures and Project			
Text Book(s)			
1.	Frank K. Reilly, Keith C. Brown, (2012), Investment Analysis and Portfolio Management, 10th Edition, Cengage Learning.		
2.	Herbert B. Mayo, (2016), Investments – An introduction, 12th Edition, Cengage Learning.		
Reference Books			
1.	Zvi Bodie, Alex Kane, Alan Marcus, Pitabas Mohanty, (2015), Investments, 10th edition, McGraw-Hill.		
2.	Shalini Talwar, (2016), Security Analysis and Portfolio Management, Cengage Learning.		
3.	Prasanna Chandra, (2012), Investment Analysis and Portfolio Management, 4th edition, McGraw Hill		
4.	Dhanesh kumar Khatri, (2012), Investment management and Security analysis – Text and cases, 2nd edition, Trinity Press.		
5.	M. Ranganatham, R. Madhumathi, (2011), Security Analysis and Portfolio Management, 2nd edition, Pearson Education.		
Mode of Evaluation: Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5216	Capital Markets and Financial Services	L	T	P	J	C
	Capital Market and Financial Services	2	0	0	6	2
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
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:						
<ol style="list-style-type: none"> 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	4 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		5 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	4 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	3 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	2 hours	
Depository 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 hours	
Guest Lecture from industry experts on contemporary developments in capital market performance and implication of securitization in Indian scenario.			
	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.		60 [Non-Contact hrs]	
# Mode: Flipped Class Room, Case Discussions, Lectures and Project			
Text Book(s)			
1.	Khan M.Y, (2013), Financial Services, 7thedition, 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 (NISM-Series-XII: SMF Examination) - https://certifications.nism.ac.in/nismaol/		
2.	Financial Markets: A Beginner module and Securities Market (Basic) Module: http://www.nseindia.com/education/content/module_ncfm.htm .		
3.	Stephen Cecchetti, Kermit Schoenholtz, (2014),Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education.		
4.	MadhuVij, Swati Dhawan (2011), Merchant Banking and Financial Services, 1st edition, McGraw Hill.		
5.	Tripathy, NaliniPrava (2007), Financial Services, PHI, Learning Pvt. Ltd.		
Mode of Evaluation: Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT6029	Financial Derivatives				L	T	P	J	C
					3	0	0	0	2
Pre-requisite	BMT6028	Syllabus version							
OBJECTIVES:									
students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
The student is able to perform a comprehensive quantitative data analysis									
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									
Module:1	Derivatives: An Introduction	5 hours							
Definition – Derivative Markets and Instruments – Basic Derivatives – Forwards, Futures, and Options – Derivative Terminologies.									
Module:2	Forward and Futures Contract	7 hours							
Structure of Forward and Futures Markets – Forward Contracts – Futures Exchanges and Contracts – Types of Futures – Mechanics of Future Trading– Characteristics – Trading Process & Price Quotations – Hedging and Speculation with Commodity Futures – Interest Rate Futures – Currency Futures – Stock Index Futures – Basic principles of Pricing Forwards –Hedging in Futures and Forward – Techniques of Arbitrage in Stock Index –Pricing of Index Futures Contracts									
Module:3	Options Contracts	6 hours							
Types of Option Contracts – Option Pricing – Factors affecting Option Pricing – Principles of Call and Put Option Pricing – Binomial and Black – Scholes Option Pricing Models – Interest Rate Options – Currency Options and Trading Strategies – Options on Futures Contracts and Exotic Options –Basic and Complex Option Strategies – Covered Call Writing – Protective Put – Straddles and Strangles – Spreads – Option Greeks.									
Module:4	Interest Rate Contracts	5 hours							
Basic Interest Rate Derivatives – Uses of Caps, Floors, and Collars – Swaptions and Forwards – Forward Rate Agreements – Interest Rate Options– Caplet &Floorlet – Interest Rate Derivatives Strategies									
Module:5	Swaps Transactions	5 hours							
Introduction – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Equity Swaps – importance of Swaps – Mechanics of Swap Transactions – Valuation and Application of Swaps									
Module:6	Contemporary Issues	2 hours							
Guest Lecture from industry experts on contemporary hedging strategies used by the corporate world to avoid risk.									
	Total Lecture hours:			30 hours					
# Mode: Flipped Class Room, Case Discussions, Lectures									
Text Book(s)									
1.	John C. Hull,SankarshanBasu (2016), Options, Futures and other Derivatives, 9 th Edition, Pearson education.								
Reference Books									
1.	Don M. Chance, Robert Brooks, (2015), An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning.								
2.	Dubofsky, David A, Miller Jr, Thomas W, (2008), Derivatives – Valuation and Risk Management, 1st edition, Oxford University Press.								
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT									
Recommended by Board of Studies				05-08-2017					
Approved by Academic Council				No. 47	Date	05-10-2017			

BMT5217	Banking				L	T	P	J	C
					3	0	0	0	2
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:									
The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace The student does a comprehensive analysis of potential dangers of competitors activity The student provides comprehensive industry assessment and strategy formulation and implementation details The student is able to perform a comprehensive quantitative data analysis 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									
Module:1					5 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				6 hours				
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					7 hours				
Loans and Advances: Secured Advances, Letter of Credit, Agricultural Finance, Foreign Exchange and Export finance, credit to priority sectors.									
Corporate banking –debt restructuring –working capital financing –loan syndication/ consortium advance									
Principles of Lending: Borrower’s capacity analysis, Financial statement analysis, ratio analysis of the applicant.									
Management of Non-performing Asset.									
Module:4	Banking Technology				5 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.									
Module:5	Analyzing Bank Performance				5 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:	30 hours	
# 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 : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT6030	Risk Management in Banks	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	BMT5217	Syllabus version				
		v. 02.00				
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:						
<ol style="list-style-type: none"> 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 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 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.						
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.						
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 and Quizzes.						
Text Book(s)						
1.	Anthony Saunders, Marcia Millon Cornett,(2014),Financial Institutions Management: A					

2.	Risk Management Approach, McGraw Hill. Padmalatha Suresh, Justin Paul, (2014), Management of Banking and Financial Services, 3rd edition, Pearson Education, India.		
3.	Don M. Chance, Robert Brooks, (2015), An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning.		
Reference Books			
1.	Michel Crouhy, Dan Galai, Robert Mark, (2014), The Essentials of Risk Management, McGraw Hill.		
2.	John Hull, (2012), Risk Management and Financial Institutions, Wiley.		
3.	IIBF, (2010), Risk Management, Macmillan.		
4.	Joel Bessis, (2009), Risk Management in Banking, John Wiley & Sons Ltd.		
Mode of Evaluation: Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

BMT5219	Insurance	L	T	P	J	C
		3	0	0	0	2
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 systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
The student is able to recognise ethical issues that affect multiple stake holders The student is able to apply multiple ethical concepts in analysing consequences of decision making The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare The student is able to perform a comprehensive quantitative data analysis 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						
Module:1	Introduction	4 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	6 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 – grievances Equity linked insurance schemes.						
Module:3	General and Health insurance	7 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.						
Module:4	Risk Management	6 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	5 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 insurance.						

Company operations –marketing, Social Insurance			
Module:6	Contemporary Issues	2 hours	
Guest Lecture from industry experts on contemporary development in insurance sector in India.			
	Total Lecture hours:	30 hours	
# Mode: Flipped Class Room, Case Discussions and Lectures			
Text Book(s)			
1.	S. Arunajatesan, T.R. Viswanathan, (2009) , Risk Management and Insurance, 1st edition, Macmillan Publishers Ltd.		
2.	George E.Rejda, (2010), Principles of Insurance and Risk Management, 10th edition, Pearson Education.		
Reference Books			
1.	Harold Skipper, W.Jean Kwon (2008), Risk Management and Insurance: Perspective in a Global Economy, 1st edition, Wiley.		
2.	Mark S.Dorfman, David A.Cather, (2012), Introduction to Risk Management and Insurance, 10th edition, PHI Learning, India.		
3.	Scott Harrington, Gregory Niehaus, (2010) , Risk Management and Insurance, 2nd edition, Tata McGraw Hill.		
4.	Therese Vaughan, Emmet Vaughn, (2013), Fundamentals of Risk and Insurance, 11th edition, Wiley International Edition.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5220	Fixed Income Securities			L	T	P	J	C
				2	0	0	6	2
Pre-requisite	Nil			Syllabus version				
				v. 02.00				
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:								
<ol style="list-style-type: none"> 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 								
Module:1	Bond and Money market instruments & Bond Prices And Yields			3 hours				
Bond and Money market instruments: Bonds, market participants, Money market instruments - Organization of Government Bond market and role of RBI in Government Securities. Bond Prices And Yields: Pricing of bonds- Time value of money- nominal Vs Real interest rates, coupon rate and current yield, zero coupon rate. Supply and demand of bonds. Changes in equilibrium interest rates.								
Module:2	Term structure of interest rates & Bond price volatility			5 hours				
Term structure of interest rates: classical theories of term structure. Yield curve, zero coupon bond yield curve. Bond price volatility – Price sensitivity – immunization - measurement of duration, modified duration –convexity measurement. Factors influencing Yield. Term structure of Interest rates – spread, Corporate debt instruments.								
Module:3	Fixed Income Portfolio Management			4 hours				
Active and Passive Bond Portfolio construction-Management strategies. Indexing-bond indices. Setting portfolio objectives, interpreting portfolio parameters and performance measurement.								
Module:4	Hedging			4 hours				
Swaps and futures, Credit derivatives – credit default swaps, plain vanilla options and more exotic derivatives.								
Module:5	Securitization			2 hours				
Mortgage backed securities – collateral mortgage obligations, Asset Backed securities- Collateral debt obligations.								
Module:6	Contemporary Issues			2 hours				
Guest Lecture from industry experts on contemporary approaches in formulating the fixed income portfolios in Indian market.								
	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.			60 [Non-Contact hrs]				
# Mode: Flipped Class Room, Case Discussions, Lectures and Project								

Text Book(s)			
1.	Frank J.Fabozzi, (2012), Bond Markets, Analysis and Strategies, 8th edition, Pearson India.		
2.	Moorad Choudhry, Masekoldrich, (2014), Fixed Income Markets: Instruments, Applications, Mathematics, 2nd edition, Wiley Finance Series.		
Reference Books			
1.	Fabozzi, F. J, (2007), Fixed income securities, 2nd edition, Wiley.		
2.	Choudhry, M, (2010), Fixed-income Securities and Derivatives Handbook, 2nd edition, Wiley.		
3.	Martellini, L, Priaulet, P, Priaulet. S, (2005), Fixed-income securities: valuation, risk management and portfolio strategies, Wiley.		
4.	Veronesi. P, (2010), Fixed income securities: Valuation, risk, and risk management, 1st edition, Wiley.		
Mode of Evaluation: Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT6031	Costing Methods, Resource Allocation and Management Audit	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	BMT7202	Syllabus version				
		v. 02.00				
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:						
<ol style="list-style-type: none"> 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 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	Job and Process Costing	5 hours				
Job costing – Batch costing – Contract costing – Profit from uncompleted – Cost plus contract - Contract with Escalation clause.						
Process costing – Normal and Abnormal Losses and Gains- WIP with Equivalent Production (FIFO method only) – Joint Product and By Product (Simple Problems)						
Module:2	Service Costing	5 hours				
Service Costing – Costing in different undertakings - Transport costing - Hotel costing – Hospital costing – Pricing Decision						
Module:3	Activity Based Costing	7 hours				
Activity-Based Costing Systems, Cost Hierarchies, Implementing Activity-Based Costing, Implementing, Comparing Alternative Costing Systems, Considerations in Implementing Activity-Based Costing Systems, Benefits and Costs of Activity-Based Costing Systems, Behavioral Issues in Implementing Activity-Based Costing Systems, Activity-Based Management, Pricing and Product-Mix Decisions, Cost Reduction and Process Improvement Decisions, Design Decisions, Planning and Managing Activities, Activity-Based Costing and Department Costing Systems, ABC in Service and Merchandising Companies.						
Module:4	Balance Scorecard – Quality and Time	6 hours				
Quality as a Competitive Tool, The Financial Perspective: The Costs of Quality - The Internal-Business-Process Perspective: Analyzing Quality Problems and Improving Quality- Weighing the Costs and Benefits of Improving Quality - Evaluating a Company's Quality Performance - Relevant Revenues and Costs of Delays-Balanced Scorecard and Time-Based Measures						
Module:5	Cost Audit	5 hours				
Cost Record and Audit Report Rules - Assurance Standards - appointment of cost auditor - Management Reporting under Cost Audit - Internal Audit –techniques and procedures - Operational Audit- techniques and procedures - Special report for banks, shareholders and employees - Evaluation of internal control system, budgetary control system, inventory control system, management information system - Management Audit- concepts, procedures.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary cost management techniques used in the corporate world.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures						
Text Book(s)						

1.	Horngrén, Data, Foster,(2015), Cost Accounting – A Managerial Emphasis,15thEdition, Pearson Education, India.		
2.	Raiborn, Kinney, (2013), Cost Accounting Principles, 9thEdition, Cengage Learning.		
Reference Books			
1.	Don R. Hansen, Maryanne M, Mowen Liming Guan, (2014), Cost Management: Accounting and Control, 3rd Edition, Cengage Learning.		
2.	S.P. Jain, K. L. Narang,(2012), Cost Accounting Principles and Practice, 18thEdition, Kalyani Publishers, India.		
3.	Arora(2012), Cost Accounting – Principles and Practice, 12th edition, Vikas Publication.		
4.	K.Alex(2012), Cost Accounting, 1st edition, Pearson Education.		
Mode of Evaluation: Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5221	Corporate Taxes				L	T	P	J	C
		3	0	0	0	0	0	2	
Pre-requisite	Nil	Syllabus version							
		v. 02.00							
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									
Module:1	Income Tax as Applicable to Companies	6 hours							
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, avoidance, evasion									
Module:2	Computing Business Income of The Company	7 hours							
Computing Business Income of the Company: Income under the head profit and gains of business and its computation; Basic principles for arriving at business income – Problems on computation of income from business.									
Module:3	Other Income	5 hours							
House Property - Capital Gains – Other sources (Provisions applicable to Companies) - Dividend - Dividend Tax - Tax Implications relating to Amalgamation and Merger.									
Module:4	Computation of Income	5 hours							
Set off and Carry forward and Set-off – Deductions relating to Companies – Minimum Alternative Tax									
Module:5	Goods and Service Tax (GST)	5 hours							
Basic Principles of GST – Concept of supply – Exemptions – Rates – Tax credit – composition – Reverse charge – Filing of returns – GSTN									
Module:6	Contemporary Issues	2 hours							
Guest Lecture from industry experts on contemporary tax practices in Indian companies.									
		Total Lecture hours:			30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures									
Text Book(s)									
1.	Monica Singhania, Vinod K Singhania, (2017), Students Guide to Income Tax Including GST, Taxmann Publications, India.								
2.	V.S. Datey, (2017), Indirect Taxes :Laws and Practice, 36th edition, Taxmann, India.								
Reference Books									
1.	Vineet Sodhani, (2016), Indirect Tax Laws - (Set of 3 Volumes), Taxmann, India.								
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT									
Recommended by Board of Studies		05-08-2017							
Approved by Academic Council		No. 47	Date	05-10-2017					

BMT5222	Applied Econometrics	L	T	P	J	C
		2	0	2	0	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
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:						
<ol style="list-style-type: none"> 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 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 to Econometrics	5 hours				
Importance of Business forecasting-economic theory/econometric models-concept of a random variable: discrete and continuous-Hypothesis testing-variable selection-ordinary least squares estimators (OLS) method-Critical evaluation of the classical linear regression model(Auto correlation, Multicollinearity, Heteroscedasticity and Model specification errors)-functional forms of regression model-endogeneity- Z/F/T/Chi-Square distribution- -Measures of forecast performance: Mean square error and root mean square error-Limitations of econometric forecasts						
Module:2	Cross sectional data Econometrics	3 hours				
Qualitative explanatory variables regression models-Multinomial/Ordinal regression models-Limited dependent variable-models-Modelling count data: the Poisson and negative binomial regression models						
Module:3	Time series data Econometrics	5 hours				
Stationary stochastic process - non stationary stochastic process - unit root - trend stationary and difference stationary-AutoRegressive Moving Average [ARMA], Auto Regressive Integrated Moving Average [ARIMA]-Vector auto regression (VAR)-Granger causality test-Cointegration and error correction model-Volatility models: Auto Regressive ConditionalHeteroskedasticity [ARCH], Generalised Auto Regressive Conditional Heteroskedasticity [GARCH].						
Module:4	Panel data Econometrics	3 hours				
Panel data regression models-pooled OLS-Random effectsmodel (REM) and Fixed effects least squares dummy variables (LSDV) models						
Module:5	Portfolio Optimization Models	2 hours				
William sharp CAPM Model, 3 Factor FAMA Model, model Markowitz, Black Scholes, Monte carlo Simulations, Textual data feed and its impact on forecasting, Portfolio optimization models and option pricing tools						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary application of econometrics in the financial industry.						
	Total Lecture hours:	20 hours				
Practical : # OLS and critical evaluation of OLS, Tools used for cross sectional data, Application of forecasting tools for time series data, application of tools in panel data and portfolio optimization models.		20 hours				
# Mode: Flipped Class Room, Lectures, Case Discussions and lab exercises.						
Text Book(s)						

1.	Damodar N. Gujarati, 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 : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5223	Services Marketing	L	T	P	J	C
		3	0	0	0	2
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 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						
Module:1	Introduction	4 hours				
Characteristics and Classification of Services – Growth of services in Asia and World Economies						
Module:2	Issues in Services Marketing	6 hours				
Gaps in Services Quality: GAPS Model - Managing Demand and Capacity						
Module:3	Focus on the Customer & Building Relationships	6 hours				
Customer Expectations and Perceptions - Building Customer Relationships- Service Recovery						
Module:4	Marketing Mix for Services – Traditional	5 hours				
Services offering, Pricing, Place and Promotion						
Module:5	Applying Expanded Ps in Services Marketing	4 hours				
EmObjectivesyeer Role in Service Delivery - Physical Evidence - Service Process and Design Customer Role in Service Delivery: Consumer behaviour - Customer Experience Management in Services -- Illustrations from Various Service Sectors						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on contemporary issues and opportunities in Services marketing and Marketing Services						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case discussions, Lectures						
Text Book(s)						
1.	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, (2013), Services Marketing, 6thedition, McGraw-Hill.					
2.	Christopher Lovelock, Jayanta Chatterjee, Jochen Wirtz, (2011), Services Marketing, 7thedition, Pearson Education.					
Reference Books						
1.	James A. Fitz simmons, Monaj Fitz simmons,(2013), Services Management: Operations, Strategy and Information Technology, 8thedition, McGraw Hill.					
2.	Douglas Hoftman, John G. Bateson, (2011), Services Marketing: Concepts, Strategy and Cases; 4thedition, Thomson – South western, Singapore.					

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

Recommended by Board of Studies | 05-08-2017

Approved by Academic Council | No. 47 | Date | 05-10-2017

BMT5224	Retail Management	L	T	P	J	C
		2	0	0	6	2
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 comprehend global trends influencing the business environment						
students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 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 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	An overview of retailing and retail economics	5 hours				
Retailing in India, role, relevance and trends, significance of retail industry, new role of retailers, channels of retailing, role of franchising in retail, retail environment, FDI in retail, Government of India's Policy implications on Retail.						
Module:2	Retail research	6 hours				
Retail situational analysis, strategy and understanding the retail consumers(retail research): strategic mix, retail customer , store locations and location strategy- its importance, store design, planning, layouts and displays						
Module:3	Understanding Shopping and Shoppers	5 hours				
Concepts of shopping, process, behaviour, demographics, psychographics, attitudes, behaviour based segmentations and shopping patterns in India. Retail Service Quality aspects.						
Module:4	Retail pricing and merchandising	6 hours				
pricing strategies (EDLP), GMROI, buying functions (OTB), selection of vendors and building partnerships, category management, Visual merchandising, retail communication, POP in retail and branding.						
Module:5	Retail Image and Store Loyalty	6 hours				
Retail Image and Store Loyalty: Retail Advertising and Promotions, Atmospherics, Elements of retail image, store choices and building store loyalty						
Retail management information systems : Retail technology and automations, retail audit, retail transactions, web applications, RFID, data security, retail technology, inventory shrinkages and e-tailing						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on merchandising and store management.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussion and Lectures						
Text Book(s)						
1.	Barry Berman, Joel Evans, (2012), Retail Management: A Strategic Approach,					

2.	12thedition, Pearson Edition Patrick M Dunne, Robert F Lusch, James R Carver, (2014), Retailing, 8thedition, Cengage Learning.		
Reference Books			
1.	Piyush Kumar Sinha, Dwarika Prasad Uniyal, (2012), Managing Retailing, 2ndedition,Oxford University Press.		
2.	Chetan Bajaj, RajnishTuli, Nidhi V Srivastava, (2010), Retail Management, 2ndedition,Oxford University Press.		
3.	Gibson G.Vedamani, (2013), Retail Management, 4thedition,Jaico Books		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5225	Consumer Behaviour	L	T	P	J	C
		2	0	0	6	2
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
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						
OUTCOME:						
<ol style="list-style-type: none"> 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 						
Module:1	Introduction	2 hours				
Concepts, Significance, Dimensions of Consumer Behavior, Relevance of Market Research with Consumer Behavior.						
Module:2	The Consumer Decision Making Process	4 hours				
Buying Motives and Roles, Consumer Decision Making Process , Models of Consumer Behavior-The Economic model, Howard Sheth model of Buying Behaviour, Engel, Blackwell and Miniard (EBM) model						
Module:3	Psychological Influences on Consumer Decision Making -I	5 hours				
Consumer's Needs & Motivation, Personality and Consumer behaviour, Brand Personality, Self and Self-image, Consumer Perception, Risk and Imagery						
Module:4	Psychological Influences on Consumer Decision Making –II	5 hours				
Consumer Learning, memory, Consumer Attitude: Belief, Affect-Mood and Emotions, Attitude and Intention, Attitude Formation and Attitude Change, Consumer Involvement, Influence						
Module:5	Sociological Influences on Consumer Decision Making	2 hours				
Sociological Influences on Consumer Decision Making						
Consumer groups, reference groups, Family & Its social standing-Culture's influence on consumer behaviour- Cross cultural consumer behaviour.						
Other Influences and Trends in Consumer Behaviour: Diffusion and adoption of innovations- Marketing ethics and social responsibility, Dark side of consumer behavior						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on contemporary tools used to capture factors influencing the consumer decision making.						
	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.	60 [Non-Contact hrs]				

# Mode: Flipped Class Room, Case Discussion, Lectures and Project			
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, 6th edition, Cengage Learning.		
3.	Majumdar, Ramanuj, (2010), Consumer Behaviour Insights from Indian Market, PHI.		
4.	Michael R. Solomon, (2016), Consumer Behaviour-Buying Having and Being, 12th edition, Pearson Education.		
5.	Underhill et.al, (2008), Why we buy: The Science of Shopping, Simon & Shuster.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5226	New Product Strategy	L	T	P	J	C
		3	0	0	0	2
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 make decisions under constraints						
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						
Module:1	Basics of New Product Strategy	6 hours				
New Product Strategy-decisions- consumer behavior adoption and diffusion of innovations; characteristics, purpose, risk in new products; PLC						
Module:2	Idea Generation and Development	6 hours				
Generation of new product ideas and identifying new market opportunities, New Product Planning Process-stage gate system and its application						
Module:3	The Product offer	6 hours				
Selecting Market opportunity and Designing new market offers-Concept Generation and Evaluation, Developing and Testing Physical offers						
Module:4	New Product Brand Development and Pricing Strategies	6 hours				
Importance of Brand decisions and Brand identity development; Pricing of a new product, Pre-test Marketing						
Module:5	New Product Launch	4 hours				
Pre-launch, during launch and Post launch preparations;						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on New product development practices in industry.						
		Total Lecture hours:	30 hours			
# Mode: Flipped Class Room, Case Discussion and Lectures						
Text Book(s)						
1.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.					
2.	Crawford, Merle, Di Benedetto, Anthony, (2014), New Products Management, 11th edition, McGraw-Hill.					
Reference Books						
1.	Robert G.Cooper, (2011), Winning at New Products, Creating Value through Innovation, 4th edition, Basic Book, Perseus Books Group.					
2.	Bettencourt, Lance, (2010), Service Innovation:How to Go from Customer Needs to Breakthrough Services, McGraw-Hill.					
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT						
Recommended by Board of Studies		05-08-2017				
Approved by Academic Council		No. 47	Date	05-10-2017		

BMT5227	Brand Management				L	T	P	J	C
					2	0	0	6	2
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 comprehend global trends influencing the business environment									
OUTCOME:									
<ol style="list-style-type: none"> 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 									
Module:1	Basics of Brands and introduction to strategic brand management process				5 hours				
Brands vs Products – Branded offerings –Branding goods –services-People- location- ideas – Digital Brands – Strategic Brand management process									
Module:2	Building Brand equity – Psychological and Neural sources				5 hours				
Customer based Brand equity – Brand Knowledge –Building brands –Keller’s pyramid model-Aaker’s and Kapferer’s models									
Module:3	Creating Brands				6 hours				
Brand Positioning-Core brand associations- Brand Essence and Brand Mantra- Brand elements – Role of Semiotics –Brand Auditing									
Module:4	Marketing programmes and Brand communication				6 hours				
Marketing Programmes to build brand equity-Product –Pricing and channel strategy- Digital and conventional brand communication – Best and Next practices									
Module:5	Brand Research and Valuation				6 hours				
Brand Research and Valuation									
Measuring Brand equity – Brand Value chain - Brand tracking studies- Quantitative and qualitative research for brand valuation									
Brand Strategies for Growth and transition									
Brand strategy – Brand Architecture and hierarchy-Brand extensions and new brands – Co-branding –Reinforcing, revitalizing and adjusting brand portfolio- Challenges and trends									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on brand equity and brand valuation.									
	Total Lecture hours:				30 hours				
# Mode: Flipped Class Room, Case Discussion and Lectures									
Text Book(s)									
1.	Kevin Lane Keller, M.G, Parameswaran MG and Jacob Isaac, (2015), Strategic Brand Management, 4th edition , Pearson education								

Reference Books			
1.	David Aaker(2015), Aaker on Branding: 20 Principles That Drive Success, SAGE		
2.	Harsh V. Verma (2013), Brand Management Text and Cases, Excel Books		
3.	Jean Noel Kapferer, (2013), The New Strategic Brand Management, Kogan Page India Pvt Ltd		
4.	Laura Busche, (2014), LEAN BRANDING-Creating Dynamic Brands to Generate		
5.	Conversion, Shroff Publishers and Distributors Pvt. Ltd.		
6.	Karthikeya Kompella (ed.) (2014), The Definitive Book of Branding, Sage Response		
7.	Rajendra K. Srivastava and Gregory Metz Thomas (ed.) (2016), The Future of Branding, Sage Publications India Pvt. Ltd.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5228	Integrated Marketing Communications	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
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:						
<ol style="list-style-type: none"> 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 Learning Outcomes (SLO):		9,14,17,18				
Students will be able to:						
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						
18. Having critical thinking and innovative skills						
Module:1	Introduction to IMC	4 hours				
Integrated Marketing Communications Functions, IMC Planning Process, Importance of 5Ms (Mission, Money, Message, Media, Measure), Mass Communications and Personal Communications – Brief Overview						
Module:2	IMC Strategies for building brands	6 hours				
Brand communication process and its integration, Consumer brand decision making, Roles of Segmentation, Targeting, and Positioning in IMC Planning						
Module:3	Communication of Messages through advertising	6 hours				
IMC Creative Concept and Messages, Message Execution, Appeal styles, IMC Print, Broadcast, and Out-of-Home Media, Internet, Interactivity, and e-Commerce Media, IMC Media Planning						
Module:4	IMC Functions	6 hours				
Channel 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, and Packaging, Social Media Marketing						
Module:5	Effectiveness, Measurements, and Evaluations	6 hours				
Effectiveness, Measurements, and Evaluations: Different metrics for evaluation of different communication channels, Evaluation criteria for different communication channels, Measurement of effectiveness – Reach, Frequency, and Impact						
Recent Developments in IMC: Social, Legal, and Ethical Issues in IMC, International Marketing Communication						

Module:6	Contemporary Issues	2 hours	
Guest lecture by industry experts on contemporary IMC strategies used for building brands.			
	Total Lecture hours:	30 hours	
# Mode: Flipped Class Room, Case Discussion and Lectures			
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 Baack, (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.		
4.	David Pickton, Amanda Broderick, (2005), Integrated Marketing Communications, 2ndedition, Pearson Education.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5229	Business to Business Marketing	L	T	P	J	C
		3	0	0	0	2
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 involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 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 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	Organizational Buying	6 hours				
Business Marketing versus Consumer Marketing, Customer Value Proposition, Trends, ExObjectivesring Business to Business Environment, Customers, Organization and Marketing.						
Organizational Buying and Decision Process, Buyer Behaviour and Motivation, Buying Center, Buying Phases and the Buy-grid framework, Buyer-Seller Relationship, Supplier Choice and Evaluation, Purchasing Function and Documentation.						
Module:2	Assessing Marketing Opportunities and Formulating Product Strategy	5 hours				
Market Research, Segmenting, Targeting and Positioning, Developing Product, Service and Value of the offering, Industrial Product Life-cycle, New Product Development Process, Innovation and Competitiveness, Business to Business Branding.						
Module:3	Channel Relationships and Communication	5 hours				
Channel Design and Management, Channel Opportunities and Relationships, Channel Motivation and Conflicts.						
Elements of the Promotion Mix, Managing B2B Advertising – Budget, Message and Media Strategy, Internet Communication with the Market, Trade Shows Strategy.						
Module:4	Distribution	6 hours				
Distribution : Distinctive Nature, Channel Design, Managing and Administering Channel Members, Direct & Indirect Channels, Supply Chain and Logistics Management						
Pricing and Negotiation : Pricing Basics and Objectives, Price Models and Skills, Pricing tactics, Negotiated Pricing						
Module:5		6 hours				
Managing the Personal Selling Function: Personal Selling, Industrial Sales Force Management, Sales Force Selection, Training, Control and Evaluation						
Customer Retention and Ethics: Delivering Value and avoiding commoditization, Strategies for Customer Retention, Managing the Product Offering, Key Account Management, Corporate						

Requirement Analysis, Customer Relationship Management			
Module:6	Contemporary Issues	2 hours	
Guest lecture by industry experts on B2B Marketing in India			
	Total Lecture hours:	30 hours	
# Mode: Flipped Class Room, Case Discussion and Lectures			
Text Book(s)			
1.	Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, (2014), B2B Marketing-A South Asian Perspective, 11th edition, Cengage Learning.		
2.	Krishna K. Havaladar, (2010), Business Marketing- Text and Cases, McGraw Hill		
Reference Books			
1.	Robert Vitale, Joseph Giglier, Waldemar, Pfoertsch, (2011), Business to Business Marketing –Analysis and Practice, Person Education.		
2.	James C Anderson, James A. Narus, Das Narayandas,(2009), Business Market Management – Understanding, Creating, and Delivering Value, 3rd edition, Person Education.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Business at the Base of the Pyramid	L	T	P	J	C
BMT5230		3	0	0	0	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:						
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:						
<ol style="list-style-type: none"> 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	Understanding Poverty	4 hours				
Conventional Wisdom in Poverty Alleviation-The 'Fortune' at the Bottom of the Pyramid Debate						
Module:2	ExObjectivesring the Opportunity in BOP Markets	7 hours				
The Nature of the BOP Market- Purchasing Power-Market Development Imperative- Business Opportunities: National and Global- Business and the New Social compact-Research Methods for the BOP-Segmentation and Consumer Behaviour						
Module:3	Developing Marketing Strategies for the BOP	6 hours				
BOP and Innovation-New Business Models- Philosophy for developing Products and Services- Socially Responsible Distribution						
Module:4	Implications for Business Strategy	5 hours				
Making Better Investments at the BOP-Reinventing strategies for emerging markets: Beyond the transactional model- co-creating business's new social compact-MNC NGO Partnerships- Organizational barriers to implementation						
Module:5	Entrepreneurial Activity at the BOP & BOP Approaches and Development	6 hours				
Entrepreneurial Activity at the BOP: Next Generation Business strategies- Subsidies and Impact Investment- Building and Scaling a cross-sector partnership: Micro-insurance collaboration- Legal considerations in BOP ventures BOP Approaches and Development: Partnerships for Development: Models of Business Involvement- Sustainability Challenges and Solutions The Indian experience in BOP Markets						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on contemporary practices to exObjectivesre BOP markets.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussion and Lectures						
Text Book(s)						
1.	Prahalad C.K, (2010), The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, 6thedition , Upper Saddle River, Wharton School Publishing.					

Reference Books			
1.	Kandahar P, Halme M(2008), Sustainability Challenges and Solutions at the Base of the Pyramid- Business Technology and the Poor, Greenleaf Publishing.		
2.	London T, Hart S, (2011), Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value. Upper Saddle River, FT Press.		
3.	Sachs J. D,(2006),The End of Poverty: Economic Possibilities for Our Time, Penguin Press.		
4.	Simanis E, Hart S.L, (2008), The BOP Protocol, 2ndedition, Centre for Sustainable Global Enterprise, Cornell University, www. Bopprotocol.org.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5231	Digital and social Media Marketing				L	T	P	J	C
					2	0	0	6	2
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 articulate (oral and written) ideas to aid decision making students will be able to involve stakeholders and team members in executing decisions									
OUTCOME:									
<ol style="list-style-type: none"> 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 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 									
Module:1	Introduction and Digital Marketing				3 hours				
Fundamentals – Digital marketing environment: micro and macro environment analysis – Ethical and Legal issues									
Module:2	Digital Marketing Strategy				4 hours				
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:3	Search Engine Marketing				4 hours				
Search Engine Ranking - Search Engine Optimization and Adwords - PPC Advertising - Video SEO- Web Analytics and Conversion Optimization									
Module:4	Social Media Marketing				3 hours				
Social Media Channels, Social Media Strategy, Web PR and Online reputation management									
Module:5					4 hours				
Customer Relationship : CRM in a Web 2.0 World – e-CRM – Customer Life Cycle management									
The Contemporary Digital revolution: Online communities and Co-creation, the World of Facebook and the future of marketing – Gamification and Apps.Location Based Marketing, Mobile SEO, App based shopping and activities of m-commerce, Mobile Wallets									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on contemporary digital media tools used for marketing.									
	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.				60 [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, 5th edition, 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, 1st edition, Oxford University Press.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5232	Event Management				L	T	P	J	C
					2	0	0	6	2
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 articulate (oral and written) ideas to aid decision making									
OUTCOME:									
<ol style="list-style-type: none"> 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 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				4 hours				
Events – Event Management – Event Marketing – Event as a marketing tool – key elements of Events – Target Audience – Event organizers – Venue –Media- Theory and Practice of Event Marketing									
Module:2	Event Marketing				4 hours				
Concept – Segmenting & Targeting of the market for events – Positioning and Repositioning of events – Categories of Events and their characteristics.									
Module:3	Understanding Event Marketing				2 hours				
Risk taking – Setting Pricing Objectives – Local legislation and tax laws									
Module:4	Event Management & Evaluation of Events				5 hours				
Event Management: Strategic Marketing Planning – Problem Analysis – Opportunity & Resource Analysis - Strategic Alternatives for growth – PREP model									
Evaluation of Events: Process – Sensitivity in Evaluation – Measuring Performance – Correcting deviations and critical evaluation Points									
Module:5	PR & Digital Marketing				3 hours				
Promotion of Events through the Internet, Radio and Television; Public Relations – Promotion & Logistics									
Module:6	Contemporary Issues				2 hours				
Guest Lecture by Industry experts on current career opportunities in event management									
	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.				60 [Non-Contact hrs]				
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									
1.	Sanjay Singh Gaur, Sanjay V Saggere, (2014), Event Marketing and Management, Vikas Publishing House.								
2.	C. A. Preston, (2012), Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions, 2nd edition, Wiley.								

Reference Books			
1.	Van Der WagenL, Carlos B.R, (2010), Event Management for Tourism, Business, and Sporting Events, 4thedition, Upper Saddle River, Pearson.		
2.	Judy Allen, (2008), Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events, 2ndedition, Wiley.		
3.	Lynn Van Der Wagen, Brenda R. Carlos, (2005), Event Management, Prentice Hall.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5233	Marketing Analytics	L	T	P	J	C
		2	0	2	0	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME						
<ol style="list-style-type: none"> 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 						
Module:1	Introduction	2 hours				
Analytics v/s Analysis – Business Analytics, Business domains within Analytics, Introduction to Marketing Analytics, Introduction to Models, introduction to Metrics						
Module:2		4 hours				
Market Insight - Market Data Source – treatment of outliers, 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:3	Business Strategy and Operations	4 hours				
Strategic Scenarios, Strategic Decision Models, Strategic Metrics - Business Operations: Forecasting, Predictive Analytics, data Mining, Balanced Scorecard, Critical Success Factors						
Module:4		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						
Distribution analytics: Distribution Channel Characteristics, Retail Location selection, Channel Evaluation and Selection, Multi-channel Distribution, Distribution Channel Metrics						
Promotion Analytics: Promotion Budget estimation, Promotion Budget Allocation – Ad value equivalence model, Promotion Metrics for traditional Media, Promotion Metrics for social media						
Module:5	Financial and Non-Financial Metrics	4 hours				
Share of Hearts, Minds and Markets, Brand Equity Metrics, Customer Profitability Metrics, and Sales force and Channel Management Metrics						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on contemporary issues and opportunities in Services marketing and Marketing Services						
	Total Lecture hours:	20 hours				
Practical :		20 hours				
# Mode: Flipped Class Room, Lectures, Case Discussions and lab exercises.						
Text Book(s)						
1.	Stephen Sorger, (2013), MARKETING ANALYTICS , Strategic Models and Metrics, First Edition, Admiral Press.					
2.	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning , Trafford Publishing UK					

Reference Books			
1.	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, Indianapolis.		
2.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5234	Recruitment and Selection	L	T	P	J	C
		2	0	0	6	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to make decisions under constraints students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 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 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	Human Resource Planning (HRP)	5 hours				
Significance and methods of HRP and methods of Forecasting, Job Analysis, Job Specification, Job Description, linking HRP with strategic business plan.						
Module:2	Sources of Recruitment	4 hours				
Recruitment plan and methods , EmObjectivesyee Referral Initiatives, E-Recrutiment /Online recruitment Technique-Recent trends in Recruitment						
Module:3	Selection & Induction	5 hours				
Selection : Selection Process, Selection Methods, Selection Test, Interview Techniques, Skills Analysis						
Induction: Purpose – Objectives - How to make induction more effective-Socialization process						
Module:4	Promotion	2 hours				
Procedure & Programme, Demotion, Transfer- Purpose and Procedure-types-separations, VRS, terminations- Dismissals, suspension, retrenchment, layoffs, resignations						
Module:5		2 hours				
Ethical issues in Recruitment and Selection						
Attrition and Retention Strategies,						
Importance of Social Media in Recruitment and Selection Process,						
Enhancing the effectiveness of recruitment & Selection.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary recruitment techniques used in the digital era						
	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.		60 [Non-Contact hrs]				
# Mode: Flipped Class Room, Case Discussions, Lectures and Project						
Text Book(s)						
1.	Heneman III. H.G, Judge. T.A, R.L. Heneman, (2014), Staffing Organizations, McGraw-Hill Education					

Reference Books			
1.	Turner. P, (2002), HR Forecasting and Planning, Chartered Institute of Personnel and Development.		
2.	Arthur. D, (2001), The EmObjectivesyee Recruitment and Retention Handbook,		
3.	AMACOM.		
4.	Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices,14th edition, 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 : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5235	Talent Management	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:						
<p>students will be able to co-create unique ideas, products and solutions</p> <p>students will be able to practice ethical values in achieving stakeholders welfare</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>						
OUTCOME:						
<ol style="list-style-type: none"> 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 						
Module:1	Introduction to Talent Management	5 hours				
Overview, Concept, History, Scope of Talent Management, Need and Importance of Talent Management in organization. Key Processes of Talent Management. Talent vs knowledge people, Sources of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent. Effective Talent Management System, Building Blocks of Effective Talent Management System. .						
Module:2	Linkage between Talent Management Process and Workforce	6 hours				
Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process, Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.						
Module:3	Talent Management and Organisational Environment	5 hours				
An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour.						
Module:4	Talent Planning	6 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.						
Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions.						
Module:5	Talent Management and compensation	6 hours				
Principles of Compensation Plans, 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.						
Module:6	Contemporary Issues	2 hours				

Guest Lecture from industry experts on contemporary talent management using cloud computing.			
	Total Lecture hours:	30 hours	
# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.			
Text Book(s)			
1.	Lance A. Berger, Dorothy R. Berger,(2011), The Talent Management Handbook, 2nd Edition Tata McGraw-Hill		
Reference Books			
1.	Rob Silzer, Ben E. Dowel, (2010). Strategy-Driven Talent Management: A leadership Imperative, Wiley.		
2.	Harrington Brad, Hall, Douglas T, (2008), Career Management and Work-Life 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 : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5236	Learning and Development				L	T	P	J	C
					3	0	0	0	2
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
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:									
<ol style="list-style-type: none"> 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	Introduction to Learning				6 hours				
Meaning and characteristics of Learning, Factors helpful in Learning, Laws of learning, Learning curve, Plateau in learning, Transfer of learning, Influence of motivation on learning. Theories of learning – Trial and Error theory, Insight theory, conditioning theory, Reinforcement Theory, Social Learning Theory, Learning style.									
Module:2	Training				5 hours				
Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process, Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.									
Module:3	Training Need Assessment				5 hours				
Methods of assessment of training needs. Skill-Gap analyses.									
Module:4	Training Design & Training Development				5 hours				
Training Design: Training Objectives. Training Deliverables and Instructional Strategies. Training Budgets and Schedules plan. Procedures of training programme.									
Training Development: Drafting Training Materials. Developing tests / assessments. Quality Control Issues.									
Module:5	Training Implementation & Training Evaluation				6 hours				
Training Implementation: Train the Trainer Programmes. Classroom delivery of training. Non-Classroom delivery techniques. Computer-based training (CBT), Multimedia training (MMT), Web-Based training (WBT). Management Development Programmes (MDPs). Training Evaluation: The role of Evaluation in Training. Evaluating Reactions and Learning. Evaluating the transfer of training. Evaluating the results of the training.									
Module:6	Contemporary Issues				2 hours				
Guest Lecture from industry experts on contemporary training programmes designed by the corporates.									
	Total Lecture hours:				30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.									
Textbook(s)									
1.	Noe Raymond, (2016), EmObjectivesyee Training and Development, 7th edition, McGraw Hill.								
2.	Alan M. Saks, Robert R. Haccoun, (2015), Managing Performance through and Training								

	and development, 6th edition, Cengage Learning		
Reference Books			
1.	Armstrong Michael, (2014), A Handbook of Human Resource Management, 13th edition, Kogan Page.		
2.	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.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5237	Compensation Management	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:						
<p>students will be able to comprehend global trends influencing the business environment</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p>						
OUTCOME:						
<ol style="list-style-type: none"> 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 						
Module:1	Introduction	5 hours				
Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Wage Concept, Wage Policy, Wage theories, Legislation related to payment of wages.						
Module:2	Definition, Internal Pay Structures	6 hours				
Best Structure Fit, Job Analysis, Job Evaluation, Person-based structures Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation						
Module:3	Defining Competitiveness	7 hours				
determining the components of wage and salary, designing pay levels, mix and pay structures Pay-for-Performance, Pay-for-performance Plans, performance appraisals Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans						
Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Remuneration Ceilings, Benchmark Compensation Package as per the Industry Standards						
Module:4	Concept and Nature of Benefits	5 hours				
Classification of EmObjectivesyee Benefits, EmObjectivesyee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, EmObjectivesyee Services – Designing a Benefit Package						
Module:5	Concept of Tax Planning	5 hours				
Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of EmObjectivesyee Compensation Package to EmObjectivesyer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary compensation management practices in India						
		Total Lecture hours:	30 hours			
# Mode: Flipped Class Room, Case Discussions, Lectures						

and Quizzes.			
Text Book(s)			
1.	Milkovich George, Newman Jerry, Venkata Ratnam C.S, (2014), Compensation, 9th edition, Tata McGraw Hill.		
Reference Books			
1.	Armstrong Michael, Murlis Helen, (2007), Hand Book of Reward Management, 5th edition, Crust Publishing House.		
2.	Martocchio Joseph.J, (2014), Strategic Compensation - A Human Resource Management Approach, 8th edition, Prentice-Hall.		
3.	Lawler III Edward.E, (2000), Rewarding Excellence: Pay Strategies for the New Economy, Wiley.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5238	Organizational Change and Development	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
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:						
<ol style="list-style-type: none"> 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 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				
<p>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.</p> <p>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.</p>						
Module:2		6 hours				
<p>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.</p> <p>Management of Change: Diagnosing the organization, Determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research.</p> <p>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, E-Engineering, Restructuring, Innovation. Mergers and Acquisitions Early detection of the direction of changes from Futurists and trend analysts; mapping external changes to internal adaptations.</p>						
Module:3	Organizational Development	4 hours				
<p>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.</p>						
Module:4	OD Interventions	6 hours				
<p>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</p>						
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.			
Module:6	Contemporary Issues	2 hours	
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)			
1.	Palmer. I, Dunford. R, Akin. G,(2016), Managing organizational change: A multiple perspectives approach, 3rd edition, McGraw-Hill Irwin		
2.	Cummings Worley, (2015), Organization Development, 10th Edition, Cengage Learning.		
3.	R. G. Priyadharshini, (2015), Organizational Change and Development, Cengage Learning.		
Reference Books			
1.	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.		
3.	Wendell L. French, Cecil H.Bell. Jr, (2002), Organisation Development: Behavioural science Interventions for Organisational Improvement, , 6th edition, Pearson Education private Ltd.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5239	Industrial Relations and Labour Laws		L	T	P	J	C
			3	0	0	0	2
Pre-requisite	Nil	Syllabus version					
		v. 02.00					
OBJECTIVES:							
students will be able to identify business problems and formulate alternative courses of action							
OUTCOME:							
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							
Module:1		5 hours					
Overview of Industrial Relations (IR), Perspectives/Approaches to IR, Major stake holders of IR, Changing Dimensions of IR in India, Impact of globalization on IR, ILO							
Module:2		5 hours					
Causes of Industrial Disputes, Standing Orders& Grievance Procedure, The Industrial EmObjectivesyment (standing orders) Act, 1946, Collective Bargaining, The Industrial Disputes Act, 1947							
Module:3		5 hours					
The Factories Act, 1948, Object and Scope of the Act Measures to be taken by Factories for Health, Safety and Welfare of Workers, Compliances Under The Act							
Module:4		6 hours					
Minimum Wages Act, 1948, Payment of Wages Act, 1936, Equal remuneration Act,197, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972							
Workmen's Compensation Act, 1923, EmObjectivesyees' Provident Fund, 1952, EmObjectivesyees State Insurance Act,1976, The Maternity Benefit Act, 1961, Unorganized Workers Social Security Act 2008							
Module:5		5 hours					
Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Union, Trade union movement in India, Trade Union Act, 1926							
Module:6	Contemporary Issues	4 hours					
Guest Lecture from industry experts on importance of IRL in HR career. Implications of Labour laws in IT and Manufacturing sector							
		Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.							
Text Book(s)							
1.	S.C. Srivastava, (2012), Industrial Relations and Labour Laws, 6 th edition, Vikas Publishing House Pvt Ltd						
2.	Padhi P K, (2012), Labour and Industrial Laws, 2 nd Edition, PHI Learning Pvt. Ltd						
Reference Books							
1.	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, (2012), Industrial Relations and Labour Laws, 2nd edition, Mcgraw Hill Education.						
2.	Avtar Singh, Harpreet Kaur, (2013), Introduction to Labour and Industrial Law, 3rd edition, LexisNexis.						
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT							
Recommended by Board of Studies		05-08-2017					
Approved by Academic Council		No. 47	Date	05-10-2017			

BMT5240	Managing Disasters and Industrial safety	L	T	P	J	C
		2	0	0	6	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to identify business problems and formulate alternative courses of action						
OUTCOME:						
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						
Module:1		3 hours				
Overview of Disasters, Risk Reduction and Management - Definitions - Disasters - Disaster Management - Disaster Risk Reduction (Mitigation)						
Types of Disasters - Natural Hazards - Human-Induced Disasters - Levels of Disasters - Institutional Framework - National Level - State Level						
Module:2		3 hours				
Hazard Risk Vulnerability, Hazard, Risk and Vulnerability Profile - Multi-Hazard Vulnerability - Natural Hazards - Human-induced Disasters - Fire Risk - Regions/areas involving multiple states requiring special attention						
Module:3		4 hours				
National Disaster Management Act / Plan / Policy - Understanding Risk - Cyclone and Wind Risk Mitigation - Flood - Urban Flooding - Tsunami – Earthquake – Landslide – Drought – biological – Industrial accidents–Fire – Chemical – Nuclear - Road accidents - Societal issues						
Module:4		5 hours				
Preparedness and Response - Institutional Framework – Coordination of response – Risk and Vulnerability Assessment techniques – Preparedness, Prevention, Response and business continuity - Responsibility Matrix for Strengthening Disaster Risk Governance – Community based Disaster Risk Reduction under CSR						
Module:5		3 hours				
Disaster management Cycle – Integrated onsite and offsite Disaster management Plan, Standard Operating Procedures, Industrial Safety norms – Roles and responsibilities of stakeholders (Government departments, NGOs and Donor agencies)						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on importance of Managing disaster in HR career.						
	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.	60 [Non Contact hrs]				
# Mode: Flipped Class Room, Case Discussions, Lectures and Project						
Text Book(s)						
1.	Harsh K Gupta , (2003), Disaster management, Orient Blackswan publishers					
Reference Books						
1.	Harvard Business School Press Crisis Management - Master the Skills to Prevent Disasters (Harvard Business Essentials Series), Jain Book Agency, New Delhi.					

2.	Michael Wallace, Lawrence Webber, The DISASTER Recovery Handbook - A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets (Book+CD), Jain Book Agency, New Delhi.		
3.	National Disaster management Plan - http://www.ndma.gov.in/images/policyplan/dmplan/National%20Disaster%20Management%20Plan%20May%202016.pdf		
4.	Resource Book on Chemical (Industrial) Disaster Management http://nidm.gov.in/PDF/pubs/chemical_mdc.pdf		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

BMT5241	Emotional Intelligence for Managerial Effectiveness	L	T	P	J	C
		3	0	0	0	2
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 involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 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 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		4 hours				
Understanding Emotions, Sources of Emotions, Types of Emotions, Bodily changes on emotions, Psychology of Emotions – James Lange, Schachter singer, Canon-Bard, Opponent Process: Moods and emotions						
Module:2		7 hours				
Training on EI through the use of Models– Daniel Goleman Model, Salovey and Mayer’s model, Reuven Bar-On Model, Using techniques for Emotionally Intelligent Communication Johari Window, Neuro-Linguistic Programming(NLP),						
Module:3		6 hours				
Competencies of Emotional Intelligence - Self-Awareness, Self-Regulation, Self-Motivation, Social Competence, Social Skills						
Module:4		4 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	Talent Management and compensation	7 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 and Quizzes.						
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 : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5242	Stress Management				L	T	P	J	C
					2	0	0	6	2
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
<p>students will be able to practice ethical values in achieving stakeholders welfare</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>									
OUTCOME:									
<ol style="list-style-type: none"> 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 									
Module:1	Stress				4 hours				
<p>Concept, Definitions and types of stress.</p> <p>Basic condition of stress, Stress reaction, Consequences of stress. Causes of stress. Impact of stress in human physical and mental health.</p>									
Module:2	Stress and Illness				2 hours				
Symptoms of stress. Possible sign of stress in young people.									
Module:3	Occupational Stress or Job Stress				4 hours				
Meaning, and concept. Effect of stress on job performance and job satisfaction. Sources of job stress: Organizational, Individual and environmental.									
Module:4	Stress Management Techniques				4 hours				
Aims of stress management. Coping strategies of stress in the organization: Individual, and organizational strategies.									
Module:5	Remedial action to control stress				4 hours				
Techniques to combat stress: Cognitive behavioural techniques to change thought, Problem solving approach, Positive thinking.									
Behaviour therapies, Relaxation training, Visualization, Expressive therapies, Storytelling and Counseling Methods, Meditation, Yoga and exercise.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on counseling techniques and therapies to handle multigenerational workforce									
	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.					60 [Non Contact hrs]				

# Mode: Flipped Class Room, Case Discussions, Lectures and Project			
Text Book(s)			
1.	Jerrold S. Greenberg, (2013), Comprehensive Stress Management, 12th edition, McGraw-Hill Higher Education.		
Reference Books			
1.	Walt Schafer, (2000), Stress Management for Wellness, Cengage Learning.		
2.	Richard Regis, (2004), Stress Management, NHRD Network, Coimbatore Chapter.		
3.	Rita Agarwal (2001), Stress in Life and work, Response Books, 284pp, Journal of Human Values.		
4.	D. M. Pestonjee, (2008), Stress and Coping : the Indian Experience, 2nd Edition, Sage Publications.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5243	Leadership and Team Building	L	T	P	J	C
		2	0	2	0	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
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:						
<ol style="list-style-type: none"> 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 						
Module:1	Inspirations on Leadership	2 hours				
Realizing the need for leadership, Leadership concept, connotations, traits, Different Leadership styles and models; Differentiating leaders from managers, Handling Influence, Self-leadership						
Module:2	Leading through organization growth	2 hours				
Leading during different phases of organizational growth; stages of economic cycles and business transformation, Leading for non-profit endeavors						
Module:3	Coaching for Leadership Pitfalls	4 hours				
Impoverished, Tyrannical, Machiavellian, Unethical, Myopic approaches, difficulties in being participative or consultative, failing to delegate and develop team-members						
Module:4	Research studies on Leadership	5 hours				
Ohio-state University, Michigan studies, Blake and Mouton's study, MIT Sloan study, Hersey and Blanchard's study, Adopting views of leadership experts: Larry Greiner, Rensis Likert, Warren Bennis, McGregor, Victor Vroom, Stephen R Covey and Fiedler						
Module:5	Team Building by Leaders & Leadership Challenges	5 hours				
Team Building by Leaders - Planning team composition, size, structure and role-relationships, Formulating a vision and mission. Understanding and engineering group dynamics, Creating High Performance Teams, Building a Positive and Productive Team, Understanding Social Identity, Providing Generative Coaching/Feedback Leadership Challenges - Leading the Millennial generation; Leading equals, Leading a genius workforce						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on succession planning of leaderships in organizations.						
	Total Lecture hours:	20 hours				
Practical : Team building and leadership skill building activities		20 hours				
# Mode: Flipped Class Room, Case Discussions, Activities and Lectures						

Text 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			
1.	Ram Charan, Stephen Drotter, James Noel (2011), THE LEADERSHIP PIPELINE: How to Build the Leadership-Powered Company, 2nd edition, Wiley.		
2.	Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, (2013), Organizational Behavior, 15th edition, Pearson Education.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	HR Analytics				L	T	P	J	C
BMT5244					2	0	2	0	2
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
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									
Module:1	Introduction to HR Analytics				3 hours				
Understanding core concepts of HR Analytics. Business Intelligence, Business analytics and its Evolution. Role of Data in HR, Assembling Data, Describing Data, Visualization. Measures of Data, Probability and Managing Uncertainty. HR Analytics: The Third Wave for HR value creation.									
Module:2	Human Resource Planning and Forecasting				4 hours				
Quantitative and Qualitative Dimensions of HR Planning. Methods and Techniques of HR Demand Forecasting. Data Base for Manpower forecasting. Analysis of Labour Market Behaviour. Analyzing Turnover trends.									
Module:3	Behavioral assessment in Personnel selection				4 hours				
Approaches to behavioral assessment - Sorting application.									
Identifying and developing Key Performance Indicators (KPI) - create, Build and maintain a HR Scorecard - classification based on performance indicators- identifying performance drivers.									
Module:4	Designing a compensation system				4 hours				
Linking Compensation and performance.									
Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness with performance and compensation Surveys on employee satisfaction, engagement, work life balance, etc.									
Module:5	Current approaches to measuring HR and reporting value from HR contributions.				3 hours				
HR Scorecards & Workforce Scorecards and how they are different from HR Analytics. Overarching components of an effective Analytics framework.									
Introduction to Tools that performs HR analytics, Predictive Analytics: Conditions including correlation, causality and isolation. Diagnosing and clarification of symptoms of HR problem									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on contemporary HR analytics tools used in the industry									
				Total Lecture hours:		20 hours			
Practical: HR data visualization, probability, HR forecasting, predictive analytics using SPSS						20 hours			
# Mode: Flipped Class Room, Case Discussions, Lectures and lab exercises									
Text Book(s)									
1.	Sesil. J, (2014), Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.								
Reference Books									
1.	Barnett K, Berk J, (2012), Human Capital Analytics. Word Association Publication.								

2.	Fitz-Enz J, (2010), The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5245	Service Operations Management				L	T	P	J	C
					3	0	0	0	2
Pre-requisite	Nil	Syllabus version							
		v. 02.00							
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									
Module:1	Introduction to Services				4 hours				
Introduction to Services - Service Operations and Strategy-Formulating Strategy-New Service Development and Managing Service									
Module:2	Service Design				7 hours				
Designing the Service Delivery System - Selecting the Location for a Service Operation-Managing the Service Experience-Service Site Performance Evaluation-Outsourcing and Offshoring									
Module:3	Waiting Time management				7 hours				
Waiting Time Management -Front-Office / Back-Office Interface-Team Meeting/Work Time-Using Technology in Service Operations									
Module:4	Revenue, Quality and Yield Management				6 hours				
Revenue Management -Service Quality & Strategy- SERVQUAL-Managing Service Experience-Six Sigma for service process improvement, Managing Capacity and Demand-Yield Management									
Module:5	Queuing Models				4 hours				
Queuing Models and Capacity Planning-Tools for Managing Service									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on recent trends in service operations management.									
				Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussion and Lectures									
Text Book(s)									
1.	Richard D Metters, (2012), Successful Service Operations Management, 2nd edition, Cengage Learning.								
2.	Collier, Evans, Ganguly, (2016), Operations management– A South Indian Perspective, 3rd edition, Cengage Learning.								
Reference Books									
1.	Haksever C, Render B, Russell S. R.,Murdick R. G, (2007), Service Management and Operations, 2nd edition, Prentice Hall.								
2.	James A. Fitzsimmons, Mona J. Fitzsimmons, (2014), Service Management: Operations, Strategy, Information Technology, 8th edition, McGraw Hill.								
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT									
Recommended by Board of Studies				05-08-2017					
Approved by Academic Council				No. 47	Date	05-10-2017			

BMT5246	Quality Management				L	T	P	J	C
					3	0	0	0	2
Pre-requisite	Nil				Syllabus version				
v. 02.00									
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									
Module:1	Principle of Quality Management				4 hours				
Definition of quality: Deming, Miller - Crosby Theories – Characteristics of Quality Leaders - Service and Product quality – Customer Orientation. Evaluation of Total Quality Management – Inspection – Quality Control – TQM System.									
Module:2	Quality Planning & Control				7 hours				
Quality Planning – SMART Goal setting – Designing for Quality – Quality Inspection – Control Charts – Reasons for Quality variations – Process control – Process capability – CPK – Statistical Quality Control Scientific Approach to TQM – Data based approach – Quantification – Statistical tools – Quality Control Tools – New 7 tools.									
Module:3	TQM Techniques				8 hours				
Essentials for TQM implementation – Benchmarking – Quality Awards – MBNQA – Quality Metrics – Quality Function DeObjectivesymment – Corrective & Preventive techniques – Cause & Effect Analysis – Root Cause Analysis – Quality Circle – TPM – Failure Mode and Effect Analysis – 5S – Continuous Improvement Techniques – POKA YOKE – Brain Storming – Deming wheel / PDCA Cycle – Quality Assurance – ISO 9000 Certification.									
Module:4	Reliability				5 hours				
Bath Tub Curve – Failure rate – Failure Density – Hazard rate – Mean time to failure - Mean time between failures – Reliability – System reliability – Series & Parallel configuration – Reliability Improvement by Redundancy.									
Module:5	Maintainability and Availability				4 hours				
System downtime – Mean time to repair – Mean time between maintenance – Preventive Maintenance Downtime – Maintainability trade off.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on Issues & Challenges of implementing, maintaining and improving the Quality System in Industries.									
				Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussion and Lectures									
Text Book(s)									
1.	Dale H. Besterfield, Hemant Urdhwareshe, Mary Besterfield-Sacre, Carol Besterfield-Michna, Rashmi Urdhwareshe, Glen H. Besterfield, (2014), Total Quality Management, 3rd revised edition, Pearson India.								
2.	L.S. Srinath, (2011), Reliability Engineering, Affiliated East West Press, New Delhi.								
3.	James R. Evens, (2014), Managing for Quality and Performance Excellence, 9th edition, Cengage Learning.								
Reference Books									
1.	Samuel K Ho, (2004), TQM – An Integrated Approach, Crest Publishing House.								
2.	Joseph M, Juran Ed, (2000), Juran’s Quality Handbook, 5th edition, McGraw-Hill.								
3.	Peter Willmott, Dennis McCarthy, (2001), TPM: A Route to World Class Performance, 2nd edition, Butterworth-Heinemann .								
4.	John Gilbert, (1993), Total Quality Management, Affiliated East West Press.								

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

Recommended by Board of Studies | 05-08-2017

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BMT5247	Lean Manufacturing	L	T	P	J	C
		2	0	0	6	2
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 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 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 to Lean Management	2 hours				
History of lean and Toyota Production System, Production Management and JIT Production System, Introduction to the JIT Production System, Relationship with Profit, Approach to Production as a whole						
Module:2	Wastology	3 hours				
The Total Elimination of Waste, Types of Wastes, Discovering and Removing Waste, 5S Approach, Red Tags & Signboards, Visual Controls, Orderliness; Flow Production, Inventory, Flow Production within and between Factories; Multi-process Operations, difference between Horizontal and Vertical Multi-process Operations, Precautions and Procedures for Multi-Process Operations						
Module:3	Labour Cost Reduction	2 hours				
Labour Cost Reduction Steps, Points for achieving Labour Cost Reduction; Kanban: Differences between the Kanban System and Conventional Systems, Functions and Rules of Kanban, Determination of Variety and Quantity of Kanban, Administration of Kanban						
Module:4	Visual Control	5 hours				
Introduction to Visual Control, Visual Orderliness, Standing Signboards, Andon, Production Management Boards, Relationship between Visual Control and Kaizen; Leveling: Introduction to Level Production, Methods of Production Scheduling, Difference between Batch and Level Production, Levelling Techniques, VSM, ROC, TOC						
Module:5	Changeover & Standard Operations	6 hours				
Changeover : Changeover Improvement, Procedure and Seven Rules for Improving Changeover; Quality Assurance, Plan for Achieving Zero Defects, The Poke-Yoke System, how to use Poke-Yoke and Zero Defects Check Lists Standard Operations: Establishing Standard Operations, Combination Charts and Standard Operations Charts, Standard Operations and Operations Improvements; Jidoka: Steps towards Jidoka, Difference between Automation and Jidoka, Separating workers, Ways to Prevent Defects, Extension of Jidoka to the Assembly Line, Maintenance and Safety, CCO: Three Lessons in Maintenance, Preventing Breakdowns, Strategies for Zero Injuries, and Zero Accidents.						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on recent trends in lean manufacturing practices.						
	Total Lecture hours:	20 hours				
Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic		60		[Non-Contact hrs]		

based on the modules.			
# Mode: Flipped Class Room, Case Discussion, Lectures and Project			
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 : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5248	Materials Management				L	T	P	J	C
					3	0	0	0	2
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 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 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				5 hours				
Introduction to Materials management, Production Planning: Demand Forecasting Aggregate planning, Master Scheduling, BOM, MRP, Capacity Planning, Production Scheduling									
Module:2	Inventory Management				7 hours				
Stores and Warehousing, Stock assessment, Cost of Inventory, Selective Inventory Control, MUSIC 3D, JIT Inventory Management									
Module:3	Procurement & Vendor Management				8 hours				
Foundations of Strategic Sourcing and Supply Management, P2P Process, Strategy Development; Procurement: Ordering Quantity, Procurement Types, Steps of Procurement, Tendering & Bid evaluation process, Negotiation & Ordering, Importing, Procurement Cost; Vendor Management: Vendor Development, Vendor Rating, and Selection and Analytics Hierarchy Process (AHP), Supplier Performance Management.									
Module:4	Material Handling				4 hours				
Material Handling System : Cranes, Conveyors, Feeders, Pipelines, Processing of materials and Cost									
Module:5	Quality Management				4 hours				
Quality Management and Audit; Supply Quality Management; Inspection, Acceptance Sampling, Quality Control of supplies; Supply Base Integration.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on E-sourcing for competitive advantage									
				Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussion and Lectures									
Text Book(s)									
1.	J.R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, (2011), Introduction to Materials Management, 7th edition, Pearson.								
2.	Monczka M Robert et al, (2016), Purchasing and Supply Chain Management, 6th edition, Cengage Learning.								
Reference Books									
1.	Hiroyuki Hirano, (2009), JIT Implementation Manual (Series), 2nd edition, FL: CRC Press.								
2.	Joseph L. Cavinato, Ralph G. Kauffman, (2000). The Purchasing Handbook, 6th edition, McGraw Hill.								
3.	Fred B. Sollish, John Semanik, (2012),The Procurement and Supply Manager's Desk								

4.	Reference, 2nd edition, NJ: John Wiley & Sons. Robert Handfield, (2006), Supply Market Intelligence, Auerbach Publications (Taylor and Francis).		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

BMT5249	Logistics Management	L	T	P	J	C
		3	0	0	0	2
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 systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 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 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 to Logistics management	4 hours				
Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy- Distribution Center Warehouse and Plant location						
Module:2	Warehousing and Material Handling	7 hours				
Warehousing Functions – Types – Warehousing decisions and facilities location –Decision Model – Layout Design – Costing – Virtual Warehouse. Material Handling Equipment and Systems – Role of Material Handling in Logistics. Material Storage Systems – principles – benefits – methods. Automated Material Handling.						
Module:3	Performance Measurement	4 hours				
Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods, Cost – Identification, Time Frame and Formatting.						
Module:4	Transportation and Packaging	7 hours				
Transportation System – Evolution, Infrastructure and Networks. Freight Management – Route Planning –Containerization. Modal Characteristics, Inter-Modal Operators and Transport Economics. Packaging- Design considerations, Material and Cost. Packaging as Utilization. Consumer and Industrial Packaging.						
Module:5	IT in Logistics	6 hours				
Logistic Outsourcing; Logistic Service provider – 3PL, 4PL and 5PL; Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management. Automatic Identification Technologies. Warehouse Simulation. Reverse Logistics – Scope, Design and as a Competitive Tool.						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on recent trends in logistics.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussion and Lectures						
Text Book(s)						
1.	Alan Rushton, Phil Croucher, (2014), The Handbook of Logistics and Distribution Management, 5thedition, Kogan Page.					
2.	Ailawadi C Satish, Rakesh Singh, (2012), Logistics Management, 2ndedition, Prentice Hall India.					
Reference Books						
1.	Douglas Lambart, James R Stock, Lisa L. Ellram, (1998), Fundamentals of Logistics Management, The Irwin/McGraw-Hill.					

2.	Krishnaveni Muthiah,(2011), Logistics Management and World Seaborne Trade, HPH.		
3.	Sople Vinod V, (2004), Logistics Management – The Supply Chain Imperative, Pearson Education, Indian Reprint.		
4.	Coyle et al, (2004), The Management of Business Logistics, 7th edition, Cengage Learning.		
5.	Bowersox Donald J, (2000), Logistical Management – The Integrated Supply Chain Process, Tata McGraw Hill,		
6.	Bloomberg David J et. al, (2005), Logistics, Prentice Hall India.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

BMT5250	Project Management	L	T	P	J	C
		2	0	0	6	2
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	Project Appraisal and Selection	5 hours				
Project management overview : Definition and examples of projects, Key features of projects, Life cycle of projects, Typical project problems, Human issues in Projects, Role of Computers in Projects - Project identification and screening: (Brainstorming, Strength and weaknesses in the system, environmental opportunities and threats, Identification and screening) – Project Appraisal and Selection						
Module:2	Scope, Time and Cost Management	3 hours				
Project Organization Structure, Culture – Scope Management – Defining the Project – SOW - WBS and PBS – Time Management – Network Diagram – Forward Pass and Backward Pass – Critical path – PERT and CPM - AOA and AON methods – tools for Project Network – Estimation Techniques - Cost Management – Earned Value Method						
Module:3	Quality, Resource, Stakeholder and Procurement Management	4 hours				
Quality assurance and quality control, project audit and quality audit.- Methods of enhancing quality: the different types of testing, inspections, reviews, standards. Management and control of testing - Human Resource Management - Scheduling Resources – Resource Allocation methods - Reducing Project duration : Project Crashing and resource leveling methods - Leadership styles and skills – Problem solving skills - Project Manager roles and responsibilities –Stakeholder Management : Identify Stakeholders - Plan Stakeholder Management – Manage Stakeholder Engagement - Control Stakeholder Engagement – Procurement Management						
Module:4	Risk Management and Communication Management	3 hours				
Risk identification: types of risk, risk checklists-Risk prioritization-Risk management tactics, including risk avoidance, risk transfer, risk reduction, risk mitigation and contingency planning-Risk registers –Communication Management						
Module:5	Performance Management	3 hours				
Project Integration - Progress and Performance measurement and evaluation – Project monitoring information system, developing a status report and other control issues - Project audit and closure – audit process, project closure, team, team member and project manager evaluations - International Projects – environmental factors, cross cultural considerations, selection and training for international projects - Future likely trends in Project management – certain unresolved issues and project management career issues						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on recent trends in project management						
	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.		60 Non-contact hours	
# Mode: Flipped Class Room, Case Discussions, Lectures and Project			
Text Book(s)			
1.	James P Lewis, (2012), Fundamentals of Project Management, 4th edition, AMACOM.		
Reference Books			
1.	Thomas Mochal, Jeff Mochal, (2011), Lessons in Project Management, 2nd edition, Apress.		
2.	Project Management Institute, (2013), A Guide to Project Management Body of Knowledge, 5th edition, Project Management Institute.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5251	Supply Chain Management				L	T	P	J	C
					2	0	0	6	2
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	Building a strategic framework to analyze supply chains				3 hours				
Understanding the Supply Chain-Supply Chain Performance: Achieving Strategic Fit and Scope-Supply Chain Drivers and Metrics-Overview of Supply Chain Challenges in India									
Module:2	Designing the Supply Chain Network				3 hours				
Designing Distribution Networks and Applications to Business, Network Design in the Supply Chain, Network Design in an Uncertain Environment									
Module:3	Planning Demand and Supply in a Supply Chain				4 hours				
Demand Forecasting in a Supply Chain, Aggregate Planning in a Supply Chain-Sales and Operations Planning: Planning Supply and Demand in a Supply Chain- Coordination in a Supply Chain									
Module:4	Planning and Managing Inventories in a Supply Chain				5 hours				
Planning and Managing Inventories in a Supply Chain: Managing Economies of Scale in a Supply Chain: Cycle Inventory-Managing Uncertainty in a Supply Chain: Safety Inventory-Determining the Optimal Level of Product Availability									
Designing and Planning Transportation Networks: Transportation in a Supply Chain									
Module:5	Managing cross-functional drivers in a supply chain				3 hours				
Sourcing Decisions in a Supply Chain-Pricing and Revenue Management in a Supply Chain-Information Technology in a Supply Chain-Sustainability and the Supply Chain									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on Key Issues, Best Practices, Supply chain games, Innovations and Emerging trends in supply chain management: Agile, Green, Retail, Reverse, Informal economy, Digital supply chain, Managing supply chain using big data analytics and machine learning.									
	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.				60 Non-contact hours					

# Mode: Flipped Class Room, Case Discussions, Lectures and Project			
Text Book(s)			
1.	Sunil Chopra, Peter Meindl, D.V. Kalra, (2015), Supply Chain Management- Strategy, Planning and Operations, 6th edition, Pearson education.		
2.	Joel D Wisner, G. Keong Leong, Keah-Choon Tan, (2012), Supply Chain Management – A Balanced Approach, 3rd edition, Cengage Learning.		
Reference Books			
1.	Ballou R. H, (2011), Business Logistics/Supply Chain Management, 5th edition, Pearson Education.		
2.	Robert Jacobs, Ravi Shankar, Richard Chase (2014), Operations and Supply chain Management, 14th edition, Mcgraw Hill.		
3.	Hugos M. H, (2011), Essentials of Supply Chain Management, 3rd edition, John Wiley & Sons.		
4.	Christopher M, (2011), Logistics and supply chain management: creating value-added networks, 4th edition, FT Press.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT6032	Operations Analytics				L	T	P	J	C
					3	0	0	0	2
Pre-requisite	BMT5208	Syllabus version							
		v. 01.00							
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 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 –Replacement of items that fail suddenly Replacement of changes with time									
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 non-instantaneous 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): (∞ /FCFS), (M/M/1): (N/FCFS), (M/M/C): (∞ /FCFS), (M/M/C): (N/FCFS)									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on contemporary operational analytics tools used by corporates in decision making									
				Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures									
Text Book(s)									
1.	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.								
3.	Arun Kumar, N. Meenakshi, (2014) Operations Management, Cengage Learning.								
Reference Books									
1.	Hamdy Taha, (2016), Operations Research, 10th edition, Prentice Hall India.								
2.	S.D.Sharma, KedarNath, (2014), Operations Research, Ram Nath & Co.								
3.	V.K.Kapoor, (2014), Operations research Techniques for Management, 5th edition, Sultan Chand & Sons.								

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

Recommended by Board of Studies | 05-08-2017

Approved by Academic Council | No. 47 | Date | 05-10-2017

BMT5253	Innovation Management	L	T	P	J	C
		2	0	0	4	3
Pre-requisites	None	Syllabus version				
		v. 01.00				
OBJECTIVES:		OBJECTIVESs:				
		1,3				
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:						
<ol style="list-style-type: none"> 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 						
Module 1	Introduction to Innovation Management	3 Hrs.				
Innovation – What it is? Why it Matters? - Innovation as a Core Business Process – system thinking for innovation – Framework for System Thinking - system thinking tools						
Module 2	Sources and Transfer of Innovation	2 Hrs				
Innovation Networks						
Module 3	Decision Making Under Uncertainty	2 Hrs				
Building Innovation Plan						
Module 4	Creating New Products and Services	5 Hrs				
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						
Module 5	Capturing Innovation Outcome	6 Hrs				
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						
Module 6	Guest Lecture from industry experts on contemporary trends in Innovation Management	2 Hrs				
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.					60 Non-contact hours	
Text Books						
1. Joe Tidd, John Bessant (2013), Managing Innovation: Integrating Technological, Market and Organizational Change, 5 th edition, Wiley.						
Reference Books:						
1. Schilling, M (2013), Strategic management of technological innovation, 4 th edition, McGraw Hill Irwin.						
2. Allan Afuah (2003), Innovation Management: Strategies, Implementation and Profits, 2 nd edition, Oxford University Press.						
3. Michael G. Luchs, Scott Swan, Abbie Griffin (2015), Design Thinking: New Product Development Essentials from the PDMA, Wiley-Blackwell.						
4. John Boardman, Brian Sauser (2013), Systemic Thinking: Building Maps for Worlds of Systems, 1 st						

edition, Wiley.

5. Rich Jolly (2015), Systems Thinking for Business: Capitalize on Structures Hidden in Plain Sight, Systems Solutions Press

Mode of Evaluation:	Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT		
Recommended by the Board of Studies	05-08-2017		
Date of Approval by the Academic Council	No. 47	Date	05-10-2017

BMT5254	Analysis and Design of Information Systems	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
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						
Module:1	Requirements Gathering	7 hours				
Business analysis – Requirement elicitation – Requirement management and communication – Enterprise and Requirement analysis (functional and non-functional)						
Module:2	Information Systems design methods	4 hours				
Information Systems Development - Project Management – Introduction to system analysis and Design methods						
Module:3	System Analysis	7 hours				
Systems Analysis Methods - Systems Analysis Techniques - Modeling System Requirements with Use Cases - Data Modeling - Process Modeling - Object-Oriented Analysis and Modeling						
Module:4	System Design	6 hours				
Systems Design - Database Design - Output Design and Input Design and Prototyping - User Interface Design - Object-Oriented Design						
Module:5	System Construction and Implementation	4 hours				
Systems Construction Phase – Context of System Construction and Implementation – Tasks for Construction and implementation phases – System Acceptance Test Phase – Conversion to New System						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on latest trends in system design						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures						
Text Book(s)						
1.	1. Hossein Bidgoli, Nilanjan Chattopadhyay, (2014), MIS4, 4th edition, Cengage Learning.					
Reference Books						
1.	Jeffrey L Whitten, Lonnie D. Bentley, (2008), Introduction to System Analysis & Design, 1st edition, McGraw Hill					
2.	Arthur M. Langer, (2008), Analysis and Design of Information Systems, 3rd edition, Springer-Verlag London.					
3.	Alan Dennis, Barbara Haley Wixom, (2015), System Analysis & Design Methods, 6th edition, Wiley.					
4.	Donald Yeates, Tony Wakefield, (2004), System Analysis & Design, 2nd edition, Prentice Hall.					
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT						
Recommended by Board of Studies		05-08-2017				
Approved by Academic Council		No. 47	Date	05-10-2017		

BMT5255	E-Commerce				L	T	P	J	C
					2	0	0	6	2
Pre-requisite	Nil				Syllabus version				
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									
Module:1	Introduction to E-Commerce				2 hours				
Introduction to E-Commerce - Forces Fueling E-Commerce- E-commerce Frame work - Challenges In E-Commerce - Model for E-Commerce - Types Of E-Commerce.									
Module:2	Technical Aspects of E-Commerce				4 hours				
Security on the Net - Implementation and Management Issues of E-commerce - Electronic Data Interchange - Electronic Payment Systems.									
Module:3	E-Commerce Applications				5 hours				
Commercial Aspects of E-commerce - E-Commerce And Banking - E-Commerce And Retailing - Electronic Commerce And Online Publishing - E-Business Issues & Internet Marketing.									
Module:4	E-Commerce Strategies				4 hours				
E-Commerce Strategies for Development Elements Of National E-Commerce Strategies Legal Aspects of E-Commerce - Planning Successful E-Commerce – Case Studies.									
Module:5	E-Commerce and its Integration with other tools				3 hours				
Integrating E-Commerce with ERP, SCM and other Business applications Systems, Future of E-Commerce and Collaborative Commerce.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on latest trends in E-Commerce									
				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.				60 Non-contact hours					
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									
1.	Efraim Turban et. al, (2010), Electronic Commerce–A Managerial Perspective, Pearson Education.								
Reference Books									
1.	R Kalokota, Andrew V. Winston, (2005), Electronic Commerce – A Manager’s guide, Pearson Education.								
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT									
Recommended by Board of Studies				05-08-2017					
Approved by Academic Council				No. 47		Date		05-10-2017	

BMT5257	IT Project Management	L	T	P	J	C
		3	0	0	0	2
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 students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 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:1	Project Organization and Life Cycle	4 hours				
Introduction to Project Management, Project Organization, Structure, culture, Project Portfolio, Project Selection, Project Life Cycle.						
Module:2	Scope, Time and Cost Management	9 hours				
Challenges of requirement definition, Statements of works, Contracts, Project Scope Management – PBS and WBS - Project Time Management – Estimation methods and techniques – Network analysis – Critical Path- Gantt Charts - Project Cost Management – Earned Value Methods - Progress Monitoring, Project Control And Reporting - Monitoring and control of project finances and quality-earned values management (EVM)- Assessment of implications and impact on the project of deviations and changes to project plan.						
Module:3	Quality and Resource Management	5 hours				
Project Quality Management-Quality assurance and quality control, project audit and quality audit.- Methods of enhancing quality: the different types of testing, inspections, reviews, standards. Management and control of testing - Human Resource Management - Resource Allocation methods - Leadership - Project Manager roles and responsibilities.						
Module:4	Risk Management	5 hours				
Risk Management -Risk identification: types of risk, risk checklists-Risk prioritization-Risk management tactics, risk avoidance, risk transfer, risk reduction, risk mitigation and contingency planning-Risk registers –Communication Management.						
Module:5	Project Closure	5 hours				
Stakeholder Management – Procurement Management – Project Integration Management – Project Closure - customer acceptance, lessons learned analysis.						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on latest practices in planning and implementing IT projects.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures						
Text Book(s)						

1.	Project Management Institute Staff, (2013), A Guide to Project Management Body of Knowledge, 5th edition, Project Management Institute.		
Reference Books			
1.	Clifford F. Gray, Erik W. Larson, (2013), Project Management: The Managerial Process, 4th edition, McGraw-Hill.		
2.	Hughes, , Bob, Cotterell, (2013), Mike, Software Project Management, 5th edition, McGraw-Hill		
3.	Cadle J, D. Yeates, (2007), Project Management for Information Systems, 5th edition, Prentice Hall.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5258	IT Enabled Services				L	T	P	J	C
					3	0	0	0	2
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:									
<ol style="list-style-type: none"> 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	Evolution of ITES				7 hours				
Introduction, Evolution of ITES, Key Drivers of ITES, Key benefits of IT-enabled outsourcing. The Indian IT-Enabled outsourcing market: Existing size, Market Segmentation. Contact centers, Market size, Market Processes, Value Proposition and Future of Indian contact center market. Market Processes, Market size, Setup of Medical Transcription, Customers for MT units. Types of Service Desks, benefits and demerits of each type, suitability of a particular type to a specific business context									
Module:2	ITES Frame Works				6 hours				
Introduction to Relevant Internet & Web, Applications for ITES, Voice over IP, IP telephony, groupware, SMTP, SOAP, BizTalk servers. Back Office Operations, GIS, Animation, Engineering and Design Services, On line Training: Business Process Outsourcing, GIS Services, Content development and animation, Engineering & Design Services									
Module:3	SLAs				5 hours				
Service level agreements: What are the components- how to develop good SLA. – Templates of SLAs. Service Level Management: Process metric show to design – how to capture data on process metrics – how to monitor									
Module:4	Business Models Driving IT Enabled Service				5 hours				
In-house/Captive centers, Building Success strategies for in-house ITES& 3rd party providers, Third Party Services providers.									
Module:5	Challenges in ITES				5 hours				
HR in ITES, EmObjectivesyee Value Proposition, Balance of Rewards, Incentive Plan, Training, Quality Focus, Benchmarking quality & Performance. Perspective, Supply & Demand side, Action Plan for India. Importance & General Strategies for organizing Disaster Recovery, Business Impact of a Disaster.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on latest trends in ITES in India									
	Total Lecture hours:				30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures									
Text Book(s)									
1.	Shiro Uesugi, (2013), IT Enabled Services, Springer.								
Reference Books									
1.	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.		
3.	Nikhil Treebhohun, (2011), Promoting IT Enabled Services, Series Title: Lessons from the Commonwealth.		
Mode of Evaluation Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5260	Information Systems Audit and Control				L	T	P	J	C
					3	0	0	0	2
Pre-requisite	Nil	Syllabus version							
v. 01.00									
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									
Module:1	Process of Auditing IS				4 hours				
Management of IS Audit Function - Risk Analysis – Internal Controls – Performing an IS Audit – Control Self-assessment – The Evolving IS Audit process									
Module:2	Governance and Management of IT				7 hours				
Corporate Governance – IS Strategy – IT Investment and allocation processes - Policies and Procedures – Risk Management – IS Management practices –IS Organizational structure and responsibilities – Business Continuity Planning – Auditing Business Continuity									
Module:3	IS Operations, Maintenance and Support				7 hours				
IS Operations- IS Hardware – IS Architecture and Software – IS Network Infrastructure – Auditing Infrastructure and Operations									
Module:4	IS Acquisition, Development and DRP				5 hours				
Auditing Application Controls – Auditing Systems Development Acquisition and Maintenance – Disaster Recovery Planning									
Module:5	Protection of Information Assets				5 hours				
Importance of Information Security Management - Logical Access – Network Infrastructure Security- Auditing Information Security Management Framework - Environmental Exposures and Control – Physical Access Exposures and Controls									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on importance of Information systems audit and control									
				Total Lecture hours:	30 hours				
# Mode: Flipped Classroom, Case Discussions, Lectures									
Text Book(s)									
1.	Sandra Senft, Frederick Gallegos, Aleksandra Davis,(2012), Information Technology Control and Audit, 4th edition, Auerbach Publications.								
Reference Books									
1.	CISA Review Manual – ISACA.								
2.	Jack J. Champlain, (2003), Auditing Information Systems, 2nd edition, Wiley.								
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT									
Recommended by Board of Studies				05-08-2017					
Approved by Academic Council				No. 47		Date		05-10-2017	

BMT5262	Big Data Analytics	L	T	P	J	C
		2	0	2	0	2
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 students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 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:1	Introduction to Data Analytics	3 hours				
Big Data Overview – Characteristics of Big Data –Business Intelligence v/s Data Analytics – Need of Data Analytics – Data Analytics in Industries – Role of the Data Scientist – Data Analytics Life Cycle– 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 - Numerical 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 lecture by industry experts on emerging trends in big data as a Business planning tool – Recommendation analytics – Health Care analytics – financial Analytics - Log Data Analytics - Social Media analytics - Fraud and abuse Detection						

	Total Lecture hours:	20 hours	
Practical	Hadoop, Hadoop Architecture, spark architecture, machine learning, graph analytics.	20 hours	
# Mode:	Flipped Class Room, Case Discussion, Lectures		
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: 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			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5263	SQL and DBMS				L	T	P	J	C
					2	0	2	0	2
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:									
<ol style="list-style-type: none"> 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	Introduction to Database System				3 hours				
Database concept, objectives, advantages & limitations: Architecture of database system; schema, subschema, components of Data base system - Logical & Physical Data Independence, Data base administration, Entity, attributes, E-R Diagram, Entity Relationship, Mapping cardinalities, ER Data modeling									
Module:2	Database Types and Modeling				4 hours				
Hierarchical, network & relational data models, functional dependency, transitive dependency, Normalization, Types of Data Base- Object oriented database, Multidimensional data base									
Module:3	SQL				5 hours				
Structured query Language - Components, Data types, operators. SQL Commands- DDL, DML & DCL. Database security, Concurrency-Merging Data with Joins, Sub-queries, and CTEs - Aggregating, Windowing, and Ranking Data - Projecting Data Through Views- Modifying Data In SQL Programming with T-SQL - Developing Stored Procedures - Building User-Defined Functions									
Module:4	DB Administration				4 hours				
Creation of Database – Users in DB - Backup and Recovery Planning- Maintaining the Database - Transferring Databases- - Database Mirroring - Performance Monitor and PAL- Using Profiler and SQL Trace-SQL Audit									
Module:5	Big Data				2 hours				
Introduction to Big Data and NoSQL									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on emerging trends in application of SQL in business decisions									
	Total Lecture hours:				20 hours				
	Practical: SQL Programming for decision making.				20 hours				
	# Mode: Flipped Class Room, Case Discussions, Lectures and lab exercises								
Text Book(s)									
1.	Abraham Silberschatz, Henry Korth, S. Sudarshan, (2010), Database Systems Concepts, 6th edition, McGraw Hill.								
2.	Nelson A, Chinchilla J, Leblanc P, Segarra J, Jorgensen A, (2012), Microsoft SQL Server 2012 Bible: The Comprehensive, Tutorial Resource, 1st edition, Wiley India (Pvt) Ltd: India								

Reference Books			
1.	Sarka D, Ben-Gan, Talmage R, (2012), Querying Microsoft SQL Server, 1st edition., O'Reilly Media Inc, USA.		
Mode of Evaluation: Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5264	International Business	L	T	P	J	C
		3	0	0	0	3
Pre-requisites	None	Syllabus Version No.				
		v.01.00				
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:						
<ol style="list-style-type: none"> 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	Globalization and International Business	3Hrs.				
Concepts & Factors driving globalization, Threats to National Sovereignty, Economic Growth and Environmental Stress; Companies engaged in IB, Modes of operations in IB – Investments, Types of International Organizations, IB versus Domestic Business, The cultural environments facing business						
Module 2	The Political, Legal and Economic Environments facing Business	4Hrs				
<p>Political & Legal Environment: Individualism versus collectivism, Political Ideology, Trends in Political systems, Political risks and democracy; Legal Environment: Legal systems, types, trends and diffusion of legal systems, Understanding bases of rule and implication for managers, operational and strategic concerns;</p> <p>Economic Environment – International Economic Analysis, Elements of Economic Analysis</p>						
Module 3	International Trade Theories, Global Strategy, Structure & Implementation	8 Hrs				
Trade and Investments: Theories, of Trade. Conflicting results of 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 Strategies in International Business. Selecting an Entry Strategy						
Module 4	Managing International Operations	6 Hrs				
<p>Marketing Globally - Marketing orientations, segmenting and 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.</p>						

Module 5	Export and Import Financing	7 Hrs	
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.			
Module 6	Guest lecture by industry experts	2 Hrs	
FDI & FII, SEZ, Governmental initiatives to boost exports, Cross-cultural issues and their managerial implications.			
	Total Lecture Hours	30 Hours	
Text Books			
2. Hill, Jain, (2014), International Business: Competing in the Global Market Place, 10 th edition, McGraw Hill			
3. John D. Daniels, Lee H. Radebaugh, Prashant Salwan, Daniel P. Sullivan, (2010), International Business: Environment & Operations, 12 th edition, Pearson Education			
Reference Books:			
6. Joshi R K, (2012), International Business, 1 st edition, Oxford University Press.			
7. Sharan V, (2010), International Business- Concepts, Environment and Strategy, 3 rd edition, Pearson Education.			
Mode of Evaluation:	Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT		
Recommended by the Board of Studies on : 11-03-2019			
Date of Approval by the Academic Council – No:54, Date 14-03-2019.			

BMT5265	Corporate Social Responsibility (CSR)				L	T	P	J	C
					2	0	0	6	2
Pre-requisite	Nil	Syllabus version							
		v. 02.00							
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	CSR				3 hours				
Origin and Models of CSR- Identification of stakeholders- stakeholder issue mapping and internal competency analysis – Impact of stake holders on Setting CSR goals – Strategic CSR and sustainable business models –Porter’s framework									
Module:2	Companies Act of 2014				4 hours				
CSR Project Implementation and sustainable management – Measuring effectiveness- Reporting – Appointment of Board of Directors- Other legal frame works on implementation of CSR Corporate Identity and Ethics - CSR and Accountability - Leadership Capabilities and Competencies - Organizational Challenges and Limitations									
Module:3	Social alliances				2 hours				
NGOs and civil society- Environmental issues and their effects and implications- CSR as a Branding strategy									
Module:4	Role of Self Help groups				4 hours				
Role of Self Help groups and Non-Governmental Organizations in Implementation of CSR- Frameworks and Government Regulations									
Module:5	CSR in International Context				5 hours				
Europe and other Asian Countries- Industries implementing CSR- UN Framework for CSR- Practical experience with a company’s CSR policy- Guest lectures and Interactions with SHGs and NGOs involved with CSR programs of Corporates.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on CSR practices in the industry									
				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.							60 Non-contact hours		
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									
1.	David Chandler, William B Werther, (2013), Strategic Corporate Social Responsibility: Stakeholders in a Global environment,3rd edition, SAGE Publications.								
Reference Books									
1.	Mark S. Schwartz, (2011), Corporate Social Responsibility: An Ethical Approach, Broadview Press.								
2.	W. Timothy Coombs, Sherry J. Holladay (2011), Managing Corporate Social Responsibility: A Communication Approach 1st Edition, Wiley.								
3.	Brent D. Beal (2013), Corporate Social Responsibility: Definition, Core Issues, and Recent Developments								
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT									
Recommended by Board of Studies				05-08-2017					
Approved by Academic Council				No. 47		Date		05-10-2017	

Course code	Cross Cultural Management			L	T	P	J	C
BMT5266				3	0	0	0	2
Pre-requisite	Nil			Syllabus version				
				v. 02.00				
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:								
<ol style="list-style-type: none"> 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	Understanding Culture			7 hours				
<p>Understanding Culture: Meaning, - Characteristics - Levels of Culture, Approaches to Understand Societies Culture: Structuralist, Interpretivists, Cognitivists, Poststructuralists and Synthetic Approach</p> <p>Understanding Cultural Differences and Similarities across Globe: Dimensions of Culture - Florence Kluckhohn and Fred Strodbeck; Halls; Hofstede and Trompennars.</p>								
Module:2	Understanding Value Synchronization			5 hours				
<p>Understanding Value Synchronization:</p> <p>Organization and National Culture: Meaning of Organizational Culture, Types of Organizational Culture across globe.</p> <p>Motivation : Understanding cross cultural Implications by using Process and Content Theories of Motivation</p>								
Module:3				6 hours				
<p>Ethics, Ethical Dilemma and Ethical Decision Making -: Factors involved in Shaping business Ethics in global scenario; Informal Systems- Ethical Dilemma and solution through Ethical Theories.</p> <p>Negotiation: Meaning of Negotiation; Understanding negotiation through various Stages and Dimensions of Negotiation from cross cultural Perspective</p> <p>Conflict and Conflict Management Styles: Meaning of Conflicts; Conflict process and Conflict Management styles across nations</p>								
Module:4	International Business			5 hours				
<p>Factors and approaches that determines the MNEs.</p> <p>Expatriate: Life Cycle ; Understanding organizational and Personal Expectation towards Expatriate success: Emotional Intelligence and Cross Cultural Training Program. Live experience of Expatriates</p>								
Module:5				5 hours				
Cultural Influence in choice of Entry Strategy: 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	2 hours	
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Guest lecture by industry experts on cross cultural management practices.

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

1. ShobanaMadhavan, (2011), Cross Cultural Management Concepts and cases, Oxford University Press.
2. David C. Thomas , Mark F. Peterson, (2014), Cross-Cultural Management: Essential Concepts, 3rd edition, Sage Publications.

Reference Books

1. DipakKimar Bhattacharya (2010), Cross - Cultural Management: Text and Cases, Prentice Hall.
2. TaranPatel(2013), Cross-Cultural Management:A Transactional Approach, Routledge.
3. David Livermore, Soon Ang, Linn Van Dyne (2015), Leading with Cultural Intelligence: The Real Secret to Success , 2nd Edition, AMACON

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

Recommended by Board of Studies	05-08-2017
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Approved by Academic Council	No. 47	Date	05-10-2017
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BMT5267	Expatriate Management	L	T	P	J	C
		3	0	0	0	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
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:						
<ol style="list-style-type: none"> 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	International Human resource Management	6 hours				
Concepts- Cross cultural approach to HR strategies, policies and approaches- The influences of cross-cultural issues on organizations Selection, evaluation and coaching of international employees - Terrorism as a factor in International HR strategies- Interaction with team leaders of Multi-cultural teams						
Module:2	Developing planning, communications and intercultural skills	6 hours				
Types of international companies and the role of the corporate HR function -Global training and appraisal systems for a cross-cultural workforce- Training, monitoring and development of international staff						
Module:3	Expatriation and repatriation	5 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 and benefits	6 hours				
Compensation and performance management: An international perspective -Benchmarking global practices- Motivation and reward systems- International performance management -Issues with global compensation						
Module:5	International Organizations and Industrial Relations	5 hours				
Corporate culture and challenges in work place- Multi-national companies and their approaches to industrial relations- Employment and labour Laws: an international perspective on Equal opportunities						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on New Trends in Multinational companies – Crisis Handling strategies – Global Talent Management.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussion, Lectures						
Text Book(s)						
1.	P. Evans, V. Pucik, I. Bjorkman, (2011), The Global Challenge. International Human					

	Resource Management, 2nd edition, McGraw-Hill.		
Reference Books			
1.	Charles M. Vance, Yongsun Paik, (2015), Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, 3rd edition, Routledge.		
2.	John Selmer, (2015), Expatriate Management-New Ideas for International Business, Greenwood Publishing Group.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5268	Wealth Management	L	T	P	J	C
		2	0	0	6	2
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
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						
Module:1		4 hours				
Wealth Management 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.						
Anti-Money Laundering: Concept of money laundering, AML laws in India.						
KYC: Ensuring client's identity, Source of wealth, Source of funds, Monitoring of transactions and Education reporting						
Module:2		3 hours				
Wealth Management Process – Client Acquisition						
Wealth Management Process: Front office, Middle office and Back office						
Client Engagement: Client profiling, targeting and Building relationships						
Finding HNI Clients: Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family						
Understanding the Client						
Client Segmentation: Segmentation based on Personality, Age and way of accumulation, Risk & return preferences						
Customer Relationship Management (CRM)						
Module:3	Financial Planning	3 hours				
Risk return principle, Risk profiling, Human life cycle and Reading of people and their comfort zones						
Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation, Systematic Approach to Investing: Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP)						
Module:4		5 hours				
Asset Allocation: Asset classes and Model portfolio						
Constraints of the client - Construction of the efficient frontiers -Determination of the optimal portfolio and the corresponding asset allocation with the client - Periodical review of the assumptions, co-operation with the research and economic forecast departments.						
Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing						
Module:5	Tax Planning	3 hours				
Indian Tax Laws, Legalities in Wealth Management, Role of Wealth Management in Banking, Intergenerational Wealth Transfer & Tax Planning, International Taxation and Trust Planning						
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 Lecture from industry experts on contemporary wealth management decisions to fulfill their clients' goals.			
	Total Lecture hours:	20 hours	
Project: A maximum of students will form a group and a topic for project will be assigned. They will work for 60 non-contact hours to complete the project.		60 Non-contact hours	
# Mode: Flipped Class Room, Case Discussions, Lectures and Project			
Text Book(s)			
1.	Harold Evensky CFP, Stephen M. Horan, Thomas R. Robinson (2011), The New Wealth Management: The Financial Advisors Guide to Managing and Investing Client Assets, CFA institute, USA		
2.	Dun, Bradstreet (2009), Wealth Management, Tata Mcgraw Hill, India.		
Reference Books			
1.	Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA		
2.	Wealth Management Module: http://www.nseindia.com/education/content/module_ncfm.htm		
3.	G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA		
4.	Mark Haynes Daniell, Tom McCullough (2013), Family Wealth Management: Seven Imperatives for Successful Investing in the New World Order, Wiley, USA		
5.	Gregory Curtis(2012), The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors, Wiley.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT5269	Knowledge Management	L	T	P	J	C
		2	0	0	6	2
Pre-requisite	Nil	Syllabus version				
v. 01.00						
OBJECTIVES:						
<p>students will be able to comprehend global trends influencing the business environment</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>						
OUTCOME:						
<ol style="list-style-type: none"> 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 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	2 hours				
Knowledge Hierarchy, Knowledge Management (KM), KM Evolution, Knowledge Worker, Forms of Knowledge, Key Drivers of KM						
Module:2	Knowledge Management Life Cycle	4 hours				
Nonaka's Model of Knowledge Creation, Knowledge Sharing, Knowledge Utilization, KM Road Map. Importance of Tacit Knowledge, Challenges faced in Tacit Knowledge Externalization, Knowledge Transfer Techniques, Expert Knowledge						
Module:3	Aligning KM in organizations	4 hours				
HRM Practices and KM; Learning, Cognitive skills and KM; Creativity, Innovation and KM; Organizational Culture, Change and KM; Leadership and KM; ICTs and KM						
Module:4	Knowledge Management Tools	4 hours				
Diagnostic technologies and their value, Data management, information technology and organizational productivity, Web-centric knowledge management, Global, joint, simultaneous problem solving in a value network, Content Analysis						
Module:5	Social and Ethical Issues	4 hours				
Communities of Practice, Knowledge Friendly companies, knowledge transfer between academia and industry, KM System DeObjectivesment in various sectors.						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on Knowledge management in product development, Managing services and customer relationships, Product knowledge and innovation						
		Total Lecture hours:			20 hours	
Project: A maximum of students will form a group and a topic for project will be assigned. They will work for 60 non-contact hours to complete the project.		60 Non-contact hours				

# Mode: Flipped Class Room, Case Discussions, Lectures and Project			
Text Book(s)			
1.	Edwards. J.S, (2015), The Essentials of Knowledge Management, Palgrave Macmillan, UK.		
2.	North. K, G. Kumta, (2014), Knowledge Management: Value creation through organizational learning, Springer.		
Reference Books			
1.	Jennex M.E, (2007), Knowledge Management: Concepts, Methodologies, 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.		
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council	No. 47	Date	05-10-2017

BMT5270	Applied Operations Research				L	T	P	J	C
					3	0	0	0	2
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
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:									
<ol style="list-style-type: none"> 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 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	Advanced Linear Prgramming Problem				5 hours				
Linear Programming problem for more than two variables, use of artificial variables, Big M-method and Two phase method, special cases of linear programming problem.									
Module:2	Transportation and Assignment Problem				5 hours				
A general linear planning formulation of the transportation problem - Northwest corner rule – Least cost method. Vogel's approximation method – degeneracy in transportation problem – optimal solution - modified distribution method, unbalanced transportation problems - Hungarian method of solving assignment problem - unbalanced assignment problems									
Module:3	Project Scheduling				8 hours				
PERT/CPM networks - project scheduling with uncertain activity times - the critical path calculation.									
Module:4	Job Sequencing				5 hours				
Sequencing: Sequencing of 'n' jobs and '2' machines - 'n' jobs and '3', M machines –Processing two jobs through M machines									
Module:5	Application using software				5 hours				
Solving operation research problems using Excel-Solver and TORA Software.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on contemporary operational analytics tools used by corporates in decision making									
	Total Lecture hours:				30 hours				
# Mode: Flipped Class Room, Case Discussion, Lectures									
Text Book(s)									
1.	Wayne L. Winston and S. Christian Albright (2008). Practical Management Science, 3rd ed., South-Western College Pub								
2.	Hamdy Taha, (2003), Operations Research – 7 th edition, Prentice Hall India								
Reference Books									
1.	Kanti Swarup, P.K. Gupta & Man mohan, (2005), Operations Research, Sultan Chand & Sons								
2.	S.D.Sharma & Kedar Nath, (2004), Operations Research, , Ram Nath & Co.								
3.	V.K.Kapoor, (2002), Operations research Techniques for Management, Sultan Chand & Son								
Mode of Evaluation : Midterm, Quizzes , Assignments , Seminars , Term paper , Mini Projects and FAT									
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