



BBA (Hons.) Curriculum

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.

PLGs

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.

PLOs

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

CREDIT INFORMATION								
SI No	CATEGORY	CREDITS						
1	University Core	43						
2	University Electives	6						
3	Program Core	59						
4	Program Electives	33						
Total Credits		141						
University Core (43 credits)								
Course Code	Title	Course Type	L	T	P	J	C	Prerequisites
ENG1016	Writing Seminar	TH	3	0	0	0	3	
STS1011	Introduction to Soft Skills	SS	3	0	0	0	1	
HUM1012	Introduction to Sociology	TH	3	0	0	0	3	
STS2012	Introduction to Etiquette	SS	3	0	0	0	1	
BMT3094	Summer Internship	PJT	0	0	0	0	2	
BIT1004	Cell Biology and Bio chemistry	ETL	3	0	2	0	4	
HUM1022	Psychology in Everyday Life	ETP	2	0	0	4	3	

University Core (43 credits)								
Course Code	Title	Course Type	L	T	P	J	C	PREREQUISITES
MAT1002	Mathematics for designers	TH	3	0	0	0	3	
BIT1026	Food, Nutrition and Health	TH	3	0	0	0	3	
HUM1043	Mass media and Society	ETP	2	0	0	4	3	
FSD1002	Fashion Arts and Design	ETP	2	1	0	4	4	
STS3011	Preparedness for External opportunities	SS	3	0	0	0	1	
BMT3095	Summer Project	PJT					6	
BMT1039	Business Ethics and Corporate Social Responsibility	TH	3	0	0	0	3	
BMT1040	Workshop on Design Thinking	PJT	0	0	0	0	1	
BMT1041	Workshop on Case development	PJT	0	0	0	0	1	
BMT1042	Workshop on Phenomenology	PJT	0	0	0	0	1	
	NON CREDIT COURSES							
BMT1038	Wellness	TH	3	0	0	0	0	
EXC1001	Extra-curricular activities(NSS and service to society through clubs)	ECA					0	

University elective (6 credits)						
Course title	L	T	P	J	C	Prerequisites
University Elective – I					3	
University Elective – II					3	

Note: Students have to select two University elective courses offered by any other school apart from Business School

Programme Core (59 credits)								
Course Code	Title	Course Type	L	T	P	J	C	Prerequisites
BMT1011	Business Law	TH	3	0	0	0	3	
BMT1006	Introduction to Information Systems	TH	3	0	0	0	3	
BMT1003	Microeconomics	TH	2	1	0	0	3	
BMT1736	Financial Accounting	TH	3	0	0	0	3	
BMT1737	Management Accounting	TH	3	0	0	0	3	BMT1736
BMT2001	Macroeconomics	TH	2	1	0	0	3	BMT1003
BMT1017	International Business	TH	3	0	0	0	3	
BMT1037	Introduction to Statistics I	ETL	2	0	2	0	3	
BMT1024	Management & Organisational Behaviour	TH	3	0	0	0	3	
BMT1007	Marketing Management	ETP	2	0	0	4	3	
BMT1008	Human Resources Management	TH	3	0	0	0	3	
BMT3001	Financial Management	ETP	2	0	0	4	3	BMT1736
BMT1009	Production and Operations management	TH	3	0	0	0	3	
BMT1010	Research Methods in Management	ETP	2	0	0	4	3	
BMT3002	Entrepreneurship	ETP	2	0	0	4	3	BMT3001 and BMT1007
BMT1035	Strategic management	TH	3	0	0	0	3	
BMT2022	Introduction to Statistics II	ETL	2	0	2	0	3	
BMT2023	Real World Business Solutions	TH	3	0	0	0	3	

BMT2024	Negotiations and Decision Making	TH	3	0	0	0	3	
BMT2025	Computer Based Analysis	LO	0	0	4	0	2	

Programme Electives (33 credits)								
Course Code	Title		L	T	P	J	C	Prerequisites
BMT2020	Financial Reporting	ETP	2	0	0	4	3	
BMT2021	Audit and Assurance	ETP	2	0	0	4	3	
BMT3005	Advanced Audit and Assurance	ETP	2	0	0	4	3	
BMT3006	Strategic Business Reporting	ETP	2	0	0	4	3	
BMT3007	Strategic Business Leader	TH	3	0	0	0	3	
BMT3008	Advanced Financial Management	TH	3	0	0	0	3	
BMT3009	Advanced Performance Management	TH	3	0	0	0	3	
BMT1014	Managing Personal Finance	ETP	2	0	0	4	3	BMT3001
BMT1012	Indian Financial System	TH	3	0	0	0	3	
BMT3003	Investment Analysis and Portfolio Management	ETP	2	0	0	4	3	BMT3001
BMT1013	Banking and Insurance	TH	3	0	0	0	3	BMT3001
BMT2007	Consumer Behaviour	ETP	2	0	0	4	3	
BMT2008	Advertising management	TH	3	0	0	0	3	BMT1007
BMT2009	Retail Management	ETP	2	0	0	4	3	
BMT2011	Training and Development	ETP	2	0	0	4	3	
BMT2012	Industrial Relations and Labour Law	TH	3	0	0	0	3	BMT1008
BMT2003	Organizational Change and Development	TH	3	0	0	0	3	BMT1024

BMT2010	Recruitment and Selection	TH	3	0	0	0	3	BMT1008
BMT2019	Performance Management	TH	3	0	0	0	3	
BMT3009	Advanced Performance Management	TH	3	0	0	0	3	
BMT2004	Information Systems Control and Audit	TH	3	0	0	0	3	BMT1006
BMT2005	Sales Management	ETP	2	0	0	4	3	BMT1007
BMT2006	Services Marketing	TH	3	0	0	0	3	
BMT1023	Project Management	TH	3	0	0	0	3	
BMT1022	Total Quality management	ETP	2	0	0	4	3	
BMT3004	Managing the family business	ETP	2	0	0	4	3	
BMT1036	Introduction to Business Analytics	ETL	2	0	2	0	3	
BMT1015	Principles of Taxation	TH	3	0	0	0	3	

Course code	Writing Seminar	L	T	P	J	C
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ENG1016		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		1.0				
Objectives:						
1.To enhance the verbal / non- verbal, written skills.						
2.To enable discussion and writing about complex, non-fiction readings centered on Writing about literacy, language and writing practices						
Outcome:						
The Students will be able to						
<ol style="list-style-type: none"> 1. Express themselves effectively in common college-level written forms using standard English. 2. To adopt and prepare scientific/ Research/ Management reports, Scientific articles, Text book preparation etc. 3. Revise and improve written projects. 4. Analyze arguments, in relation to their premises, assumptions, contexts, and conclusions 5. Use relevant evidence gathered through accepted scholarly methods and properly acknowledge sources of information. 						
Module:1	Introduction to business communication					6 hours
Written Communication – Models – Types of reports & purpose – Reaching the company, writing business project proposals, writing executive summaries.						
Module:2	Writing basics					8 hours
Research Report Preparation- Article summaries, Researching a company, Analysis of case study, Business Memo analysis, Resume and Professional Online Profile.						
Module:3	Writing Format					6 hours
Create a summative and evaluative annotated bibliography which properly cite sources; two of the three major writing projects require the use of an accepted academic citation styles to properly cite sources in-text and in the end bibliography.						
Three major scaffold writing projects with multiple drafts; portfolio with critical reflective writing about research, writing and revision						

Module:4	Writing reports	6 hours	
Business Communication – Types – Contents – Organising Reports- Conducting the board meetings and Presenting the reports.			
Module:5	Focused writing	5 hours	
Focused Writing: Discussion and writing about complex, non-fiction readings centered on Writing about Writings— literacy, language and writing practices			
Module:6	Low -stake writing	6 hours	
“Low-stakes” writing spread out across the course, i.e., journals, blogs, discussion posts, wiki entries			
Module:7	Rhetorical writing	6 hours	
Rhetorical analysis writing project that uses rhetorical vocabulary, identifies rhetorical moves			
Module:8	Contemporary issues	2 hours	
Guest Lecture by industry Experts			
		Total Lecture hours:	45 hours
Text Book(s)			
1.	Srinivasa Rao (2015), Communication & Journalism , Prentice Hall of India		
2.	Joseph Harris (2014), Rewriting: How to Do Things With Texts		
3.	by Gerald Graff and Cathy Birkenstein(2013), They Say, I Say: The Moves that Matter in Academic Writing		
Reference Books			
1.	Kolin, P. C. (2009) Successful Writing at Work, Concise (4th Ed.). Stamford, CT: Cengage Learning.		

Mode of Evaluation: CAT / Assignment / Quiz / Seminar/ FAT			
Recommended by Board of Studies	29.01.2020		
Approved by Academic Council	58	Date	26.02.2020

Course Code	Introduction to Soft Skills	L	T	P	C
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STS1011		3	0	0	1
Pre-requisite	NIL	Syllabus version			
		v.2.0			
Objectives:					
<ol style="list-style-type: none"> 1. To Identify and develop personal skills to become a more effective team member/leader. 2. To Examine, clarify and apply positive values and ethical principles. 3. To Develop habits which promote good physical and mental health. 					
Outcome:					
1. Enabling students to know themselves and interact better with self and environment					
Module:1					
Lessons on excellence				10 hours	
Ethics and integrity					
Importance of ethics in life, Intuitionism vs Consequentialism, Non-consequentialism, Virtue ethics vs situation ethics, Integrity - listen to conscience, Stand up for what is right					
Change management					
Who moved my cheese?, Tolerance of change and uncertainty, Joining the bandwagon, Adapting change for growth - overcoming inhibition					
How to pick up skills faster?					
Knowledge vs skill, Skill introspection, Skill acquisition, "10,000 hours rule" and the converse					
Habit formation					
Know your habits, How habits work? - The scientific approach, How habits work? - The psychological approach, Habits and professional success, "The Habit Loop", Domino effect, Unlearning a bad habit					
Analytic and research skills.					
Focused and targeted information seeking, How to make Google work for you, Data assimilation					
Module:2					
Team skills				11 hours	

<p>Goal setting SMART goals, Action plans, Obstacles -Failure management</p> <p>Motivation Rewards and other motivational factors, Maslow's hierarchy of needs, Internal and external motivation</p> <p>Facilitation Planning and sequencing, Challenge by choice, Full Value Contract (FVC), Experiential learning cycle, Facilitating the Debrief</p> <p>Introspection Identify your USP, Recognize your strengths and weakness, Nurture strengths, Fixing weakness, Overcoming your complex, Confidence building</p> <p>Trust and collaboration Virtual Team building, Flexibility, Delegating, Shouldering responsibilities</p>		
Module:3	Emotional Intelligence	12 hours
<p>Transactional Analysis Introduction, Contracting, Ego states, Life positions</p> <p>Brain storming Individual Brainstorming, Group Brainstorming, Stepladder Technique, Brain writing, Crawford's Slip writing approach, Reverse brainstorming, Star bursting, Charlette procedure, Round robin brainstorming</p> <p>Psychometric Analysis Skill Test, Personality Test</p> <p>Rebus Puzzles/Problem Solving More than one answer, Unique ways</p>		
Module:4	Adaptability	12 hours
<p>Theatrix Motion Picture, Drama, Role Play, Different kinds of expressions</p> <p>Creative expression Writing, Graphic Arts, Music, Art and Dance</p> <p>Flexibility of thought The 5'P' framework (Profiling, prioritizing, problem analysis, problem solving, planning)</p> <p>Adapt to changes(tolerance of change and uncertainty) Adaptability Curve , Survivor syndrome</p>		
Total Lecture Hours		45 hours
Text Book(s)		
1.	Chip Heath, How to Change Things When Change Is Hard (Hardcover), 2010, First	

	Edition,Crown Business.		
2.	Karen Kindrachuk, Introspection, 2010, 1 st Edition.		
3	Karen Hough, The Improvisation Edge: Secrets to Building Trust and Radical Collaboration at Work, 2011, Berrett-Koehler Publishers.		
Reference Books			
1.	Gideon Mellenbergh, A Conceptual Introduction to Psychometrics: Development, Analysis and Application of Psychological and Educational Tests,2011, Boom Eleven International.		
2.	Phil Lapworth, An Introduction to Transactional Analysis, 2011, Sage Publications (CA)		
Mode of Evaluation: FAT, Assignments, Projects, Case studies, Role plays,3 Assessments with Term End FAT (Computer Based Test)			
Recommended by Board of Studies	09-06-2017		
Approved by Academic Council	No. 45	Date	15-06-2017

HUM1012	Introduction to Sociology				L	T	P	J	C
		3	0	0	0	0	0	3	
Pre-requisite	Nil	Syllabus version							
v. 1.0									
Objectives:									
<ol style="list-style-type: none"> 1. To develop awareness amongst students on sociological perspective and sociological concept. 2. To introduce students to the basic social processes of society, social institutions and patterns of social behavior. 3. To acquaint students to explore and understand sociology not merely as a social science discipline but more than a distinctive branch of knowledge. 									
Outcome:									
<ol style="list-style-type: none"> 1. Define sociology as a discipline and explain how it is distinct from and related to other disciplines. 2. Demonstrate an understanding of the subject matter of the field of sociology, including the major concepts and vocabulary. 3. Explain the relevance of socialization, social structures, groups, and institution's influence and constrain on individual agency. 4. Understand and apply sociological concepts to personal, social, and organizational issues. 5. Analyze various social phenomena through the lens of sociological perspectives. 									
Module:1	Sociology	6 hours							
Definition – Nature-Field-Scope- Importance –Relationship with other social sciences.									
Module:2	Basic Concepts	6 hours							
Society – Community –Association -Institution - Social Structure -Social System - Social Action – Role and Status.									
Module:3	Culture	5 hours							
Meaning- Characteristics –Functions–Elements- Cultural Lag - Culture and Civilization.									
Module:4	Socialization	6 hours							
Meaning- Socialization as a Process- Importance - Agents of Socialization–Adult Socialization.									
Module:5	Social Groups	6 hours							
Meaning–Importance- Types: Primary group and Secondary group-In-group and Out-group-Reference group.									

Module:6	Social Processes	6 hours	
Associative processes (Cooperation, Accommodation, and Assimilation)- Dissociative processes (Competition and Conflict).			
Module:7	Social Stratification	6 hours	
Caste and Class-Changing Trends.			
Module:8	Invited Talk: Contemporary Issues	4 hours	
Total Lecture hours:		45 hours	
Text Book(s)			
1.	Bottomore, T B. (2010). <i>Sociology: A Guide to Problems and Literature</i> , Bombay, India: Routledge.		
Reference Books			
1.	Giddens, Anthony. (2013). <i>Sociology</i> , Delhi, India: Wiley.		
2.	Haralmbos, M. & Herald, R M. (2015). <i>Sociology: Themes And Perspectives</i> , New York, USA: Oxford University Pres.		
Mode of Evaluation: CAT / Assignment / Quiz / FAT / Seminar			
Recommended by Board of Studies	12-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

STS2012	Introduction to Etiquette	L T P J C	3	0	0	0	0	1
Course Pre-requisites	None							
Objectives	<ul style="list-style-type: none"> To develop skills on etiquette, thought process, quantitative, verbal and reasoning. 							
Outcome	<ul style="list-style-type: none"> Creating in the students an understanding of decision making models and generating alternatives using appropriate expressions 							
Unit No.	Topics	Hours						
1	Impression Management Types and techniques 1. Importance of impression management 2. Types of impression management 3. Techniques and case studies 4. Making a good first impression in an interview (TEDOS technique) 5. How to recover from a bad impressions/experience 6. Making a good first impression online Non-verbal communication and body language 1. Dressing, Appearance and Grooming 2. Facial expression and Gestures 3. Body language (Kinesics) 4. Keywords to be used 5. Voice elements (tone, pitch and pace)	8						
2	Thinking Skills Introduction to problem solving process 1. Steps to solve the problem 2. Simplex process Introduction to decision making and decision making process 1. Steps involved from identification to implementation 2. Decision making model	4						

3	Beyond Structure Art of questioning 1.How to frame questions 2.Blooms questioning pyramid 3.Purpose of questions Etiquette 1.Business 2.Telephone etiquette 3.Cafeteria etiquette 4.Elevator etiquette 5.Email etiquette 6.Social media etiquette	4
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Course code	Course Title					L	T	P	J	C
BMT3094	Summer Internship					0	0	0	0	2
Pre-requisite	As per the academic regulations					Syllabus version				
						1.0				
Objectives:										
Apply their knowledge in real-life environments through an industry study for four weeks										
Outcome:										
1. Learn current methods from expert practitioners; 2.. Apply learned theoretical content in a practical business setting; 3.. Measure and evaluate skill set and knowledge base relative to the needs of business										
Contents										
1. Introduction 2. Organisational analysis 3. Internship analysis 4. Application of a management theory 5. Internship experience reflections on learning & growth 6. Reference										
Mode of Evaluation: Periodic reviews, Presentation, Final oral viva										
Recommended by Board of Studies					18.01.2021					
Approved by Academic Council					No:61		Date		18.02.2021	

Course code	Course title	L	T	P	J	C
BIT1004	Cell biology and Biochemistry	3	0	2	0	4
Pre-requisite	NIL	Syllabus version				
		v. 1.0				
Objectives:.						
<ol style="list-style-type: none"> 1. Analyze cell structure and its functions 2. Illustrate the structure and functions of biomolecules 3. Distinguish the concept of central dogma, cell cycle and cell signalling 						
Outcome:						
<ol style="list-style-type: none"> 1. Define and recall the cell structure and functions 2. Classify the cell constituents and biomolecules 3. Demonstrate the characteristic features, properties and types of macromolecules 4. Formulate the basic concepts of enzymes and its regulations 5. Elaborate the principles and regulations of replication, transcription and translation mechanism 6. Appraise the skills of cell cycle events and signal transduction process in cell, tissue and organ level 						
Module:1	Cell structure and Functions	6 hours				
Prokaryotic and eukaryotic cell structure; biomembrane, Transport across cell membranes – passive diffusion, facilitated diffusion, co-transport and active transport. Cell organelles, cytoskeleton structure and functions.						
Module:2	Biomolecules	6 hours				
Types of macro molecules, metabolites and products. Properties of water. Cellular carbohydrates, lipids and their classification.						
Module:3	Proteins	6 hours				
Classification and properties of amino acids. Peptides and structure of proteins.						
Module:4	Enzymes	7 hours				
Classification, catalysis, properties, cofactors, coenzymes and inhibitors. Thermodynamics and						

kinetics - Michaelis-Menten equation. Regulatory enzymes.		
Module:5	Nucleic acids	4 hours
DNA and RNAs. Nucleoside and nucleotides. Structure, function and properties of nucleic acids.		
Module:6	Central dogma 7 hours	7 hours
Exploratory Factor analysis – designing a factor analysis – assessing overall fit – validation of factor analysis		
Confirmatory factor analysis – developing the overall measurement model – assessing measurement model validity – modifying the measurement model		
Module:7	Cell cycle and signal transduction 7 hours	7 hours
Mitosis and meiosis. Cell cycle control system, regulation of check points by mitogens, cyclins and cdk. Cell signaling and transport: Autocrine, paracrine and endocrine signaling molecules, secondary signaling molecules and signal transduction.		
Module:8	Contemporary issues:	2 hours
Industrial expert lecture		
	Total Lecture hours:	45 hours
Text Book(s)		
1.	Harvey Lodish , Arnold Berk , Chris A. Kaiser , Monty Krieger, Anthony Bretscher , Hidde Ploegh, Angelika Amon ,Matthew P. Scott. 2012. Molecular Cell Biology 7th edition. W.H. Freeman. USA.	
Reference Books		
1.	Victor Rodwell, David Bender, Kathleen M. Botham, Peter J. Kennelly, P. Anthony Weil. 2015.	
2.	Harpers Illustrated Biochemistry 30th Edition. McGraw-Hill education, USA.	
3.	Geoffrey M. Cooper and Robert E. Hausman. 2013. The Cell: A Molecular Approach. 6th edition. Sinauer Associates, Inc. USA.	
4.	Bruce Alberts, Alexander Johnson, Julian Lewis, David Morgan, Martin Raff, Keith Roberts and Peter Walter. 2014. Molecular Biology of the Cell. 6th edition. Garland Science, USA.	
Mode of Evaluation: CAT / Assignment / Quiz / FAT / Seminar		
List of Challenging Experiments (Indicative)		
1	Preparation of reagents, buffers and basic calculations.	2 hours

2	Quantitative estimation of reducing sugars in samples.	2 hours
3.	Quantitative estimation of non-reducing sugars.	2 hours
4.	Quantitative estimation of proteins.	2 hours
5.	Functioning of microscopes; studying the diversity of cells using permanent slides.	2 hours
6.	Subjecting cells to different pH, concentrations and analyzing the structural changes occurring due to osmosis.	2 hours
7	Growing root tips of different plants and comparing the chromosome number by fixing at metaphase stage.	2 hours
8	Comparison of various stages of Meiosis I and Meiosis II during microsporogenesis of <i>Rheo discolor</i> .	2 hours
9	Extraction of genomic DNA from a microbe/plant/animal cell.	2 hours
10	Quantification of DNA/RNA	2 hours
Total Laboratory Hours		20 hours
Mode of assessment : Written examinations, assignments and quizzes		
Recommended by Board of Studies	03.08.2017	
Approved by Academic Council	No. 46	Date 23-8-2017

Course code	Course title	L	T	P	J	C
HUM1022	PSYCHOLOGY IN EVERYDAY LIFE	2	0	0	4	3
Pre-requisite	Nil					
Objectives:						
<ol style="list-style-type: none"> 1. To enhance the mental health and well-being of the individual. 2. To prepare themselves for success in their life. 3. To enhance self-esteem, self- confidence, problem solving skill, and Interpersonal communication skill. 4. To understand one’s strengths and weakness so as to reach self-actualization. 						
Outcome:						
<ol style="list-style-type: none"> 1. Improved adaptive thinking and adaptability of the students through scientific study. 2. Understand the nature of self-concept and its importance for personal and social adjustment. 3. Comprehend the fundamental processes of social perception and social cognition. 4. Effective way of communication and reduced interpersonal conflict. 5. Improved individual and group problem solving skill. 						
Module:1	Adjustment:	2 hours				
Meaning, factors of adjustment and causes of adjustment problems.						
Module:2	Concept of Self :	5 hours				
Nature of self-concept, self-discrepancies, coping with self-discrepancies, factors shaping the self-concept- importance of self-esteem, development of self-esteem, building self-esteem. self-						

regulation: self- efficacy, developing self- efficacy, self- defeating behavior.			
Module:3	Social Perception and Social Cognition:	3 hours	
Meaning – process – errors			
Module:4	Communication and conflict:	5 hours	
Positive interpersonal climate, conversational skill, self-disclosure, effective listening, developing an assertive communication style - interpersonal conflict: types of conflict, styles of managing conflict, dealing constructively with conflict.			
Module:5	Group Dynamics	4 hours	
Meaning of group –nature –types of groups – group problem solving.			
Module:6	Stress and coping:	5 hours	
Nature of stress, Responding to stress, Potential effects of stress – Coping with stress: Appraisal-focused strategies, Problem-focused strategies, and Emotion-focused strategies.			
Module:7	Counselling and Psychotherapy	4 hours	
Meaning, Nature, Process and Skills.			
Module:8	Contemporary issues:	2 hours	
Guest Lectures by Industry Experts			
	Total Lecture hours:	30 hours	
Text Book(s)			
1.	Weiten,W., & Lloyd,M.A.(2007), “Psychology Applied to Modern Life: Adjustment in the 21 st Century”, 8 th edition, Canada,Words worth.		
Reference Books			

1.	Rathus,S.A.(1998), “Psychology Principles in Practice”, Holt, Rinehart and Winston.
2.	Myers, D.G.(2010), “Social Psychology”, 10 th edition, New York. NY: McGraw Hill Education.
3.	Coon,D & Mitterer,J.O.(2007), “Introduction to Psychology: Gate ways to Mind and Behaviour”, 11 th edition, United States, Thomson Wordsworth.
Mode of Evaluation: CAT / Assignment / Quiz / FAT / Project / Seminar	
Recommended by Board of Studies	DD-MM-YYYY
Approved by Academic Council	No. 41 Date 17-06-2016

Course Code	Course title	L	T	P	J	C
MAT1002	MATHEMATICS FOR DESIGNERS	3	0	0	0	3
Pre-requisite	None	Syllabus version				
Anti-requisite	Nil	1.1				
Objectives						
The aim of this course is to provide a solid foundation of mathematics in Industrial Design						
Outcomes						
At the end of the course the student should be able to [1] understand matrices, its properties and applications [2] understand basic trigonometric expansions and its applications [3] apply differential calculus for finding extrema and curve-tracing, and solve differential equations [4] apply integration methods for measuring areas and volumes [5] learn how to use analytical geometry in design [6] understand fractals, Fibonacci series, Golden ratio and their applications in pattern making						
Module:1	Matrices in Design	7 hours				
Introduction to Matrices from Designer's perspective –Symmetric matrices and determinants – Elementary transformations - Solution of a system of linear equations by inversion method– Rank of a matrix – Eigen values and eigen vectors of matrices – Basics of MATLAB						
Module:2	Trigonometry	6 hours				
Trigonometric ratios - de Moivre's theorem- Expansion of $\sin n\theta$, $\cos n\theta$ and $\tan n\theta$ - Hyperbolic and inverse hyperbolic functions - Applications to heights and distances						
Module:3	Differential Calculus	7 hours				

Derivative and its physical interpretation – Rules of differentiation - Higher order derivatives – Local maxima and minima – Concavity and points of inflection – Elementary concepts of curve tracing - Elementary applications to rate flow problems - MATLAB Tutorial		
Module:4	Differential Equations	6 hours
Formation and solution of differential equations: variable separable, exact and linear equations - Solution of second order homogenous differential equations with constant coefficients – Applications to electrical and mechanical circuits		
Module:5	Integral Calculus	6 hours
Definite integral and its properties – Applications to averages, areas between plane curves, volumes of solids and solids of revolution - MATLAB Tutorial		
Module:6	Analytic Geometry	7 hours
Direction cosines and direction ratios - Plane, straight line and sphere and their vector representation - Shortest distance between two skew lines – Surfaces by spherical and cylindrical polar coordinates – Basic shapes of solids		
Module:7	Proportions and Fractals	4 hours
Golden proportions and construction of Golden spiral – Basic concepts of Fractals		
Module:8	Expert Lecture on Mathematics for Designers	2 hours
	Total Number of Lecture hours:	45 hours
Text Book(s)		
1.	Advanced Engineering Mathematics , Dennis G Zill, Warren S Wright, 6 th Edition, Jones & Bartlett Learning, (2017)	
2.	Single Variable Calculus: Concepts and Contexts , James Stewart, 4 th Edition, Brooks/Cole, Cengage Learning, (2009)	
3.	Plane Trigonometry , Loney S. L., 14 th Edition, Arihant Publications, (2016)	
4.	Fractals and Chaos - An Illustrated Course , Paul S Addison, CRC Press, (1997)	
Reference Books		

1.	Calculus and Analytic Geometry , George B Thomas, Jr., Ross L. Finney, 9 th Edition, Pearson, (2002)							
2.	Geometry of Design – Studies in proportion and Composition , Kimberly Elam, 2 nd Revised Updated Edition, Princeton Architectural Press, (2011)							
3.	Higher Engineering Mathematics , B.S. Grewal, 44 th Edition, Khanna Publishers, (2018)							
4.	MATLAB Primer , Timothy A. Davis Kermit Sigmon, 7 th Edition, CRC Press, (2005)							
Mode of Evaluation: CAT / Assignment / Quiz / FAT / Project / Seminar								
Recommended by Board of Studies		09-11-2018						
Approved by Academic Council		No. 53	Date	13-12-2018				
Course code	Course title			L	T	P	J	C
BIT 1026	Food, Nutrition And Health			3	0	0	0	3
Pre-requisite	Nil			Syllabus version				
				v. 1.2				
Objectives:								
To give an overview on general aspects of nutrition and health								
Outcome:								
Students will be able to take independent decision on the choice of food to prevent life style diseases.								
Module:1	Nutrients In Food			6 hours				
Macro nutrients- carbohydrates, proteins and lipids. Micronutrients-Minerals: Calcium, Magnesium, Iron, Zinc, Copper and Selenium; Vitamins.								
Module:2	Nutritional Physiology			6 hours				

Digestion, absorption, and utilization of major and minor nutrients.			
Module:3	Energy Calculation	6 hours	
Energy balance and methods to calculate individual nutrient and energy needs. Planning a healthy diet.			
Module:4	Food related Nutritional Disorders I	6 hours	
Causes of life style and stress related diseases. Cardio-vascular diseases, hypertension, obesity			
Module:5	Food related Nutritional Disorders II	6 hours	
Cancer, diabetics, ulcers, electrolyte and water imbalance. Health indices. Preventive and remedial measures.			
Module:6	Food and Health	5 hours	CO4
Functional and “Super” Foods - role in optimal nutrition. Sugar, protein and fat substitutes. Food and behavior- physiological disturbances in alcoholism, drug abuse and smoking.			
Module:7	Food Related Laws	5 hours	CO5
Inspection – Microbial Indicators of product quality – Indicators of food safety – Microbiological safety of foods - control strategies – Hazard Analysis Critical Point System (HACCP concept)- Microbiological criteria			
Module:8	Contemporary issues:	5 hours	
Lecture by industrial expert			
	Total Lecture hours:	45 hours	
Text Book(s)			
1.	Nutrition- Concepts and Controversies. 2014. Frances Sienkiewicz Sizer and Ellie Whitney, 13e. Thompson Wadsworth.		
Reference Books			
1.	Understanding Nutrition. 2010. Ellie Whitney, Sharon Rady Rolfes, 11e. Thompson Wadsworth.		
2.			

3.	Nutritional Sciences- From Fundamentals to Food.2013. Michelle McGuire, Kathy A. Beerman,2nd e. Thompson Wadsworth.		
	Yasmine Motarjemi, Huub Lelieveld, Food Safety Management - A Practical Guide for the Food Industry (2014), 1st Edition, Academic Press, London, UK		
Mode of Evaluation:			
Recommended by Board of Studies	03-08-2017		
Approved by Academic Council	No. 46	Date	24-08-2017

HUM1043	Mass Media and Society	L	T	P	J	C
		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		1.0				
Course Objectives:						
<ol style="list-style-type: none"> 1. To make the students get exposed to the basics of mass media particularly their types, models, theories etc. 2. To enable them to understand the role of mass media in different areas and changes brought about by them in those areas. 3. To sensitize the students to know about various social problems caused by mass media. 						
Expected Course Outcome:						
<ol style="list-style-type: none"> 1. Gain insights on basic conceptual knowledge about communication and media. 2. Comprehend the impact of mass media in knowledge dissemination and social awakening. 3. Cognize the contribution of mass media towards social and economic development. 4. Understand the global culture and its influence through mass media. 5. Develop awareness on social problems and the intervention of mass media in addressing the social problems. 						
Module:1		4 hours	CO: 1			
Communication: Meaning–Need–Types–Models-Theories of communication.						
Module:2		4 hours	CO: 2			

Role of Mass Media: Role of Press, Radio, Cinema, and Television in knowledge dissemination and social awakening.			
Module:3		5 hours	CO: 2
Impact of Mass Media on Society: Impact on Family, Marriage, Religion, Economy, Education, and Polity.			
Module:4		3 hours	CO: 3
Mass Media and Economic Development: Impact on Economic Development with reference to Agricultural and Industrial Development.			
Module:5		4 hours	CO: 3
Mass Media and Social Development: Impact on Literacy and Educational Development, Health and Family Welfare, and Women Empowerment.			
Module:6		4 hours	CO: 4
Mass Media and Globalization: Relationship between Mass Media and Globalization - Role of Mass Media in diffusing global culture and global consumerism in India.			
Module:7		4 hours	CO: 5
Mass Media and Social Problems: Violence - Sexual Harassment Pornography – Crime - Juvenile Delinquency.			
Module:8	Interaction with Media Persons	2 hours	CO: 3
Total Lecture hours:		30 hours	
Text Book(s)			
1.	Kumar, K.J. (1995). <i>Mass Communications in India</i> , Mumbai, India: Jaico Publishing House.		
Reference Books			
1.	Vil'anilam, J.V. (2004). <i>Communication and Mass Communication in India</i> , Delhi: India: B.R. Publishing Corporation.		
2.	DeFleur, M.L. and Dennis, E.E. (1991), <i>Understanding Mass Communication</i> , New Delhi: India: Goyal Saab.		
Project			
1.	Research projects on role of mass media in knowledge dissemination and social awakening		

0.	Research Projects on impact of mass media on family life.		
0.	Research Projects on role of mass media in socio-economic development		
0.	Case studies on media and social problems in India.		
0.	Short films on relationship between mass media and globalization.		
Mode of Evaluation: CAT / Assignment / Quiz / FAT / Project / Seminar			
Recommended by Board of Studies	DD-MM-YYYY		
Approved by Academic Council	No. 41	Date	17-06-2016

Course Code	Fashion Arts and Design	L	T	P	J	C
FSD1002		2	1	0	4	4
Pre-requisite	Nil	Syllabus version				
		1.0				
Objectives:						
<ol style="list-style-type: none"> 1. To enable the students to understand the fundamental concepts of designing 2. To impart knowledge on the classification and characteristics of elements and principles 3. To train the students in art and designing 						

Outcomes:		
<ol style="list-style-type: none"> 1. Interpret the visual content, mood and expression of art and design 2. Develop designs and fashion figures using the various elements and principles 3. Create various shapes, motifs and patterns in silhouette, printing and embroidery 		
Module:1	Introduction to Design	4 hours
Introduction to Design, motif, pattern; Design - Structural and Decorative; Types of motifs - geometric, stylized, natural, abstract; patterns from lines, shape and color, types of pattern repeats - full drop, half drop, diamond, random, block, brick, ogee; Perspective in designing; Introduction to elements and principles of designing		
Module:2	Elements - Dot, line, Shape, Form	4 hours
Dot to Line, eye movement, types of line - horizontal, vertical, diagonal, zigzag, curve; characteristics of line; Moods ideas, illusion with respect to lines; importance of lines in designing, silhouette, garments; Shape - definition, from nature, geometric shapes; Shape - 2D; form of line, color; Body shapes of men and women; Form - 3D; shape and dimensions; importance of shape and form in designing and clothing		
Module:3	Elements - Space, Texture	4 hours
Space - definition and importance in designing; positive space and negative space; visual perception; figure ground relationship - Gestalt theory of perception and principles; Texture - definition and importance in designing; textures from artificial objects and natural objects; different textures of fabric and finish; types of texture - actual and implied		
Module:4	Visual Elements - Color and Value	4 hours
Color - definition; basics of color - hue, value, intensity; Color theory - light and pigment; Munsell color system; Color schemes - monochromatic, analogous, complementary, split complementary, triad; warm and cool colors; psychological effects of color; color selection of clothing based on person and season		
Module:5	Principles - Balance, Rhythm, Emphasis	4 hours
Balance - introduction and importance in design, types - symmetrical, asymmetrical, radial; Rhythm - introduction and importance in design, types - rhythm by repetition, radiation, gradation, transition, opposition; Emphasis and subordination - Introduction and importance; various elements to create the center of attraction		

Module:6	Principles - Contrast, Proportion, Harmony	4 hours
Contrast - elements used; contrast to add interest and excitement; Introduction to harmony, unity and variety; principles of achieving harmony in apparel designing; Proportion - introduction, relationship with size, scale, amount or number; proportion and body size		
Module:7	Art styles	4 hours
Renaissance, Gothic. Modern art, Postmodern Art, Neo classicism, Romanticism, Realism, Impressionism, Expressionism, Cubism, Futurism, Fantasy, Dada , Pop art, Feminist Art, Surrealism		
Module:8	Contemporary issues	2 hours
Total Lecture hours:		30 hours
Text Book(s)		
1.	Volpintesta, The Language of Fashion Design: 26 Principles Every Fashion Designer Should Know, 2014, 1st Edition, Rockport Publishers, USA	
0.	G. Ellinwood , Fashion by Design, 2011, 1st Edition, Fairchild Books, London	
0.	ichner-Rathus, Understanding Art, 2016, 11th Edition, Cengage Learning Inc, USA	
Reference Books		
1.	s D. K. Ching, Steven P. Juroszek, Design Drawing, 2010, 2nd edition, Wiley, USA	
0.	av Dhange, Elements and principles of fashion design: For beginners, 2012, 1st Edition, LAP LAMBERT Academic Publishing, Germany	
Mode of Evaluation: CAT / Assignment / Quiz / FAT / Project / Seminar		
Tutorial		

1.	Practicing with lines for Line movement and illusion	2 hours
0.	Practicing on perspective drawing	2 hours
0.	Practicing with Shape, form, positive and negative	2 hours
0.	Creating various textures using art media, various objects (natural and manmade)	2 hours
0.	Drawing the color wheel and practicing tint, tones and shades of hue	2 hours
0.	Creating patterns from elements	1 hour
0.	Creating motifs - geometric, stylized, natural, abstract	1 hour
0.	Create 3D illustrations using objects	1 hour
0.	Create garment designs with color, contrast and textural effects	1 hour
0.	Create garment designs from principles - balance, proportion, rhythm, emphasis, harmony	1 hour
Total Tutorial Hours		15 hours
Mode of assessment:		
Recommended by Board of Studies	29.05.2019	
Approved by Academic Council	No. 55 th	Date 14.06.2019

Course Code	Preparedness for External Opportunities	L	T	P	C
STS3011		3	0	0	1
Pre-requisite	NIL	Syllabus version			
		v.1.1			
Objectives:					
<ul style="list-style-type: none"> To develop essential skills for post-academic scenarios 					
Outcome:					
1. Enabling students acquire skills for preparing for interviews, presentations and higher education					
Module:1	Interview skills	3 hours			
Types of interview					
1. Structured and unstructured interview orientation 2. Closed questions and hypothetical questions					
3. Interviewers' perspective					
4. Questions to ask/not ask during an interview					
Techniques to face remote interviews					
1. Video interview					
2. Recorded feedback					
3. Phone interview preparation					
Mock Interview					
1. Tips to customize preparation for personal interview 2. Practice rounds					
Module:2	Resume skills	2 hours			

Resume Template

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

Use of power verbs

1. Introduction to Power verbs and Write up

Types of resume

1. Quiz on types of resume

Customizing resume

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

Module:3	Presentation skills	6 hours
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Preparing presentation

1. 10 Tips to prepare PowerPoint presentation
2. Outlining the content
3. 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

Course Code: BMT3095	Course Title	L	T	P	J	C
	Summer Project	0	0	0	0	6
Pre-requisite	As per the academic regulations	Syllabus version				
Objectives:						
Apply business principles to solve structured and unstructured problems through an Eight week project						
Outcome:						
1: Distinguish business problem and establish research hypotheses. 2: Examine and set up a framework for investigating and analyzing research problem in an academic perspective. 3: Relate their acquired knowledge to analysis, synthesis and evaluation activities encountered in their workplace.						
Contents						
Stage 1: Select a Topic: select a topic in the functional area of your interest-as agreed by the company - should be time-relevant and help you in higher studies / placement Stage 2: Define the Problem Ask yourself-why this research? How does the company benefit? Does the problem help me gain insight on the concept studies or the way company functions? Stage 3: Review of Literature Relevant literature - record the reviews systematically (ref. appendix 1) - Literature review should help in identifying the need /gap + should help in providing more insight into the subject Stage 4: Formulate Hypothesis Stage 5: Choose a research Method Decide on the sampling method, technique, number and sample units Design and test data collection instrument (ex: Questionnaire, scheduler etc) Stage 6: Pre-test and Collect Data Stage 7: Analyse Data Stage 8: Report in APA format						

Mode of Evaluation: Periodic reviews, Presentation, Final oral viva,			
Recommended by Board of Studies	18.01.2021		
Approved by Academic Council	No:41	Date	18.02.2021

Course code	Business Ethics and Corporate Social Responsibility	L	T	P	J	C
BMT1039		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		1.0				
Objectives:						
1. To Import Knowledge of Business Ethics to the Student. 2. To Impart Knowledge of various Business Ethics practices. 3. To promote the concept of business ethics blended with corporate social responsibility in the minds of the students towards their corporate vision.						
Outcome:						
1. Identify reasons why businesses and business people should be ethical and socially responsible and provide examples of businesses and people that are doing so. 2. Identify and address common ethical issues that arise for individuals, managers, and businesses. Apply the various approaches for resolving ethical dilemmas. 3. Identify the key management tools that apply to "managing for ethical conduct." 4. Analyze the ethics and social responsibility issues of an industry and companies within that industry. 5. Use information resources to analyze ethics and social responsibility issues in a debate format.						
Module:1	Introduction to Business Ethics	6 hours				
Values – Importance, Sources of Value Systems, Types, Loyalty and Ethical Behaviour, Values across Cultures; Business Ethics – Nature, Characteristics and Needs, Ethical Practices in Management.						

Module:2	Business ethics – Conceptual background	8 hours	
Roots of business ethics-Religious ethics as business ethics basis-Protestant ethics, ethics of Orthodoxy-modern concepts in business ethics-Ethics of advantage (Utilitarianism by I. Bentham)- Ethics of duty (Deontic Ethics, a categorical imperative of I. Kant)- Ethics of justice (egalitarianism, "capitalist" justice, "communistic" justice, theory of justice by D. Rolls).			
Module:3	Ethics and Morality, Ethical Dilemma	6 hours	CO 2&3
Resolving ethical dilemma, Ethical decision making, Ethical competency, Conflict of interest.			
Module:4	Application of Ethics in Functional areas of business	6 hours	CO 2&3
Marketing, Finance, HR, Information Technology.			
Module:5	Ethical issues in Management	5 hours	CO 3
Cultural differences -examples of cultural differences- Various global ethical issues - sexual and racial discrimination, human rights, price discrimination, bribery, harmful products, pollution, and privacy - role of ethics in the economic performance of a nation and its society.			
Module:6	Introduction to Corporate Social Responsibility	6 hours	CO 4&5
Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society -Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India -CSR and Indian Corporations- Legal Provisions and Specification on CSR, A Score Card, Future of CSR in India - Role of NGO's and International Agencies in CSR, Integrating CSR into Business			
Module:7	Areas of CSR and CSR Policy	6 hours	CO 4&5
CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society - Designing CSR Policy-Factors influencing CSR Policy, Role of HR Professionals in CSR -Legislative Measures of CSR: Corporate, Labour, Stakeholders, Environmental and Pollution - Global Reporting Initiative; major codes on CSR - CSR and Sustainable Development - CSR through Triple Bottom Line in Business			
Module:8	Contemporary issues		2 hours
Guest Lecture by industry Experts			
	Total Lecture hours:	45 hours	
Text Book(s)			
1.	Ethics in Business, Mandal S.K, Tata McGraw Hill.		
2.	Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.		
3.	Perspectives In Business Ethics, Artman, Laura; Chatterjee, Abha 3/e TATA McGraw Hill. Corporate Social Responsibility, Philip Kotler, Nancy Lee, Wiley.		

3.			
Reference Books			
1.	Larue Tone Hosmer, "The Ethics of Management", Richard D. Irwin Inc., 2010.		
2.	Ariely, Dan. (2010). Predictably irrational. Harper Collins: New York, New York		
3.	Fredrich, J. & L. Ferrell (2011, 8th ed.). Business Ethics: Ethical decision making and cases.		
4.	Hartman, L., Desjardins, J., MacDonald, C., Business Ethics: Decision Making for Personal		
5.	Integrity and Social Responsibility (2013), Third edition, McGraw-Hill. W.H. Shaw, "Business Ethics", Cengage Learning, 2016.		
6.	Doasgupta & Sangupta, " Government and Business in India Kaur Tripat, Values & Ethics in		
7.	Management", Galgotia Publications, 2015.		
8.	Blow field, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.		
9.	Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility- A European Perspective, Edward Elgar. University of Delhi.		
Mode of Evaluation: Lectures, Individual Exercises, Team Exercises, Assignments and Continuous Assessment tests.			
Recommended by Board of Studies	18.01.2021		
Approved by Academic Council	No:41	Date	18.2.2021

Course code	Workshop on Design Thinking	L	T	P	J	C
BMT1040		0	0	0	0	1
Pre-requisite	NIL	Syllabus version				
		1.0				
Objectives:						
1. To instill the capacity to appreciate managerial phenomena in a wider context						
2. To provide opportunity for hands on learning using diverse approaches						
Outcome:						
Students will be able to						
1. Apply novel solutions to managerial problems using a diverse perspective						
2. Display a nuanced understanding of complex real world business situations						
	Work shop on Design thinking (Conducted over 2 or 3 days)	15 Hours				
Human centered design Interviewing and empathy building techniques Making sense of observation and design Ideation Developing and testing prototypes Business model innovations Business cases						
Reference Materials						

Tom Kelly (2002) The Art of Innovation: Lessons in Creativity From IDEO, America’s Leading Design Firm			
Tim Brown (2009) Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperBusiness,			
Jeanne Liedtka, Randy Salzman, and Daisy Azer (2017), Design Thinking for the Greater Good: Innovation in the Social Sector ,Columbia Business School Publishing			
Other Resources			
Human-Centered Design Toolkit (IDEO); https://www.ideo.com/post/design-kit			
Design Thinking Boot Camp	Bootleg	(Stanford D-School)	
https://dschool.stanford.edu/resources/the-bootcamp-bootleg			
Collective Action Toolkit		(frogdesign);	
https://www.frogdesign.com/wpcontent/uploads/2016/03/CAT_2.0_English.pdf			
Design Thinking for Educators (IDEO); https://designthinkingforeducators.com/			
Mode of Evaluation: Mini group /individual project submission based on workshop assessed out of 100 Marks			
Recommended by Board of Studies	18.01.2021		
Approved by Academic Council	No:41	Date	18.02.2021

Course code	Workshop on Case development	L	T	P	J	C
BMT1041		0	0	0	0	1
Pre-requisite	Nil	Syllabus version				
		1.0				
Objectives:						
1. To instill the capacity to critically analyses business situations						
2. To develop a real world business case						
Outcome:						
Students will be able to						
1. Apply case method in business problem solving						
2. Develop a case and apply management concepts and techniques to build solutions						
	Work shop on case development (Conducted over 2 or 3 days)	15 Hours				
Setting the problem						
Defining objectives						
Framing analysis using theories						
Defining methodology						
Unit of analysis						
Collecting data						
Analysing						

Interpreting the findings Evaluating the case			
Reference Materials			
Barnes, L. B., Christensen, C. R., & Hansen, A. J. (1994). <i>Teaching and the case method</i> (3rd ed.). Boston: Harvard Business School Press.			
Bruner, R. (2002). <i>Socrates' muse: Reflections on effective case discussion leadership</i> . New York: McGraw-Hill.			
Mode of Evaluation: Mini group /individual project submission based on workshop assessed out of 100 Marks			
Recommended by Board of Studies	18.01.2021		
Approved by Academic Council	No:41	Date	18.02.2021

Course code	Workshop on Phenomenology	L	T	P	J	C
BMT1042		0	0	0	0	1
Pre-requisite	Nil	Syllabus version				
		1.0				
Objectives:						
1. To instill the capacity to appreciate qualitative research using phenomenology approach						
2. To comprehend phenomenology approach						
Outcome:						
Students will be able to						
1. Apply phenomenology in problem solving						
2. Display a nuanced understanding of complex real world problems						
	Work shop on Phenomenology (Conducted over 2 or 3 days)	15 Hours				
Introduction to phenomenology Understanding personal perspectives Qualitative research Observation Good practices and criteria Qualitative interviewing Qualitative analysis Writing and ethics						

Reference Materials			
Creswell, J. (2013). Qualitative Inquiry and Research Design: Choosing among Five Approaches, 3rd ed., Los Angeles: SAGE Publications			
John Paley (2016). Phenomenology as qualitative research, Routledge			
Mode of Evaluation: Mini group /individual project submission based on workshop assessed out of 100 Marks			
Recommended by Board of Studies	18.01.2021		
Approved by Academic Council	No:41	Date	18.02.2021

Course code	Wellness	L	T	P	J	C
BMT1038		3	0	0	0	0
Pre-requisite	Nil	Syllabus version				
		1.0				
Objectives:						
This course will enable the students to consider the management of work-related stress at an individual and organizational level, and will help participants develop and implement effective strategies to prevent and manage stress at work.						
Outcome:						
1. Identifying and recognizing stress						
2. Understanding the techniques of managing stress						
3. Helping self as well as others to overcome stress						
4. Preventing a stress syndrome and control it before it turns out to be stress						
Module:1	Stress	3 hours				
Concept, Definitions and types of stress. Basic condition of stress, Stress reaction, Consequences of stress						
Module:2	Causes of stress.	3 hours				
The impact of stress on human physical and mental health						
Module:3	Stress and Illness	6 hours				

Symptoms of stress. A possible sign of stress in young people.			
Module:4	Occupational Stress or Job Stress	5 hours	
Meaning, and concept. Effect of stress on job performance and job satisfaction. Sources of job stress: Organisational, Individual and environmental.			
Module:5	Stress Management Techniques	5 hours	
Aims of stress management. Coping strategies of stress in the organisation: Individual, and organisational strategies.			
Module:6	Remedial action to control stress	3 hours	
Techniques to combat stress: Cognitive behavioural techniques to change thinking, Problem-solving approach			
Module:7		5 hours	
Positive thinking, Relaxation training, Visualization, Learning Yoga Storytelling and Counseling Techniques			
Module:8	Contemporary issues:	2 hours	
Guest Lecture on 1-7 modules			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Walt Schafer (2008), <i>Stress Management</i> , Cengage Learning India Pvt. Ltd, New Delhi		
2.	Richard Regis (2004), <i>Stress Management</i> , NHRD Network, Coimbatore Chapter Jerrold S. Greenberg (2012), <i>Comprehensive Stress Management</i> , University of Maryland		
Reference Books			
1.	Rita Agarwal (2001), <i>Stress in Life at work</i> , Response Books		
2	D. M. Pestonjee (2008), <i>Stress and Coping: the Indian Experience</i> , 2 nd Edition, Sage Publications India Pvt. Ltd		
Mode of Evaluation : CAT I / CAT II / Assignments / Quizzes / FAT			
Recommended by Board of Studies	29.01.2020		
Approved by Academic Council	No:58	Date	26.02.2020

Detailed Syllabus – Programme Core

Course code	Business Law	L	T	P	J	C
BMT1011		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		1.0				
Objectives:						
To provide the students with practical legal knowledge of general business law issues.						
Outcome:						
At the end of this course students are able to						
1	obtain knowledge on Indian Contracts Act					
2	understand the advantages of Partnership and Consumer Protection Act					

3	learn the types of transactions covered under contract of sale.	
4	acquire knowledge on Management of companies and important aspects of International business transactions.	
Module:1	Introduction& General Contract	7 hours
Concept of Law – History on the Development of Mercantile Law in India - Sources of Mercantile Law- s- Agreement and Enforceability- Definition and meaning of contract-Classification of contracts-Essential elements of a valid contract- performance of contract. Discharge of contract – Modes of discharge – breach of contract – remedies of breach of contract		
Module:2	Special Contracts	4 hours
Contract of Indemnity and Guarantee Definitions - Distinction - Rights and Liabilities of Surety- Discharge of surety.		
Module:3	Special Contracts	4 hours
Bailment contracts - Definition - Essentials Rights and Duties of Bailor and Bailee - finder of lost goods - discharge of Bailment contracts – Pledge – Pawnor and pawnee- Agency Contracts		
Module:4	The Sale of Goods Act, 1930	5 hours
Essentials of a contract of sales - sale distinguished from agreement to sell - Conditions and Warranties – Caveat emptor – Nemo Dat quod non habet& its exceptions– Unpaid seller: rights and duties.		
Module:5	Consumer Protection Act , 1986	5 hours
Definitions - Aims and objectives - Consumer protection councils - consumer Disputes - Redressal agencies at various levels - District Forum - State commission - National Commission - penalties for violation.		
Module:6	Partnership and Limited Liability Partnership	5 hours
Essentials of a valid Partnership – Duties & Rights of Partners – Registration of firms and effects of non-registration - Doctrine of Implied Authority – Modes of dissolution- Differences between Partnership Act and Limited Liability Partnership Act		
Module:7	Companies Act	8 hours
Definition, Meaning and Features of a Company. - Promotion and Procedure for incorporation of a company. - Classification of Companies. - Conversion of Private Company into Public and Public Company to Private. - Share Capital and Classification of Shares. –Company directors-company meetings and resolutions- Winding Up of a Company.		
Module:8	Contemporary issues: International Business transactions	7 hours
International trade, International legal regulation and conflict of laws-Alternative dispute resolution mechanisms-Introduction to the UN Convention on Contracts for the International Sale of Goods and ICC incoterms-Transportation and payment of international business transactions		

	Total Lecture hours:	45 Hours
Text Book(s)		
1.	N D Kapoor's (2013), <i>Business Laws</i> , Sultan Chand Publications, New Delhi.	
Reference Books		
1.	N. D. Jain (2012), <i>Corporate Laws: Administration and Management</i> , Deep and Deep Publications Private Ltd	
2	S SGulshan and G K Kapoor (2013), <i>Business Law including Company Law</i> , New Age International Publishers.	
3	Aswathappa, K.(2012), <i>International Business</i> , 5th Ed., TMH, New Delhi	
Mode of Assessment: Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)		
Recommended by Board of Studies	05-08-2017	
Approved by Academic Council	No. 47	Date 05.10.2017

Course code	Introduction to Information Systems	L	T	P	J	C
BMT1006		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives:						
<ul style="list-style-type: none"> The course is expected to make the students to expose to the application of Information Systems in Business 						
Outcome:						
At the end of the course students are able to						
1 Enhancing basic understanding of Information system, its significance in management decisions.						

2 Consciously applying ethical practices in Information security,		
3 Imparting the essential knowledge on data communication protocols, hardware and software requirements, Job market and its expectations.		
4 Introduce the application of information system and software development for intelligent solutions, data management and mining, and other contemporary topics.		
Module:1	Introduction to Information System	5 hours
Concept, Components, Types of information system, Information system development, Differentiating IS from related disciplines, Management Information System, Impact of MIS, MIS and Computer, MIS and academics, Career pathways		
Module:2	Decision making and Information system	4 hours
Problem solving and decision making, Decision making styles, Decision making process, Decision tree, Decision support system		
Module:3	Information Systems and Security	6 hours
Computer security, Authentication mechanisms, Firewall, Computer crimes, Social impacts, Computer virus, Worms, Digital signature and Certificates.		
Module:4	Internet Protocols and Communication media	5 hours
Internet data communication protocols, Internet service providers, Ecommerce and E business, Web technologies, Search engines, Communication media: internet, intranets and extranets, Application of internet technology in organizations, Web browsers ,Types, Components and installation		
Module:5	Information system and IT	5 hours
Concept of hardware and software, Types of software, Operating systems, Careers in IT Industries, Data processing techniques, Introduction to computer networks, Network types, Topologies, System Analysis and Design, System Development Lifecycle, Prototyping, End user computing, Application packages		
Module:6	Information system and integration	8 hours
Distributed Processing, Centralized Data Processing, Decentralized Data Processing, Client Server Computing, Transaction Processing Systems, Electronic payment systems, Office Automation Systems, Knowledge Management Systems, Expert systems (Components& Advantages) Data warehouses, Data marts and Data mining, Enterprise resource planning ,Enterprise systems, Global information system		
Module:7	Database Management Systems	8 hours
Concept of a database, Necessity of database, Storage in a database, RDBMS, Entity-Relationship diagram and its practical applications, Basics of Query language		
Module:8	Contemporary issues: Recent Development Trends in IS and IT	4 hours
Multimedia application and virtual reality, Hyper media, Artificial intelligence and business intelligence, Geographic information system, Engineering and business application, Cloud computing, RFID, blogging, Brain computer Interface(BCI),Internet Protocol		

Television(IPTV),Big data, Social Network media			
	Total Lecture hours:	45 hours	
Text Book(s)			
1.	Text Books : O Brien & Marakas G (2012), Introduction to Information Systems, 16th Edition, McGraw-Hill Higher Education		
Reference Books			
1.	Kenneth J. Sousa and Effy Oz (2015), Management Information Systems, 7th Edition, Cengage Learning		
2	Kenneth C. Laudon and Jane P. Laudon(2014), Management Information Systems,: Managing the Digital Firm, 13 edition, Pearson education		
3	Stephen Haag (2012), Management Information Systems for the Information Age, 9th edition, McGraw-Hill Higher Education		
4	Gerald V Post David, L Anderson (2004), Management Information Systems, Tata McGraw Hill		
5	Mahadeo Jaiswal, Monika Mital (2004), Management Information Systems, Oxford University Press		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05.10.2017

Course Code	Course title	L	T	P	J	C
BMT1003	Micro Economics	2	1	0	0	3
Pre-requisite	None	Syllabus version				
Anti-requisite	Nil	1.0				
Course Objectives						

<ol style="list-style-type: none"> 1. To build the ability to understand the basics of buyer/seller behavior in a market. 2. To understand the function of demand and how elasticity is measured 3. To build knowledge on supply demand mismatch that is managed by producer in each emerging condition 4. To understand cost structure involved in producing a commodity/services. 5. To have the ability in understanding the various market structure and its behavior 		
Outcomes		
Students will be able to		
<ol style="list-style-type: none"> 1. Acquire problem solving skills to make optimal decisions in the uncertain business scenario. 2. Develop critical thinking and analytical skills in estimating the cost-revenue relationship and how it affects the producer. 3. Acquire and utilize Information Technology skills to ensure time and cost saving decision making process. 		
Module:1	Demand Function	6 hours
Consumer's Behaviour and Demand: Meaning of Consumer's Equilibrium – Utility approach – Law of Equi-Marginal utility – Consumers Surplus – Concept of Demand – Types of Demand – Determinants – Law of Demand – Exceptions to Law of Demand – Change in Demand – Elasticity of Demand – Types – Measurement of Price elasticity of demand.		
Module:2	Production Function	4 hours
Producer's Behaviour and Supply: Basic concepts in production – Firm – Fixed & Variable Factors – Short & Long run – Total Product – Marginal Product – Average Product – Production Function – Law of Returns – Law of Returns to Scale – Economies and Diseconomies of Scale – Producer's Equilibrium		
Module:3	Supply Function	2 hours
Concept of Supply – Determinants of Supply – Law of Supply – Change in Supply – Elasticity of Supply – Types.		
Module:4	Cost function	3 hours
Cost and Revenue Function: Cost of Production – Opportunity cost – Fixed and Variable Costs – Total Cost Curves – Average Cost Curves – Marginal Cost – Long run and Short run Cost Curves		
Module:5	Revenue Function	3 hours
Total Revenue – Average Revenue – Marginal Revenue – Break Even Point Analysis		
Module:6	Forms of Market and Price Determination I	5 hours
Main forms of Market – Basis of Classification – Perfect Competition – Features – Short Run and		

Long Run Equilibrium – Price Determination – Monopoly Market – Features – Short Run and Long Run Equilibrium – Price Discrimination – Degrees of Price Discrimination			
Module:7	Forms of Market and Price Determination II	5 hours	
Oligopoly Market Competition – Features – Price Leadership – Price Rigidity – Cartel – Collusive and Non-Collusive oligopoly – Oligopsony – Features – Monopolistic Competition – Features – Product Differentiation – Selling Cost – Short Run and Long Run Equilibrium – Monopsony – Duopoly Market – Features			
Module:8	Expert Lecture on Mathematics for Designers	2 hours	
Total Number of Lecture hours:		30 hours	
Tutorial			
CMIE - Economic outlook database usage to collect real time data, solving problems.		15 hours	
Mode of Evaluation : CAT I / CAT II / Assignments / Quizzes / FAT			
Text Book(s)			
1.	H L Ahuja, (2012), <i>Principles of Microeconomics</i> , 20th edition, S Chand & Co,		
Reference Books			
1.	N. Gregory Mankiw, <i>Principles of Microeconomics</i> , 7th edition, Cengage Learning.		
2.	Thomas R. Christopher, Maurice S Charles & Sumit Sarkar, (2010), <i>Managerial Economics</i> , 9th edition, Tata McGraw Hill Publishers.		
3.	Varshney and Maheswary, (2014), <i>Managerial Economics</i> , 20th edition, S. Chand & Co.		
4.	Mas Colell, Michael D. Whinston, Jerry R. Green, (2012), <i>Microeconomics Theory</i> , Oxford		
Mode of Evaluation: Case-studies, Projects, Continuous Assessment Test (CAT) & Final Assessment Test (FAT)			
Recommended by Board of Studies		08.06.2015	
Approved by Academic Council		37	Date 16.06.2015

Course code	Financial Accounting	L	T	P	J	C
BMT1736		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives:						
<ul style="list-style-type: none"> • Make the students for Preparing and understanding of firm's financial statements. 						
Outcome:						

At the end of this course the students are able to			
1	Understand the importance of financial accounting and its users.		
2	Comprehend the Indian accounting standards as well as international accounting standards.		
3	Able to record the financial transactions using Double entry principles.		
4	Able to prepare the financial Statements.		
5	Able to analyse the financial statements in the perspective of different stakeholders.		
Module:1	Financial Accounting and Reporting	7 hours	
Meaning of Financial Accounting – Scope and purpose of Financial statements–Users and stakeholders needs–Elements of Financial Reports– Qualitative characteristics of Financial information.			
Module:2	Regulatory Frame work	6 hours	
Generally Accepted Accounting Principles (GAAP)- Concepts & Conventions–Implications on Accounting system –International Financial Reporting Standards (IFRS)-Duties and responsibilities of those who charged with Governance			
Module:3	Double entry system:	6 hours	
Maintenance of accounting records and sources of accounting information- classification of accounts -- Golden Rules-Accounting Equation-Accounting Cycle -Books of Primary entry, Journal, Ledger accounts and Subsidiary books			
Module:4	Recording Transactions and Events	6 hours	
Sales and Purchases–Cash- Inventory–Tangible non-current assets-Depreciation-Intangible non-current assets and amortization-Accruals and prepayments-Receivables and Payables-Provisions and Contingencies-Capital structure and finance costs.			
Module:5	Preparing a Trial Balance	6 hours	
Significance – Preparing Trial Balance –Correction of errors – Control accounts and reconciliations – Bank reconciliations statement – Suspense accounts.			
Module:6	Preparing basic Financial Statements	6 hours	
Statement of Financial Position Trading and Profit & Loss accounts-Balance sheet-Disclosure notes –Events after the reporting period. Cash Flow Statements- preparation of cash flow statements(AS-3 Standard) Incomplete Records			
Module:7	Preparing simple consolidated financial statements -	6 hours	

Subsidiaries and Associates-			
Interpretation of Financial Statements- Importance.			
Ratio Analysis: – significance, classification of ratio analysis - Interpretation Limitations - Simple problems.			
Module:8	Guest Lecture	2 hours	
A Guest lecture on contemporary accounting practice			
	Total Lecture hours:	45 hours	
Text Book(s)			
1	1.Gupta R. L. and Gupta V. K., (2012), Financial Accounting, S. Chand & Sons Publications, New Delhi.		
2	Reddy T.S., Murthy A., Financial Accounting, MARGHAM Publications		
3	Khan M.Y. and Jain P.K, (2009), Management Accounting, 5th edition, Mcgraw Hill, India		
4	Sharma R.K. and Shasi K. Gupta (2014), Management Accounting Principles & Practice, 13th Edition, Kalyani Publishers, Delhi.		
Reference Books			
1	Khatri (2011), Financial Accounting, 1st edition, Mcgraw Hill, India		
2	Ramachandran N and Kakani, Ram Kumar, (2011), “Financial Accounting for Management”, 3 rd Edition, Tata McGraw Hill.		
3	Narayanaswamy R., “Financial Accounting (2011) – A Managerial Perspective”, 4th Edition, Prentice Hall of India		
4	S N Maheshwari, Sharad K Maheshwari&Suneel K Maheshwari , Financial Accounting, 5th edition, Vikas Publishing house		
5	M N Arora (2014), Cost and Management Accounting, 4th Edition, Theory& Problems & Solutions, Himalaya Publications.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		10-06-2019	
Approved by Academic Council		No. 59	Date 24-09-2020

Course code	Management Accounting				L	T	P	J	C
BMT1737					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 01.00				
Objectives:									
To make the students find decisions the management problems by using accounting tools and techniques.									
Outcome:									
At the end of this course:									
1 Students will be able to understand the nature, source and purpose of management and cost accounting.									
2 Students will be able to understand the cost accounting methods and inventory valuation techniques.									
3 Students will be able to understand the importance of budget planning and variance analysis and acquire skills to prepare budgets and evaluate the effectiveness of variance analysis concepts.									
4 Students will be able to explain and apply performance measurements and monitor business performance									
Module:1	Introduction to Management Accounting				3 hours				
Nature, Sources and purposes of management information, presenting information - Role of Management Accounting and its Limitations; Distinction from Financial Accounting and Cost Accounting.									
Module:2	Understanding Cost				3 hours				
Definition of cost, costing, cost accounting, cost classification – Scope, Objectives, Importance and Limitations -Cost Unit and Cost Centre, Cost accounting methods -Alternative cost accounting principles									
Module:3	Elements of cost				11 hours				
Accounting for Material, Labour and overheads- Preparation of Cost Sheet									
Module:4	Absorption and Marginal Costing				7 hours				
Absorption Costing – Job, Batch and process cost - Marginal Costing - Marginal Cost, Contribution Break-even point, Cost-Volume-Profit (CVP) Analysis, Margin of Safety , Applications and Limitations of Marginal cost.									
Module:5	Budgeting				6 hours				
Nature and purpose of budgeting-Statistical techniques-Budget preparation-Flexible budgets-Capital budgeting and discounted cash flow -Budgetary control and reporting-Behavioural aspects of budgeting									

Module:6	Standard Costing	7 hours	
Meaning, Establishment of standards, Difference between Standard costing and Budgetary Control, Variance analysis- Material cost variances - Labour cost variances - Overheads variances: fixed and variable, Reconciliation of budgeted and actual profit			
Module:7	Performance measurement	2 hours	
Overview and Application. Cost reductions and value enhancement, Monitoring performance and reporting			
Module:8	Contemporary issues: Activity Based costing	6 hours	
Definition, cost activities, cost pool, cost drivers, cost hierarchies and implementation of ABC system. Guest lecture on management accounting concepts			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Khan M.Y. and Jain P.K, (2009), Management Accounting, 5th edition, Mcgraw Hill, India		
2.	Sharma R.K. and Shashi K. Gupta (2014), Management Accounting Principles & Practice, 13th Edition, Kalyani Publishers, Delhi		
Reference Books			
1.	Khatri (2011), Financial Accounting, 1st edition, Mcgraw Hill, India.		
2.	Ramachandran N and Kakani, Ram Kumar, (2011), "Financial Accounting for Management", 3rd Edition, Tata McGraw Hill.		
3.	Narayanaswamy R., "Financial Accounting (2011) – A Managerial Perspective", 4th Edition, Prentice Hall of India.		
4.	S N Maheshwari, Sharad K Maheshwari&Suneel K Maheshwari , Financial Accounting, 5th edition, Vikas Publishing house		
5.	M N Arora (2014), Cost and Management Accounting, 4th Edition, Theory& Problems & Solutions, Himalaya Publications.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		10-06-2019	
Approved by Academic Council		No. 59	Date 24-09-2020

Course Code	Course title	L	T	P	J	C
BMT2001	Macro Economics	2	1	0	0	3
Pre-requisite	None	Syllabus version				
Anti-requisite	Nil	1.0				
Objectives						
<p>1) To instruct importance and implications of Economic Indicators in Domestic and Global Business Setting and thus forms the foundations for Financial Markets, Business Analytics, International Logistic and Supply Chain Management.</p> <p>2) To cultivate skill sets in solving and addressing the issues related to Marketing in Globalized Environment and International Sourcing of Human resources when economic policies of world nations are frequently changed.</p>						
Outcomes						
<p>Students will be able to</p> <p>The Students will be able to:</p> <ol style="list-style-type: none"> 1. Learn the meaning of unemployment and inflation data and how that data is collected and computed 2. Distinguish components of the National Income Accounts, especially Real GDP and Nominal GDP; 3. Apply techniques to address the issues relating to business cycle and its phases; 4. Differentiate and to manipulate the basic Aggregate Supply, Aggregate Demand model of the macro economy; 5. Apply how fiscal policy operates, its tools, and its advantages and drawbacks when decision relating to Taxes affects marketing and new product launch. 6. Differentiate how a fractional reserve banking system works; 7. Disseminate monetary policy of central banks and also the implications of world trade in terms of balance of trade and balance of payments. 						
Module:1	Macroeconomic Indicators	3 hours				
<p>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)</p>						
Module:2	Aggregate Demand and Supply	5 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	5 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	4 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	4 hours
Deficits and Macroeconomic Policies - Objectives of Macroeconomic Policy – Different Approaches to Macroeconomic Policy		
Module:6	Monetary & Fiscal Policy	3 hours
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		
Module:7	International Aspects of Macroeconomics	4 hours
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:8	Expert Lecture	2 hours
	Total Number of Lecture hours:	30 hours
	Tutorial	

	CMIE - Economic outlook database usage to collect real time data, solving problems.	15 hours	
Mode of Evaluation : CAT I / CAT II / Assignments / Quizzes / FAT			
Text Book(s)			
1.	Dornbushch, Rudiger, Fischer, Stanley, and Startz, Richard (2015), Macroeconomics, 12 th Edition, McGraw Hill Education (India).		
2.	Dwivedi, D.N, (2015), Macroeconomics – Theory and Policy, 4th edition, Tata McGraw Hill Publications.		
Reference Books			
1.	Sullivan Arthur, O' (2014), Macroeconomics, 8th edition, Pearson Education.		
2.	Moss, David A, (2015), A Concise Guide to Macroeconomics: What Managers, Executives and Student Need to Know, 2nd edition, Harvard Business School Press.		
3.	Mankiw, Gregory N, (2014), Principles of Macroeconomics, 8th edition, Cengage Learning.		
Mode of Evaluation: Case-studies, Projects, Continuous Assessment Test (CAT) & Final Assessment Test (FAT)			
Recommended by Board of Studies		08.06.2015	
Approved by Academic Council		No. 37	Date 16.06.2015

Course code	International Business				L	T	P	J	C
BMT1017					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 01.00				
Course Objectives: Being aware of International regulatory bodies, economic integrations and organizations; Understanding International settings for Entry into Foreign markets; various forms of FDI ; India's foreign trade policy; its priorities.									
Outcome: Learning to deal with International regulatory frameworks, integrations and market opportunities.									
Module:1	Fundamental Concepts	5 hours	SLO: 1,2						
Introduction to International Business- Evolution, Process, and Factors contributing to International Business (IB).									
Module:2	Theoretical foundation of International Business	4 hours	SLO: 1,2						
Absolute Advantage Comparative Advantage; National Competitive Advantage; and H-O Theories.									
Module:3	Institutional Influencers	5 hours	SLO: 1,2						
Introduction to the role and impacts of IMF, World Bank, GATT, WTO, UNCTAD in International trade									
Module:4	Regional Economic Integration (REI)	5 hours	SLO: 2,3						
The role and Impacts of REI efforts globally- MERCOSUR; CARICOM and Andean Community; ASEAN; APEC; EU: and the rest. Other Groups: G-7 and G-20 and their impacts.									
Module:5	Entry issues	5 hours	SLO: 2,4						
Use of Environmental scanning tools; Socio-cultural issues; Techno-economic issues. Technology transfer issues.									
Module:6	Investments	5 hours	SLO: 2,4						
FDI- concepts and operations; India's experiences with FDI (inward and outward flows); Role of FIIs in India. Introduction to FOREX market.									
Module:7	Marketing Aspects of IB	9 hours	SLO: 5,6						
Market identification and demand estimation; adjustments in Marketing mix elements.									
Module:8	Contemporary issues: Policy Evaluation	7 hours	SLO: 7,8						
Review of latest FTP of India (i.e FTP 2015-2020); its directions and justifications. Policy evaluation of SEZ; Technology parks; And role of support organizations									
	Total Lecture hours:		45 Hours						
Text Book(s)									
1.	Sharan, V., (2012), <i>International Business; Concept, Environment and Strategy</i> , 3rd Edition, Pearson Education, Singapore								
2	swathappa, K.(2012), <i>International Business</i> , 5th Ed., TMH, New Delhi								
Reference Books									
1.	Paul, Justin (2011), <i>International Business</i> , 6th edition, PHI, Delhi								

2	Daniel,J.,D.; Radebaugh L.,H.; Sullivan, D.,P. and Salwan, P. (2010), <i>International Business: Environment and Operations</i> , 12th edition , Pearson Education , New Delhi.									
Mode of Evaluation : CAT examinations; Term End Examinations; Quizzes										
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
		1	2	3	4	5	6			
Continuous Assessment	60									
(i) CAT I	15	√	√	√						
(ii) CAT II	15				√	√	√			
(iii) Digital Assignment	30	√	√	√	v		v			
Final Assessment Test	40	√	√	√	√	√	√			
Total	100									
Recommended by Board of Studies			05-08-2017							
Approved by Academic Council			No. 47		Date		05-10-2017			

Course Code	Course title	L	T	P	J	C
BMT1037	Introduction to Statistics I	2	0	2	0	3
Prerequisites	Nil	Syllabus version				1.0
Objectives						
<ol style="list-style-type: none"> 1. To provide students with a framework that will help them choose the appropriate descriptive methods in various data analysis situations. 2. To analyse distributions and relationship of real-time data. 3. To apply estimation and testing methods to make inference and modelling techniques for decision making. 						
Outcome						
At the end of the course the student should be able to:						
<ol style="list-style-type: none"> 1. Compute and interpret descriptive statistics using numerical and graphical techniques. 2. Understand the basic concepts of random variables and find an appropriate distribution for analysing data specific to an experiment. 3. Apply statistical methods like correlation, regression analysis in analysing, interpreting experimental data. 4. Make appropriate decisions using statistical inference that is the central to experimental research. 5. Use statistical methodology and tools in reliability engineering problems. 6. demonstrate R programming for statistical data 						
	Topics	Lecture Hrs		CO		
Module: 1	Introduction to Statistics	6 hours		CO: 1		
Introduction to statistics and data analysis-Measures of central tendency –Measures of variability-[Moments-Skewness-Kurtosis (Concepts only)].						
Module: 2	Random variables	8 hours		CO: 2		
Introduction -random variables-Probability mass Function, distribution and density functions - joint Probability distribution and joint density functions- Marginal, conditional distribution and density functions- Mathematical expectation, and its properties Covariance, moment generating function – characteristic function.						
Module: 3	Correlation and regression	4 hours		CO: 3		

Correlation and Regression – Rank Correlation- Partial and Multiple correlation- Multiple regression.			
Module: 4	Probability Distributions	7 hours	CO: 2
Binomial and Poisson distributions – Normal distribution – Gamma distribution – Exponential distribution – Weibull distribution.			
Module: 5	Hypothesis Testing I	4 hours	CO: 4
Testing of hypothesis – Introduction-Types of errors, critical region, procedure of testing hypothesis-Large sample tests- Z test for Single Proportion, Difference of Proportion, mean and difference of means.			
Module: 6	Hypothesis Testing II	9 hours	CO: 4
Small sample tests- Student's t-test, F-test- chi-square test- goodness of fit - independence of attributes- Design of Experiments - Analysis of variance – one and two way classifications - CRD-RBD- LSD.			
Module: 7	Reliability	5 hours	CO: 5
Basic concepts- Hazard function-Reliabilities of series and parallel systems- System Reliability - Maintainability-Preventive and repair maintenance- Availability.			
Module: 8	Contemporary Issues	2 hours	CO: 4, 5
Industry Expert Lecture			
	Total Lecture hours	45 hours	
Text book(s)			
<ul style="list-style-type: none"> • Probability and Statistics for engineers and scientists, R.E.Walpole, R.H.Myers, S.L.Mayers and K.Ye, 9th Edition, Pearson Education (2012). • Applied Statistics and Probability for Engineers, Douglas C. Montgomery, George C. Runger, 6th Edition, John Wiley & Sons (2016). 			
Reference books			
<ul style="list-style-type: none"> • Reliability Engineering, E.Balagurusamy, Tata McGraw Hill, Tenth reprint 2017. • Probability and Statistics, J.L.Devore, 8th Edition, Brooks/Cole, Cengage Learning (2012). • Probability and Statistics for Engineers, R.A.Johnson, Miller Freund's, 8th edition, Prentice Hall India (2011). • Probability, Statistics and Reliability for Engineers and Scientists, Bilal M. Ayyub and 			

Richard H. McCuen, 3rd edition, CRC press (2011).

Mode of Evaluation

Digital Assignments (Solutions by using soft skills), Continuous Assessment Tests, Quiz, Final Assessment Test.

List of Experiments (Indicative)

•	Introduction: Understanding Data types; importing/exporting data.	2 hours	
•	Computing Summary Statistics /plotting and visualizing data using Tabulation and Graphical Representations.	2 hours	
•	Applying correlation and simple linear regression model to real dataset; computing and interpreting the coefficient of determination.	2 hours	
•	Applying multiple linear regression model to real dataset; computing and interpreting the multiple coefficient of determination.	2 hours	
•	Fitting the following probability distributions: Binomial distribution	2 hours	
•	Normal distribution, Poisson distribution	2 hours	
•	Testing of hypothesis for One sample mean and proportion from real-time problems.	2 hours	
•	Testing of hypothesis for Two sample means and proportion from real-time problems	2 hours	
•	Applying the t test for independent and dependent samples	2 hours	
•	Applying Chi-square test for goodness of fit test and Contingency test to real dataset	2 hours	

•	Performing ANOVA for real dataset for Completely randomized design, Randomized Block design ,Latin square Design	2 hours	
Total laboratory hours		22 hours	
Mode of Evaluation			
Continuous Assessment , Final Assessment Test, Assignments, Lab Experiments			
Recommended by Board of Studies	29.01.2020		
Approved by Academic Council	58	Date:	26.02.2020

Course code	Management & Organizational Behaviour	L	T	P	J	C
BMT1024		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives:						
<ul style="list-style-type: none"> To provide basic knowledge on management thoughts, and theories relating to organizational behaviour, for enabling them to function effectively. 						
Outcome:						
<p>At the end of this course students are able to</p> <ol style="list-style-type: none"> Develop knowledge about fundamental management concepts and thoughts and demonstrate ability to apply the management theories in to a practice. Learn about planning, organizing, directing, coordinating, decision making and problem- solving skills to resolve the employee’s relationship issues. Acquire basic understanding about the subject matter of organizational behaviour and develop critical thinking and analytical skills and apply the behavioural skill sets in interpreting and analysing the individual, group, and organizational level of behaviour. Learn about the perception, learning, attitude, personality, motivation, to face the challenges of employee’s relationship problems. Demonstrate leadership and team building skills and appreciate dynamics of the organization and also acquire knowledge and develop communication, interpersonal, and leadership skills to ensure the smooth functioning. Solve the work diversity related problems, work life balance, and job stress related issues and demonstrate the ability to integrate the knowledge and skills derived from the different functional areas of business. 						
Module:1	Management	7 hours				

<p>Meaning, and Importance. Managerial roles and functions. Organization: Meaning and features. functions, levels of management, Types of managers, Managerial roles, managerial skills and competencies, Social responsibility of managers, Stake holders in Business Organization Factors affecting Business – Political, Legal, Economic, Social, Technological, Environmental, Competitive</p> <p>Development of Management Thought : Classical, neoclassical, behavioural, systems and contingency approaches</p>		
Module:2	Planning	5 hours
<p>Essentials of Planning-Types, Steps, Objectives of Planning, Setting objectives-strategies, policies-planning premises –strategic planning process- decision making – nature and process. Organizing: Concept, nature, process and significance, Principles of an organization, Span of Control, Departmentation, Types of an organization, Authority-Responsibility, Delegation& Decentralization, Formal and Informal Organization.</p>		
Module:3	Staffing Definition	5 hours
<p>Recruitment, Selection, Training, Promotion, Transfers and Demotion</p> <p>Directing: Meaning, Principles of Direction; Elements of Direction. Controlling: Nature and Scope of control; Types of Control; Control process; Control Techniques – traditional and modern; Effective Control System.</p>		
Module:4	Organizational Behaviour	4 hours
<p>Definition, Objectives, and Scope of Organizational Behaviour- organizational Behaviour Models- Individual, Groups and Organizational.</p>		
Module:5	Personality	6 hours
<p>Definitions, Different types of Personality, Determinants of Personality - Matching Personality and Jobs. Perception: Definition, Importance of perception in the industry, Process of perception. Attitude: Meaning, Characteristics and Components of Attitude. Attitude Formation. Job Satisfaction. Learning: Meaning, Characteristics, and Process of learning. Theories of Learning: Classical Conditioning, Operant Conditioning</p>		
Module:6	Motivation	5 hours
<p>Nature of Motivation - Process of Motivation - Theories of Motivation: Maslow’s Hierarchy of Needs Theory, Herzberg’s Two Factors Theory, Theory X and Theory Y. McClelland theory of Achievement motivation. Application in industries.</p>		
Module:7	Interpersonal & Group Dynamics:	6 hours
<p>Understanding the group behaviour, Types of groups, Stages of group development. Group dynamics and Group cohesiveness. Team Effectiveness, High-Performance Teams, Team Structure. Interpersonal Communication, Interpersonal Conflicts & Negotiations.</p>		
Module:8	Organizational Dynamics	7 hours

Organizational Structure, Organizational Climate, Culture, Change and Development. Creativity. Leadership: Meaning, types of leadership style. Power: Meaning, Influence of power in the Organizations, Diversity in Organizations, Managing Stress, and Work life balance. Professional Ethics in Business- role of professional bodies, corporate code of ethics, ethical conflicts & dilemmas			
		Total Lecture hours:	45 hours
Text Book(s)			
1.	Stoner A.F. Jame, Freeman R Edward, Gilbert R. Danie,l (2009), Management, 6th edition, Pearson Education		
2.	McShane, VenGlinow, Radha Sharma, (2011), Organizational Behavior, McGraw- Hill Education		
Reference Books			
1.	Prasad L.M, (2014), Principles and Practice of Management, 8th Edition, Sultan Chand & Sons		
2.	HenizWeihrich, Mark Cannice, Harold Koontz, (2013), Management: A Global, Innovative, and Entrepreneurial Perspective, McGraw Hill Education.		
3.	Stephen Robbins, (2013), Organization Behaviour, 15th edition, Pearson Education.		
4.	UdaiPareek (2011), Understanding Organizational Behaviour, Oxford Publishing.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05.10.2017

Course code	Marketing Management	L	T	P	J	C
BMT1007		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
<p>Objectives: To provide basic knowledge on various concepts in marketing, to deliver insights of Indian markets, to develop understanding of Global and Global marketing environment and enable them to respond effectively to the changes in the environment.</p>						
<p>Outcome</p> <p>At the end of the course students are able to:</p> <ol style="list-style-type: none"> 1 Understand the marketing concepts and marketing department role in an organization. 2 Analyse the business environment and conduct market research to facilitate the decision making. 3 Comprehend the customer and business decision making stages. 4 Apply the relevance of segmentation, targeting and positioning for the application of appropriate marketing programs 4Ps. 						
Module:1	Basic Concepts:	3hours				
Needs, Wants, Demands, Evolution of Marketing – Production concept, Product concept, Sales concept, Marketing concept, Social concept.						
Module:2	Marketing Concepts	3 hours				

Different functions in an organization and their connections with marketing, Marketing and Sales – definitions and differences, Roles of Marketing and Sales in an organization.			
Module:3	Marketing Environment and Marketing Research	3hours	
Macro environment – Political, Economic, Social Technology, Legal, Ecology, Micro environment – Customers, Suppliers, Competition within industry, New entrants, Substitutes – Marketing Research: Scope and Types – Process			
Module:4	Understanding Customers	5 hours	
Definition of Customer, Consumer behavior and factors affecting it, Customer Perceived Value, Customer Satisfaction, Customer Delight, Customer Loyalty, Analysis of Consumer Markets, Analysis of Business Markets, Comparison of Consumer Markets and Business Markets			
Module:5	Segmentation, Targeting and Positioning	3 hours	
Different types of segmentation – Geographic, Demographic, Behavioral, Psychographic, Value-based. Targeting: Segmentation criteria, Segment attractiveness			
Module:6	Positioning	3 hours	
Creation of space in minds of Target market, Value addition, Differentiation on Tangible and Intangible product attributes, Importance of Positioning, Managing Brands			
Module:7	Marketing Mix	6 hours	
Product, Price, Promotion, Place. Product Management: Meaning, Classification, Levels of Products – Generic to Potential, Types of Products, Concept of Product Life Cycle, Managing PLC of Product/ Brand, Concept of Services, New Product Development, Role of New products, Pricing Strategies for New Products, Failures Price: Meaning, Objectives, Pricing Methods and strategies			
Module:8	Contemporary issues: Promotion	4 hours	
Objectives, Different types of promotion tools Place: Functions, Distribution strategy and types of distribution channels. Channels management, Designing Channels, role in value delivery			
	Total Lecture hours:	30 Hours	
Project: Student shall form a team of three to five members. They should generate a new product idea and formulate the marketing mix for the idea generated. They have to submit a report and make presentation of the same using visual aids (prototype of product (optional)).		60 hrs (non Contact hrs)	1,3,6,8,9,10
Text Book(s)			
1.	V.S. Ramasamy and Namakumari S (2007), <i>Marketing Management, Planning, Implementation and control, Global Perspective Indian Context</i> , V S 3rd Edition, Macmillan India Limited, New Delhi		
Reference Books			

1.	Philip Kotler , Gary Armstrong, Prafulla Y. Agnihotri and Ehsan ul Haque (2010), <i>Principles of Marketing: A South Asian Perspective</i> , 13th Edition, Pearson.		
2	Rajan Saxena (2006), <i>Marketing Managemnet</i> , 3rd Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.		
3	S A Sherlekar (2007), <i>Marketing Management</i> , 13th Edition, Himalaya Publishing House, Mumbai		
4	William D Perreault Jr, E Jerome McCarthy (2006), <i>Basic Marketing A global Managerial Approach</i> , 15th Edition, , Tata McGraw Hill, New Delhi.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05.10.2017

Course code	Human Resource Management	L	T	P	J	C
BMT1008		3	0	0	0	3
Pre-requisite	Nil	Syllabus version 1.1				

Objectives:						
<ul style="list-style-type: none"> ● Develop the knowledge, skills and concepts needed to resolve actual Human Resource Management problems or issues. ● Identify the human resources needs of an organization or department. ● Conduct a job analysis and produce a job description from the job analysis. ● Evaluate the procedures and practices used for recruiting and selecting suitable employees. ● Assess training requirements and design a successful orientation and training program. ● Discuss workplace health and safety programs and the roles of the employer and the employee in enforcing health and safety policies and procedures. 						

Outcome:			
At the end of this course students are able to:			
1 Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training.			
2 Effectively manage and plan key human resource functions within organizations			
3 Manage the employment relationship, which is a shared responsibility between employers, management, human resources specialists, and employees.			
4 Explain the responsibilities of management, HRM specialists, managers, and employees in managing the employment relationship in a unionized or a non-unionized environment.			
Module:1	Introduction to Human Resource Management	6 hours	
Evolution of HRM. Meaning & Definition, Characteristics, Scope, Functions and Objectives of HRM, Qualities of HR Manager			
Module:2	HR Planning	5hours	
Concept, Need, Importance, Objectives of HRP, Job Analysis, Job Description, Job Specification.			
Module:3	Recruitment and Selection	5 hours	
Recruitment - Purpose and Importance, Sources of recruitment. Selection - Meaning, Definition, Selection Process, Types of Selection Test. Interview - Types of interview. Orientation and Placement: Meaning, and purpose of Orientation: Orientation Procedure. Placement: Process.			
Module:4	Training and Development	6 hours	
Definitions, Objectives of training, Methods of training, Process of training, Identification of Training needs, Management Development Program			
Module:5	Promotions, Transfer, and Separation	6hours	
Meaning, Purposes and Principles of promotion, Bases and types for promotion. Transfer, Separation.			
Module:6	Performance Appraisals	5 hours	
Definitions, Objectives and importance of performance appraisal. Methods of Appraisal			
Module:7	Compensation of HR	5 hours	
Job Evaluation - Wage and Salary Administration: Concept, Scope, Types of Wage, Systems of Wage Payment.			
Module:8	Contemporary issues: Industrial Relations	7 hours	
Need and Importance of IR. Industrial Disputes, Forms of disputes and methods of settling Industrial Disputes.			
HRM in the 21st Century: New trends and challenges of HRM			
	Total Lecture hours:	45 Hours	
Text Book(s)			

1.	Ashwathappa K (2013), <i>Human Resource Management: Text and Cases</i> , 7 th edition, Tata McGraw-Hill		
Reference Books			
1.	Armstrong Michael (2009), A Handbook of Human Resource Management, 11 th edition, Kogan Page		
2	Kenton Barbara and Yarnall Jane (2010), HR -The Business Partner, 2 nd edition., Elsevier Butterworth-Heinemann		
3	Gary Dessler & BijuVarkkey (2011), Human Resource Management 12th Edition, Pearson Education		
4	Uday Kumar Haldar&Juthika Sarkar(2012), Human Resource Development, Oxford University Press		
5	Sarah Gilmore&Steve Williams (2014), Human Resources Management, 2nd edition, Oxford University Press		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05.10.2017

Course code	Financial Management	L	T	P	J	C
BMT3001		2	0	0	4	3
Pre-requisite	BMT1736-Financial Accounting	Syllabus version				
		v. 2.00				
Objectives:						
To make the students to understand the process financing, investing and dividend policies.						

Outcome:			
At the end of this course students are able to:			
1	Students will be able to understand the functions of financial management and financial environment as well as sources of finance.		
2	Students will be able to understand investment appraisal and business valuation techniques.		
3	Students will develop critical thinking and estimate of shares using efficient market hypothesis.		
4	Students will acquire skills in risk management of foreign currency and interest rate by using hedging techniques.		
5	Students will be able to understand and evaluate organizational performance.		
Module:1	Financial Management function	4 hours	
Nature and purposes of financial management – Financial objectives and Relationship with corporate strategy – Stakeholders and impact on corporate objectives – Financial and other objectives in not-for-profit organizations			
Module:2	Financial Management environment	4 hours	
Economic environment for business – Nature and role of financial markets and institutions – nature and role of money market			
Module:3	Working Capital Management	4 hours	
Nature, elements and importance of working capital – Management of inventories, accounts receivable, accounts payable and cash–Determining working capital needs and funding strategies			
Module:4	Investment appraisal	4 hours	
Investment appraisal techniques – Allowing for inflation and taxation in investment appraisal – Adjusting for risk and uncertainty in investment appraisal – Specific investment decisions (lease or buy; asset replacement, capital rationing)			
Module:5	Business Finance	4 hours	
Sources of and raising business finance – Estimating the cost of capital – Sources of finance and their relative costs – Capital structure theories and practical consideration – Finance for small and medium sized entities.			
Module:6	Business Valuations	4 hours	
Nature and purpose of valuation of business and financial assets – Models for the valuation of shares – Valuation of debt and other financial assets – Efficient Market Hypothesis (EMH) and practical consideration in the valuation of shares			
Module:7	Risk Management	4 hours	
Nature and types of risk and approaches to risk management – Causes of exchange rate differences and interest rate fluctuations			
Module:8	Contemporary issues: Hedging	2 hours	

Hedging techniques for foreign currency risk – Hedging techniques for interest rate risk, A Guest lecture on contemporary accounting practices			
	Total Lecture hours:	30 Hours	
Project: Students will be divided into team of 5 - 6 students each. They have to assess the financial performance of the companies using the tools for three financial years. Data can be downloaded from CMIE/Bloomberg.		60 (Non contact hours)	
Text Book(s)			
1.	Shashi K. Gupta and R.K. Sharma (2015) , Financial Management, Theory and Practice 13 th Edition, Kalyani Publishers, Delhi		
Reference Books			
1.	M.Y. Khan and P.K. Jain (2012) , Financial Management, Text Problems and Cases, 7 th Edition, Tata McGraw Hill Education Private Limited, New Delhi.		
2.	Panday,I.M (2015) Financial Management ,11 th Edition,Vikash Publishing house		
3.	Chandra,P (2015) Financial Management Theory and Practices,9 th Edition Tata Mcgraw Hill		
Mode of Assessment: Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		10-06-2019	
Approved by Academic Council		No. 59	Date 24-09-2020

Course code	Production and Operations Management	L	T	P	J	C
BMT1009		3	0	0	0	3

Pre-requisite	Nil	Syllabus version
		1.1
Objectives:		
<ul style="list-style-type: none"> Acquire and demonstrate the skill on plant layout decisions, process selection, master production schedule, quality control and inventory management. 		
Outcome:		
At the end of this course students are able to:		
1	Gain knowledge on production and operation strategy for competitive advantage.	
2	Get skills to perform effectively activities related to production and operation.	
3	Develop critical thinking and analytical skills and apply the skill sets in interpreting and analyzing the production/operations related information and data.	
4	Acquire and demonstrate the skill on plant layout decisions, process selection, master production schedule, quality control and inventory management.	
5	Demonstrate the ability to effectively utilize various tools and techniques of production and operations.	
Module:1	Introduction to Production and Operations Management	5 hours
Definition, scope and objectives of POM, Important decision areas in operations management, recent trends in operations management, Difference between manufacturing and service operations, productivity measures.		
Module:2	Process Selection	6 hours
An overview of major process decisions, Process types, Advantages and limitations of job shop process, batch process, assembly process, continuous process characteristics		
Module:3	Facility Location	6 hours
Introduction, steps in location selection and factors affecting- selection of region, community and site selection, Factor rating method, Break-even Method, Load-distance Method, Practical Problems/ sums related to locational analysis		
Module:4	Facility Layout	6 hours
Introduction, Factors affecting facility layout, objectives of a good layout, types of layout -product, process, fixed position, cellular, combined layouts.		
Module:5	Methods Study, Work Study and Time Study	6 hours

Methods Study- Concept, Principles of Motion Economy, flow Process Chart Work Study- Concepts, Scope and Applications, Work Study and Production Improvement, Time Study –Stopwatch Study, Allowance, Activity Sampling.			
Module:6	Production Planning and Forecasting	5 hours	
Purpose, aggregate planning and strategies, dependent and independent demand, Bill of material, MRP, Forecasting methods-Qualitative, Quantitative, Forecast errors			
Module:7	Inventory Management	6 hours	
Concept, need for inventory, types of inventory, EOQ, reorder point, classification of stock, ABC Analysis			
Module:8	Contemporary issues: Quality control	5 hours	
Concept cost of quality, quality planning, SQC, management of quality in organizations, quality standards, quality circles, A brief introduction to Lean, TQM and ISO quality systems.			
		Total Lecture hours:	45 Hours
Text Book(s)			
1.	Pannerselvam (2012), <i>Production and Operations Management</i> , 3 rd edition, Prentice Hall, India		
Reference Books			
1.	Chase, Shankar & Jacob (2010), <i>Operations & Supply Chain Management</i> , 14 th Edition, McGraw Hill		
2	Buffa, E.S. (2007), <i>Modern Production Management /Operations Management</i> , 8th edition, Wiley India		
3	Russel & Taylor (2008), <i>Operations Management - Operations Management: Creating Value Along the Supply Chain</i> , 6th edition, John Wiley & Sons		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05.10.2017

Course code	Research Methods for Management	L	T	P	J	C
BMT1010		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives:						
To Prepare the students to understand the process of research problem and design, apply appropriate statistical tools and drawing inference from the analyzed data and writing report						
Outcome:						
At the end of this course students are able to						
1 Develop conceptual understanding and application knowledge of research in different functional areas of business for better data driven decision.						
2 Systematically design the research process, relate it to context of research, assess and adopt superior and scientifically valid methods in sampling, data collection and application of statistical tools.						
3 Understand, apply statistical tools for data analysis at appropriate contexts.						
4 Meaningfully interpret the finding; and, effectively prepare and present the research reports. CO5 Extrapolating the research thinking to real-time scenario, with special reference to business.						
Module:1	Decision Making and Research Approaches	3 hours				
Decision-Making and Research; Manager and Researcher Relationship Research: meaning, characteristics and objective- Types of research						
Module:2	Research Process	3 hours				
Problem definition – operationalizing the research problem and formulation of hypothesis.						
Module:3	Research Design	4 hours				
Choosing the appropriate Research Design - exploratory, descriptive and conclusive research- Experimental research designs						
Module:4	Measurement and Scaling techniques	3 hours				
Measurements - Types of Data – Rating and Ranking Scales						
Module:5	Sampling	4 hours				
Sampling techniques and sample size determination for survey research						
Module:6	Collection of data and Data Analysis	4 hours				
Secondary Sources – Primary Sources – Survey methods: Interview and Surveys - Instruments design - Observations and other techniques of data collection.						
Module:7	Data Analysis	6 hours				

Editing and coding of data – Tabulation: need, nature, types and guidelines. Charts, diagram and Data Mining. Hypothesis Testing: Application of Bivariate and Multivariate techniques of data analysis and interpretation of test results.			
Module:8	Contemporary issues: Presentation of research results		3 hours
Written & Oral Reports – Components of research report – Guidelines for writing research report. Oral Presentation, Relevance of research for decision making in various functional areas of management. Ethics in Business Research.			
	Total Lecture hours:		30 Hours
<p>Project : Student shall form a team of three to five members. They should use research methods for to find the problem and give solution for the problem by taking decision making process. a new product idea and formulate the marketing mix for the idea generated. They have to submit a report and make presentation of the same using visual aids (prototype of product (optional)).</p>			60 hrs (non Contact hrs)
Text Book(s)			
1.	C.R.Kothari (2013), <i>Research Methodology: Methods and Techniques</i> , New Age International		
Reference Books			
1.	Donald R. Cooper and Pamela S. Schindler (2013), <i>Business Research Methods</i> , Tata McGraw Hill		
2	Williams Zickmund G (2003), <i>Business Research Methods</i> , 7th Edition, Pearson Education		
3	Hair, Anderson, Tatham and Black (2006), 5th Edition, <i>Multivariate Data Analysis</i> , Pearson Education		
4	O.R. Krishnaswamy (2005) , <i>Methodology of Research in Social Sciences</i> , 2nd Edition, Himalaya Publishers.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05.10.2017

Course code	Entrepreneurship	L	T	P	J	C
BMT3002		2	0	0	4	3
Pre-requisite	BMT3001-Financial Management BMT1007-Marketing Management	Syllabus version				
		v. 1.1				
Objectives: To introduce the concepts and practices needed to understand the Entrepreneurial process of new venture creation.						
Outcome:						
At the end of this course students are able to:						
1 Appreciate the socio-economic benefits entrepreneurs create and feel confident in new venture start up						
2 Generate small business idea from the existing gaps in the market and evaluate the business opportunity of an idea						
3 Conduct feasibility studies in various micro and macro aspects of small business development						
4 Select a type of ownership and understand how to finance, protect and insure a business						
Student Learning Outcomes (SLO):						
1. The students will develop critical thinking and analytical skills and apply the skill sets in interpreting and analysing the data useful for entrepreneurship development						
2. The students will acquire problem solving skills to make optimal decisions to start enterprise in the uncertain business scenario.						
3. The students will develop theoretical expertise in basic and core Entrepreneurship concepts.						
4. The students will acquire global level awareness and knowledge to face the dynamic and challenging economic environment.						
5. The students will learn to approach and solve problems related to entrepreneurship with ethical and socially sensitive perspectives.						
Module:1	Introduction	5 hours				
Understanding entrepreneurship- need for entrepreneurship development -McClelands Theory of Entrepreneurial Motivation, Barriers to entrepreneurship, Qualities of a successful entrepreneur, Entrepreneurial Leadership / Intrapreneurship. Development of women						

entrepreneurs and the future of entrepreneurship.			
Module:2	Entrepreneurial Process	4 hours	
Identifying the opportunities, developing a business plan, determine the resources required & manage the enterprise. Entrepreneurship Development Programme (EDP's) – Meaning, Objectives, Phases of EDP, Course contents, Target groups.			
Module:3	Formulation of Business Idea	3 hours	
Sources for new ideas& evaluation of new idea for doing business, Creative problem solving techniques used in entrepreneurial decision making.			
Module:4	The Business Plan	5 hours	
Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.			
Module:5	Process of setting up of a Micro Small Medium Enterprise (MSME):	4 hours	
Procedures and formalities for registration of business units and its benefits. Types of ownership in Business & its merits and demerits - Reason for business failures, causes and preventive measures. Government promotional measures like Incentives and subsidies & bounties for businesses - Policy initiatives.			
Module:6	Institutional support to Entrepreneurship	3 hours	
Central and State level Institutional support for business units. Industrial Estates & Special Economic Zones in India.			
Module:7	Contemporary issues in Entrepreneurship	4 hours	
Grass root Entrepreneurship through Self Help Groups, Social Entrepreneurship, Conscious capitalism & Ecological Entrepreneurship- Conceptual clarification and typology			
Module:8	Contemporary issues: Guest lecture by Identified Start-up Entrepreneur	2 hours	
Techno Entrepreneur, Social Entrepreneurs Women Entrepreneur and Ecological Entrepreneur.			
		Total Lecture hours:	30 Hours

<p>Project: The team projects [5 to 6 members]-Research on neighbourhood market gaps & customer pain points, business ideation & opportunity mapping and class presentation-Biz Plan Presentation by Companies Formed by Students before neutral evaluators-Research a not-so-well doing business in the neighbourhood & designing and presenting turnaround or survival strategies-Assessment on a continuous basis with a min of 3 reviews.</p>	<p>60 [Non-Contact hrs.]</p>		
<p>Text Book(s)</p>			
<p>1.</p>	<p>D. F. Kuratko and T.V. Rao, Entrepreneurship, South Asian perspective, 2016, Cengage Learning India Pvt. Ltd. Delhi.</p>		
<p>Reference Books</p>			
<p>1.</p>	<p>Robert D. Hisrich, Mathwe J Manimalaet.all, Entrepreneurship, Ninth Edition, 2014. McGraw Hill Education (India) Private Limited, Chennai.</p>		
<p>2</p>	<p>C.B. Gupta &Srinivasan (2005), <i>Entrepreneurial Development</i>, S Chand & Co. Ltd., New Delhi.</p>		
<p>3</p>	<p>Vasant Desai, Dynamics of Entrepreneurial Development and Management Principles. Projects, Policies, Programmes – 2005, Himalaya Publishing House, New Delhi.</p>		
<p>Mode of Assessment: Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT).</p>			
<p>Recommended by Board of Studies</p>		<p>10-06-2019</p>	
<p>Approved by Academic Council</p>	<p>No. 59</p>	<p>Date</p>	<p>24-09-2020</p>

Course code	Strategic Management	L	T	P	J	C
BMT1035		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives: To develop conceptual understanding of the strategic Management and Strategy Planning process.						
Outcome:						
1. Learning to develop a scientific way of decision making related to growing and managing business.						
2. Understanding of the strategy and strategy making process in in the competitive business environment.						
3. Developing an exposure to strategic frameworks and analytical skill.						
4. Develop conceptual understanding of the Strategic Management Process.						
Module:1	Introduction to Strategic Management	5 hours				
Importance of Strategic Management: The Competitive Landscape, Technological Changes, globalization and above average return. Schools of thought in Strategic Management.						

Module:2	Strategic Intent and Objective	5 hours	
Strategic Intent -Vision, Mission and Objectives, Strategy Content, Process, Practice Fit Concept and Configuration Perspective in Strategic Management.			
Module:3	Internal Environment of Firm- Recognizing a Firm's Intellectual Assets	9 hours	
Core Competence as the Root of Competitive Advantage, Sources of Sustained Competitive Advantage, Business Processes and Capabilities-based Approach to Strategy- Resource based view, VRIO and Dynamic Capability framework.			
Module:4	External Environments of Firm- Competitive Strategy and situational analysis	8 hours	
Five Forces of Industry Attractiveness that Shape Strategy, Structure Conduct Performance Paradigm, BCG and GE McKinsey Matrix, Industry Life Cycle, Value Chain Analysis. SWOT and TOWS Competitor Analysis, Strategic Groups.			
Module:5	Formulation of Strategies - I	5 hours	
Business-level strategies, Generic Strategies, Functional level Strategies, Growth strategies- Expansion, Integration and Diversification,			
Module:6	Formulation of Strategies - I	5 hours	
Corporate level strategy and strategic alternatives, Strategic Alliances, Joint Ventures, and Mergers & Acquisitions, Global Strategies, Cooperative Strategies			
Module:7	Strategy Implementation	4 hours	
Strategy and Structure, Strategy and Culture, Strategy and Leadership, Mckinsey 7s Framework,			
Module:8	Strategy Evaluation and Control	4 hours	
Strategic controls-SOPs- benchmarking to evaluate performance-Strategic surveillance –strategic audit-Balance score card. Corporate Governance.			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Hitt, Ireland, Hoskisson, Manikutty, (2016), Strategic Management, Cengage Learning		
2.	Hill, Jones, Shilling(2013), An Integrated Approach to Strategic Management, 11th edition, Cengage Learning		
3.	Wheelen & Hunger (2012) Strategic Management and Business Policy: Toward Global Sustainability, 13th Edition, Pearson		
4.	Robert M. Grant (2012). Contemporary Strategic Management, Blackwell, 7th Edition		
Reference Books			
1.	M.E. Porter, Competitive Strategy, 1980. M.E. Porter,		
2.	Competitive Advantage, 1985 Richard Rumelt (2011).		

Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		10-06-2019	
Approved by Academic Council	No.59	Date	24-09-2020

Course code	Course title	L	T	P	J	C
BMT2022	Introduction to Statistics II	2	0	2	0	3
Pre-requisite	Introduction to statistics I	Syllabus version				
		v. 1.0				
Objectives: This course is designed to provide conceptual, application and interpretive knowledge on multivariate data using software tools.						
<ol style="list-style-type: none"> 1. To provide sufficient theoretical background to develop data-analytic framework surrounding business situations 2. To help students choose appropriate multi-variate methods to test the data-analytic framework surrounding business situations 3. To help students draw better insights to make robust decisions 						
Outcome:						

At the end of the course, the student should be able to:			
1. Develop data-analytic framework on business situations			
2. Understand the data structure and prepare the data for the application of multivariate techniques			
3. Choose appropriate multivariate statistical methods for a given business situation			
4. Develop robust decisions based on the results obtained from the multivariate methods			
5. Use any statistical tool to run the multivariate statistical methods			
Module:1	Introduction to Multivariate Statistics	4 hours	
Introduction to Multi-Variate Statistical techniques – missing data – outliers – assumptions of multivariate analysis – non metric data dummy variables			
Module:2	Dependence methods	6 hours	
Inference with multiple regression model – Partial and multiple correlation – multi-collinearity in multiple regression. Regression models for nonlinear relationships – Regression models with dummy variables			
Module:3	Forecasting Techniques	6 hours	
Time series and forecasting: Choosing a forecasting model – testing for randomness - smoothing techniques – trend forecasting models – trend and seasonality – causal forecasting methods.			
Module:4	Regression for classification and Prediction	7 hours	
Regression for classification and prediction: Design for logistic regression – estimating the logistic regression model – assessing the goodness-of-fit – significance of coefficients. Discriminant analysis – Design for discriminant analysis – two and three group discriminant analysis - estimation of the model and overall fit – attribute-based perceptual mapping using discriminant analysis			
Module:5	Analysis of Variance	6 hours	
Analysis of Covariance (ANCOVA) – Multiple analysis of variance (MANOVA) – issues in designing MANOVA – estimation of ANCOVA and MANOVA and assessing overall fit			
Module:6	Data reduction	6 hours	
Exploratory Factor analysis – designing a factor analysis – assessing overall fit – validation of factor analysis Confirmatory factor analysis – developing the overall measurement model – assessing measurement model validity – modifying the measurement model			
Module:7	Classification	8 hours	
Cluster analysis: designing a cluster model – deriving clusters and overall fit – profiling the clusters Multidimensional scaling (MDS): framework for perceptual mapping – assumptions for MDS – deriving the overall fit – validation of MDS Correspondence analysis: Design of framework for CA – assumptions of CA – deriving CA overall fit – validation of the results			

Module:8	Contemporary issues:	2 hours	
Data mining – data visualization - business analytics, their use in decision-making			
	Total Lecture hours:	45 hours	
Text Book(s)			
1.	Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E., (2010). <i>Multivariate Data Analysis</i> . 7 th edn. Pearson: India		
Reference Books			
1. 2.	Rencher, A.C., (2012). <i>Methods of Multivariate Analysis</i> . 3 rd edn., Wiley Publishing House. Johnson, R.A., & Wichern, D.W. (2019). <i>Applied Multivariate Statistical Analysis</i> . 6 th edn. Pearson: India		
Mode of Evaluation: CAT / Assignment / Quiz / FAT / Seminar			
List of Challenging Experiments (Indicative) (Only for courses with Lab “P” component)			
1	Introduction of SPSS or R or Python	2 hours	
2	Outlier detection and multi-collinearity& Partial and multiple correlation	2 hours	
3.	Regression models with non-linear relationships and dummy variables	2 hours	
4.	Regression models with non-linear relationships and dummy variables	2 hours	
5.	Time series smoothing technique- Time series – ARIMA	2 hours	
6.	Logistic regression - Discriminant analysis	2 hours	
7	ANCOVA- MANOVA	2 hours	
8	Principal Factor analysis- Confirmatory factor analysis	2 hours	
9	Cluster analysis	2 hours	
10	MDS- Correspondence analysis	2 hours	
Total Laboratory Hours			20 hours
Mode of assessment: Continuous Assessment, Final Assessment Test, Lab Experiments			
Recommended by Board of Studies		18.01.2021	
Approved by Academic Council		No. 61	Date 18.02.2021

Course code	Computer Based Analysis	L	T	P	J	C
BMT2025		0	0	4	0	2
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives:						
<ol style="list-style-type: none"> 1. To learn how to use and apply spreadsheet to analyze data and present the findings of the analysis 2. To have a thorough understanding of all excel features and functions. 						
Outcomes :						
<ol style="list-style-type: none"> 1. To be proficient in all excel features and tools and other Software tools 2. To be able to analyze data, design and build excel based decision models to solve decision making management problems in Finance, Marketing and Operations 3. To be able to analyze business cases and provide solutions using excel based models 						
Lab Experiment :1	Spread Sheet Models - Introduction	5hours				

Overview of Excel's basic and extended functionalities - The basic functionality topics include referencing and names, functions and formulas, charts, and pivot tables. The extended functionality topics include statistical analysis, the Solver and modeling, simulation, and working with large datasets.			
Lab Experiment : 2	Building Data Models in Spreadsheets	5 hours	
Descriptive Statistical Models in Business using Excel Charts, Predictive Data Models in Excel using Analysis ToolPack and other add-ons and Prescriptive Models in Excel using Solver			
Lab Experiment : 3	Spread Sheet based Decision making models in Accounting	5 hours	
Analysing data with Pivot tables, analyzing results by date, Finding and analyzing records using autofilter, formula auditing, Basics of VBA for automation.			
Lab Experiment : 4	Spread Sheet based Decision making models in Marketing	5 hours	
Marketing Models, Optimization Models, Marketing management decision making models using excel			
Lab Experiment : 5	Spread Sheet based Decision analysis in Finance	5 hours	
Financial Models, Investment analysis models, Worksheet applications for cost accounting			
Lab Experiment : 6	Spread Sheet based Case Analysis in Operations	5 hours	
Statistical applications in quality control using excel, Inventory control models, Models for production operations, Project Management using excel			
Lab Experiment : 7	Advanced Spreadsheet Based Models in Business	5 hours	
Excel add-on tools like Solver, Analysis toolpack, Monte Carlo Simulation			
Lab Experiment : 8	Application of Software tools to solve Business Problems	5 hours	
Usage of Software tools like Python Notebook, R- Studio, StatCraft and SPSS Modeler to solve Optimization and Classification Problems in Business			
	Total Lecture hours:	40 hours	
Text Book(s)			
1	John F. Barlow (2011), Excel Models for Business and Operations Management, 2 nd Edition, Wiley India.		
2	Wayne L. Winston Excel 2010 – Data analysis and Business Modeling, Microsoft Press (2011)		
Reference Books			
1	Hansa Lysander Manohar (2017), DATA ANALYSIS AND BUSINESS MODELLING USING MICROSOFT EXCEL, PHI Learning		
2	Danielle Stein Fairhurst (2015), Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals, Wiley		
Mode of Evaluation: LAB Assignments and LAB FAT			
Recommended by Board of Studies		18-01-2021	
Approved by Academic Council		No. 61	Date 18.02.2021

Course code	Negotiations and Decision Making	L	T	P	J	C
BMT2024		2	0	2	0	3
Pre-requisite	None	Syllabus version				
		v1.0				
Objectives:						
1.The course aims to create an understanding of leadership, negotiation, and decision-making, with a focus on the individual leader and business priorities						
2.The student should develop an understanding of the relationship between decision-making, negotiation strategies and how a leader is perceived while delivering business results						

<p>3. Understand Ethics and power aspects with respect to negotiation and leadership decision making</p> <p>4. Discuss the complexities surrounding leading groups and making decisions at the workplace</p>		
Outcome:		
<p>Students will be able to</p> <ol style="list-style-type: none"> 1. Conduct negotiation exercises that simulate competitive business situations 2. Undertake distributive bargaining (split the pie!), mixed motive bargaining (several issues at stake) with two and with more than two parties, contingent contracts and fair division 3. Enact leadership decision making and negotiation strategies 4. Sustain effective and innovative decision and negotiation behavior in in a VUCA World (not only business policy and entrepreneurial decisions, but also labor disputes, inter-organizational negotiations, political and Labour problems). 		
Module:1	Negotiation Fundamentals	4hours
<p>Definition, Purpose, Objective , Types and Strategy -Module Content Distributive Bargaining- Competitive Gaming-Contingent Contracts -Fair Division</p> <p>Key Elements of Negotiation -The fundamental drivers of negotiation, basic needs, wants, and motivations –Legitimacy –Relationships -Alternatives -Options -Commitments/Communication</p>		
Module:2	Negotiation Strategies and Biases	4 hours
<p>Integrative Negotiation- Value creation and distribution -Distributive Negotiation – Fighting for what is on the table</p> <p>Negotiation and Influencing Basics - Negotiation Style - Developing the Business Opportunity - Progressing Negotiations - From Agreed Terms to Binding Contract -The Softer Side of Negotiation</p> <p>Self_ enhancing biases - Memory biases, -decision making biases - Emotions and cognitive biases</p>		
Module:3	Processes and Phases of Negotiation	4hours
<p>Preparation and Planning - Defining ground rules -Clarification and Justification</p> <p>Bargaining and problem solving - Closure and implementation</p>		

Module:4	Managing Different Types of Business Negotiations & Collective Bargaining	4hours
<p>Integrative Bargaining -Balanced Concerns Negotiations -Many Party Negotiations Collective Bargaining Agreements: Preparation for negotiations, Propose key demands, negotiation, agreement reached, administration of agreements Business contracts - A&M, Procurement, salary negotiations, wage settlements -Government interface - WTO, Inter-state and International trade agreements -International and Cross-Cultural Negotiation</p>		
Module:5	Principle Centered Leadership, Ethics, Values and Morality	4hours
<p>Continuous learning- Service orientation,-Radiate positive energy -Believing in other people-Lead balanced lives-life as a adventure-synergistic-self renewal Rules and regulations- Values- Research-Moral Principles,-Ethical Practices, Rules of conduct Delivering results with integrity-upholding morality and providing good governance- Balancing business, social and individual objectives- Delivering value to stake holders by upholding highest degree of self-regulation and conviction</p>		
Module:6	Leadership Styles & Theories	4hours
<p>Transactional vs Transformational leadership -Risk taking -Autocratic vs Democratic Impact of Perception and personality on decision making Individual vs Group Decision making -Group Decision making systems -Brain storming, Delhi Technique, Decision Tree, NGT-Nominal Group technique -Locus of Control Laissez-Faire –Autocratic –Participative –Transactional- Transformational Styles Trait theory - Behavioral Theory -Contingency Theory-Path goal model</p>		
Module:7	Leadership Decision Making Landscape	4 hours
<p>Groups-Teams –Structures -Vision & Mission-Motivation, Stages of group formation - 8C’s of team building-Power,Conflict and Stress Motivational leadership and result orientation-learning and change -Successful leaders are born vs Developed Role of the Leader-Vision and Values- Personality and Preferences,-Power and Influence- Taking Initiative- Enabling Others Decision Making Foundations- Decision Making Tools and Techniques,-Leadership and Decision Making Dilemmas-Managing Change -Data driven decision making-Use of Analytics and technology</p>		
Module:8	Contemporary issues:	2 hours

Leadership examples and leadership trends in Business, Motivational videos, Leadership Stories- Guest lecture by Industry experts			
		Total Lecture hours:	30 hours
			30
Text Book(s)			
1.	Stephen Robbins, Timothy A. Judge, (2014), Organizational Behaviour, 16th edition, Prentice Hall India Pvt. Ltd.		
2.	Michael Wheeler (2014), The art of negotiation:How to improvise agreement in a chaotic world, Simon & Schuster		
Reference Books			
1.	Jeswald Salacuse (2017), Real leaders negotiate: Gaining, keeping and using the power to lead through negotiation, Palgrave Mac Millan		
2.	Richard Shell (2012), Bargaining for advantage: Negotiation strategies for reasonable people, Penguin		
Mode of Evaluation: CAT / Assignment / Quiz / FAT / Project / Seminar			
List of Challenging Experiments (Indicative)			
1.	Negotiation fundamentals Role play/ group activity -1		2 hours
2.	Negotiation fundamentals Role play/ group activity -2		2 hours
3.	Negotiation style – Role play/ group activity 3		2 hours
4.	Negotiation –Bargaining and problem solving - Role play/ group activity -4		2 hours
5.	Negotiation ethics – Role play/ group activity 5		2 hours
6.	Collective bargaining - role play/ group activity 6		2 hours
7.	Leadership game- Role play/ group activity -7		2 hours
8.	Group decision making – Group activity/ group activity 8		2 hours
9.	Power and conflict – Role play/ group activity 9		2 hours
10.	Data driven decision making – Role play/ group activity 10		2 hours
Total Laboratory Hours			20hours
Mode of assessment:			
Recommended by Board of Studies		18.01.2021	
Approved by Academic Council		No. 61	Date 18.02.2021

Course code	Course title	L	T	P	J	C
BMT2023	Real World Business Solutions	3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 1.0				
Objectives:						

<ol style="list-style-type: none"> 1. To develop a good understanding of all facets of real-world business problems and possible solutions. 2. To enable students to appreciate the intricacies of practical business situations and their interrelationships across functional areas. 3. To improve the employability quotient amongst students and increase their knowledge/skills regarding contemporary business issues. 		
Outcome:		
<ol style="list-style-type: none"> 1. To make students market savvy and improve their knowledge holistically. 2. To enhance the skill sets of the students and instill a positive attitude. 3. To make students aware of the current business trends. 4. To use the case study method extensively to illustrate business solutions to real-world problems. 5. To improve business communication skills and team work amongst students. 		
Module:1	Identify real-world Business Problems	6 hours
Identify and discuss real-world business problems with the help of case studies. Develop a business strategy to prevent and solve problems; discuss pro-active approaches to solve complicated business challenges.		
Module:2	HR Challenges and Solutions	6 hours
Ensure transparency in organization; develop a proper system to ensure fairness in promotions; proper training programs to be formulated keeping in mind the market requirements. Team building events to promote bonding amongst employees is required.		
Module:3	Business Solutions in the Finance Area	6 hours
Effective management of company resources; understanding of insurance laws and regulations; suggest benefits for employees to top management; business valuation and risk management; Adherence to IT rules and procedures; Digital Banking; Technical Understanding of Financial Markets		
Module:4	Marketing Challenges and Opportunities	6 hours
Customer-oriented approach; coordination between marketing personnel and other company executives; training and providing real world solutions to customers quickly; develop selling and negotiation skills; provide factual information to customers.		
Module:5	Operations, Systems and Technology Management	6 hours
Total Quality Management; Service Operations Management; Industry 4.0; Six Sigma for Operations; Enterprise Resource Planning AI in business applications; IOT; develop fool-proof technological methods to manage data. Big Data Analytics; Designing and Analyzing information.		
Module:6	Artificial Intelligence and Business Analytics	5 hours
Solve real-world business problems with the help of AI; Optimize business processes, minimize costs and maximize revenues through Artificial Intelligence; Value creation by using machine		

learning and cognitive intelligence using python.			
Module:7 Effective Business Communication 5			
Industry Analysis and Desk Research; providing effective solutions to all stake holders through both oral and written communication; Create a feel-good atmosphere at work			
Module:8 Contemporary issues: 5 hours			
Guest Lecture by industry experts			
		Total Lecture hours:	45 hours
Text Book(s)			
1.	Karim R Lakhnai and Marcl Iansiti (2020), Competing in the age of AI: Strategy and leadership when algorithms and networks run the world and leadership, Harvard Business Press		
2.	MIT Sloan management review (2020), A managers guide to digital future of work –The most effective strategies for managing people , teams and organizations, The MIT Press		
Reference Books			
1.	MIT Sloan Management review (2020), How AI is transforming the organization – The digital future of management, The MIT Press		
Mode of Evaluation: CAT / Assignment / Case Study/Quiz / FAT / Project / Seminar			
Recommended by Board of Studies		18.01.2002	
Approved by Academic Council		No. 61	Date 18.02.2021

Detailed Syllabus – Programme Elective

Course code	Financial Reporting				L	T	P	J	C
BMT2020					2	0	0	4	3
Pre-requisite	Nil				Syllabus version				
					v. 01.00				
Objectives:									
To understand the concepts and applications of Financial reporting.									
Outcome:									
At the end of this course students will be able to:									
1: The students will acquire the knowledge about the concepts of financial reporting and the students will acquire the knowledge about the regulatory framework in financial reporting.									
2: The students will learn how to account for different assets in preparing the financial reports and how to report the impact of leasing and tax in the firms performance financial reporting.									
3: The students will develop analytical skills in calculating the accounting ratios and improve their critical thinking in interpreting the ratios for firms and analytical skills in calculating the accounting ratios and improve their critical thinking in interpreting the ratios for public-sector, non-profit entities.									
4: They will acquire the knowledge to prepare the financial statements for a single entity and prepare the consolidated financial statements including associates.									
Module:1	The conceptual and regulatory framework for Financial reporting				4 hours				
The need for conceptual framework and the characteristics of useful information. Recognition and measurement, Specialized, not-for-profit, and public sector entities, Regulatory framework. The concept and principles of groups and consolidated financial statements.									
Module:2	Accounting for transactions in financial statements				5 hours				
Tangible non-current assets, Intangible assets, Impairment of assets, Inventory and biological assets.									
Module:3	Accounting for transactions in financial statements				4 hours				
Financial instruments, Leasing, Provisions and events after the reporting period, Taxation, Reporting financial performance, Revenue, Government grants.									
Module:4	Analysing and interpreting financial statements				4 hours				
Limitations of financial statements, calculation and interpretation of accounting ratios and trends to address users' and stakeholders' needs.									
Module:5	Analysing and interpreting financial statements				3 hours				
Interpretation techniques, specialised, not-for-profit and public sector entities.									
Module:6	Preparation of financial statements				4 hours				
Preparation of single entity financial statements									

Module:7	Preparation of financial statements	4 hours	
Preparation of Consolidated financial statements including an associate.			
Module:8	Contemporary issues:	2 hours	
Guest Lectures from the industry experts in contemporary topics related to Financial Reporting			
	Total Lecture hours:	30 Hours	
Project: The students will be divided into a team of 5 or 6 each. They have to study the regulatory framework for Financial reporting, Preparation of financial statements analysing and interpreting financial statements		60 (Non-contact hrs)	
Text Book(s)			
1.	Fischer, P.M., Tayler, W.J., & Cheng, R.H. (2015).Advanced accounting.Cengage Learning		
Reference Books			
1.	Charles H.Gibson. (2009). Analysis of Financial Statements. South-Western Cengage Learning		
2	Richard E. Baker., Valdean C. Lembke., Thomas E.King., Cynthia G. Jeffrey. (2008). Advanced Financial Accounting. McGraw-Hill International.		
3	T.P.Singh. (2009). Taxmann’s Financial Accounting for Managers.Taxmann Publications (p) Ltd, India.		
4	Gerald I.White., Ashwinpaul C. Sondhi.,Dev Fried. (2007). The Analysis and use of Financial Statements.Wiely-India.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Audit and Assurance				L	T	P	J	C
BMT2021					2	0	0	4	3
Pre-requisite	Nil				Syllabus version				
					v. 01.00				
Objectives:									
To make the students to demonstrate the value of audit and assessment to the stock holders.									
Outcome:									
At the end of this course student will be able to:									
1: Evaluate the importance and role of auditing and assurance, and the difference between Auditing and Assurance.									
2: Understanding of the principles of audit and the regulatory aspects in audit.									
3: Assess the role of management in decision making and how it is understood by an auditor.									
4: Demonstrate the application of technology in auditing.									
5: Develop own project report regarding audit and assurance.									
Module:1	Introduction:				4 hours				
Concept of Audit, Auditing, Auditor and Assurance. Process of auditing and other assurance engagements. Types of Audit. Differences between Audit and Verification. Scope and Differences between external and internal audit. Outsourcing of audit work and internal audit assignments.									
Module:2	Planning and Risk assessment				4 hours				
Audit planning and documentation, obtaining and accepting audit engagements, Objective and principles of audit, Assessing audit risks. Understanding the entity and its environment.									
Module:3	Internal control:				3 hours				
Internal control systems, use and evaluation of internal control systems by auditors, Tests of control, Communication on internal control.									
Module:4	Audit evidence:				5 hours				
Financial statement assertions and audit Evidence, Audit procedures, Audit sampling and other means of testing. Audit of specific items. Work of others, Not-for-profit organisations.									
Module:5	Technology in Auditing:				2 hours				
Computer-assisted audit techniques, Report preparation and generation.									
Module:6	Audit Report and Review:				5 hours				
Audit report preparation, Rules followed in report preparation, penal proceedings in case of violation. Review and finalization of audit reports.									
Module:7	Ethics in Auditing and Corporate Governance:				3 hours				
Professional ethics, Code of Ethics and Conduct, Concept of Corporate governance. Role of auditor and board in CG.									

Module:8	Contemporary issues: Legal Aspects and Standards in Auditing:	4 hours	
Fraud and its detection, laws and regulations. Audit Standards, their role in governance. Violations and Penalties			
	Total Lecture hours:	30 Hours	
Project: The students will be divided into a team of 5 or 6 each. They have to study the Auditing technology, audit report models, Ethics in audit, corporate governance, Legal aspects and standard in auditing.		60 (Non-contact hrs)	
Text Book(s)			
1.	PankajGarg, Auditing & Assurance (7 th Edition, 2017), Taxmann Publications. ISBN9789386482730		
2.	Sanjib Kumar Basu, Auditing and Assurance (2 nd Edition), Pearson Education India. ISBN9789332547971		
Reference Books			
1.	Willian F. Messier, Jr. Steven M. Glover and Douglas F. Prawitt(2016), Auditing & Assurance Services: A Systematic Approach, McGraw Hill, Irwin. ISBN9780078025433		
2	CA. VikasOswal (2016), Simplified approach to auditing and assurance, CCH. ISBN9789351296409		
3	Tapan Jindal (2016), Notes on Auditing & Assurance – An easy approach, Bharat Law House. ISBN9789351393375		
4	Clifford Gomez (2012), Auditing and Assurance – Theory and Practice, Prentice Hall India Learning Pvt. Ltd. ISBN9788120345669		
5.	VarshaAinapure and MukundAinapure (2009), Auditing and Assurance (2 nd Edition), Prentice Hall India Learning Pvt. Ltd. ISBN9788120339910		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Advanced Audit and Assurance	L	T	P	J	C
BMT3005		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives:						
To enable the students to demonstrate the audit procedures and practices as per regulatory frame work to avoid fraud and error and to develop professionalism.						
Outcome:						
At the end of this course student will be able to:						
1: Enabling to assess regulatory frame work of audit and assurance at international level						
2: Identify the money laundering tactics for eliminating the practices and to follow professional ethics.						
3: Practice quality control activities in Advertising, publicity, obtaining professional work and fees.						
4: Plan and control audit with materiality risk of misstatement, evidence.						
5: Prepare the audit report and reviewing the subsequent events.						
6: Prepare a project report regarding the audit practice in contemporary world.						
Module:1	Regulatory Environment	4 hours				
International regulatory frameworks for audit and assurance services -Money laundering -Laws and regulations						
Module:2	Professional and Ethical Considerations	4 hours				
Code of Ethics for Professional Accountants -Fraud and error -Professional liability						
Module:3	Practice Management	3 hours				
Quality control (firm-wide) -Advertising, publicity, obtaining professional work and fees - Professional appointments						
Module:4	Planning and conducting an audit of historical financial information	5 hours				
Planning, materiality and assessing the risk of misstatement -Evidence and testing considerations- Audit procedures and evidence evaluation -Using the work of others -Group audits						
Module:5	Completion, review and reporting	4 hours				
Subsequent events and going concern -Completion and final review -Auditor's reports -Reports to those charged with governance and management						
Module:6	Other assignments	5 hours				

Audit-related and assurance services -Specific assignments-The audit of social, environmental and integrated reporting -The audit of performance information (pre-determined objectives) in the public sector -Reporting on other assignments			
Module:7	Current Issues and Developments	3 hours	
Professional and ethical developments -Other current issues			
Module:8	Contemporary issues: Guest Lecture	2 hours	
Guest Lecture on 6,7,8 modules.			
	Total Lecture hours:	30 Hours	
Project: The students will be divided into a team of 5 or 6 each. They have to study the audit and assurance, audit report models, Ethics in audit, and standard in auditing.		60 (Non-contact hrs)	
Text Book(s)			
1.	A Hand book on Audit and Assurance CA. Abishok Bansal & Niravmehta Swamy law house		
2.	Auditing and Assurance, Sanjib Kumar Basu pearson Education India.		
Reference Books			
1.	Auditing and Assurance, CA Pangaj Garg, Taxxman		
2.	Auditing and Assmance, R.chandler, London schost of Economics and political science.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Reference URLs:			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Strategic Business Reporting	L	T	P	J	C
BMT3006		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives						
The course is aimed at						
1. Provides students knowledge acquired at the Fundamentals level including the core technical capabilities to prepare and analyse financial reports for single and combined entities.						
2. Students to examine corporate reporting from a number of perspectives, not only from the point of view of the preparer of corporate reports, but also from the perspective of a variety of different stakeholders such as finance providers.						
3. Students to have a cohesive understanding of the IASB's Conceptual Framework for Financial Reporting and to use the Framework as a basis for judgement in applying International Financial Reporting Standards in corporate reports.						
Outcomes						
1. Apply fundamental ethical and professional principles to ethical dilemmas and discuss the consequences of unethical behaviour						
2. Evaluate the appropriateness of the financial reporting framework and critically discuss changes in accounting regulation						
3. Apply professional judgement in the reporting of the financial performance of a range of entities						
4. Prepare the financial statements of groups of entities and Interpret the same for different stakeholders.						
5. Communicate the impact of changes in accounting regulation on financial Reporting.						
Module:1	Professional principles	3 hours			SLO:6	
Professional behaviour and compliance with accounting standards.						
Module:2	Fundamental ethical principles	2 hours			SLO:10	
Ethical requirements of corporate reporting and the consequences of unethical behavior.						
Module:3	The financial reporting framework	4 hours			SLO:6	
The applications, strengths and weaknesses of an accounting framework.						
Module:4	Reporting the financial performance of a range of entities	4 hours			SLO:6,10	

1. Revenue 2. Non-current assets 3. Financial instruments 4. Leases 5. Employee benefits 6. Income taxes 7. Provisions, contingencies and events after the reporting date 8. Share-based payment 9. Fair Value Measurement 10. Reporting requirements of small and medium-sized entities (SMEs).									
Module:5	Financial statements of groups of entities				5 hours			SLO: 6,17	
1. Group accounting including statements of cash flows 2. Associates and joint arrangements 3. Changes in group structures 4. Foreign transactions and entities.									
Module:6	Analysis and interpretation of accounts				4 hours			SLO: 17	
Trend or horizontal analysis– Common size statements– Accounting ratios and ratio analysis.									
Module:7	Interpret financial statements for different stakeholders				3 hours			SLO:6,17	
Analysis and interpretation of financial information and measurement of performance.									
Module:8	Contemporary issues: The impact of changes in accounting regulation				5 hours			SLO: 6,17	
Discussion of potential solutions to current issues in financial reporting.									
				Total Lecture hours:		30 Hours			
Project: The students will be divided into a team of 5 or 6 each. They have to study the financial reporting framework, Reporting the financial performance of a range of entities, Analysis and interpretation of accounts and Interpret financial statements for different stakeholders.					60 (Non-contact hrs)			SLO: 6, 10,17	
Text Book(s)									
1.	Professional Ethics and Human Values by M. Govindarajan ,S. Senthilkumar and M.S. Natarajanv, Prentice Hall of India								
Reference Books									
1.	Corporate Financial Reporting and Analysis, 3rd Edition by David Young, Jacob Cohen,Wiley Publishers								
2	Contemporary Issues in Accounting by Michaela Rankin & Patricia Stanton & Susan McGowan & Kimberly Ferlauto & Matthew Tilling, John Wiley & Sons.								
Mode of Evaluation : CAT I, CAT II, Digital assignments and FAT									
Specific Assessment Methods		% Weighting		Intended subject learning outcomes to be assessed (Please tick as appropriate)					
				1	2	3	4	5	6
Continuous Assessment		60							
(iv) CAT I		15		√	√	√			
(v) CAT II		15					√	√	√
(vi) Digital Assignment		30		√	√	√			
Final Assessment Tes		40		√	√	√	√	√	√
Total		100							
Recommended by Board of Studies				05-08-2017					
Approved by Academic Council				No. 47		Date		05-10-2017	

Course code	Strategic Business Leader				L	T	P	J	C
BMT3007					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 01.00				
Objectives:									
To demonstrate the concepts of organisational leadership, advisory capabilities and relevant professional skills.									
Outcome:									
At the end of the course, students will be able to :									
1: Exhibit leadership skills									
2: Convince different stakeholders in decision making									
3: Compare choices using strategic tools									
Module:1	Leadership				4 hours				
Qualities of leadership, Leadership and organizational culture, Professionalism, ethical codes and the public interest.									
Module:2	Governance				5 hours				
Agency, Stakeholder analysis and organisational social responsibility. Governance, scope and approaches. Reporting to stakeholders. The board of directors. Public sector governance									
Module:3	Strategy				6 hours				
1. Concepts of strategy 2. Environmental issues 3. Competitive forces 4. The internal resources, capabilities and competences of an organisation 5. Strategic choices									
Module:4	Risk				4 hours				
1. Identification, assessment and measurement of risk 2. Managing, monitoring and mitigating risk.									
Module:5	Technology and data analytics				8 hours				

1. Cloud and mobile technology 2. Big data and data analytics 3. E- business: value chain 4. IT systems security and control.			
Module:6	Organisational control and audit	5 hours	
1. Management and internal control systems 2. Audit and compliance 3. Internal control and management reporting.			
Module:7	Finance in planning and decision-making	5 hours	
1. Finance function 2. Financial analysis and decision making techniques 3. Cost and management accounting.			
Module:8	Contemporary issues: Innovation, performance excellence and change management	8 hours	
Innovation, performance excellence and change management 1. Enabling success: organising 2. Enabling success: disruptive technologies 3. Enabling success: talent management 4. Enabling success: performance excellence 5. Managing strategic change 6. Innovation and change management 7. Leading and managing projects I Professional skills 1. Communication 2. Commercial acumen 3. Analysis 4. Scepticism 5. Evaluation			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Organizational Culture and Leadership, 5th Edition by Edgar H. Schein with Peter Schein, Wiley Publishers		
Reference Books			
1.	Financial Management by I.M. Pandey, Vikas Publishing House PVT Ltd.		
2	Big-Data Analytics for Cloud, IoT and Cognitive Computing by Kai Hwang, Min Chen, Wiley Publishers		
3	Managing Innovation and Change by David Mayle, Sage publishing		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Advanced Financial Management	L	T	P	J	C
BMT3008		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives:						
To make the students to understand the financial management techniques and use for acquisition, merger and reconstruction.						
Outcome:						
At the end of this course students will be able to :						
1: Critically evaluate the impact of financial decisions on the strategic direction of the organization.						
2: Evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organisation and how the capital structure chosen will impact upon this.						
3: Analyse the key strategic financial issues that must be considered in an acquisition or merger, including valuation of the target company.						
4: Analyse a company's performance and make appropriate recommendations.						
Module:1	Role and responsibility towards stakeholders	7 hours				
The role and responsibility of senior financial executive/advisor, Financial strategy formulation, Conflicting stakeholder interests, Ethical issues in financial management, Environmental issues and integrated reporting						

Module:2	Economic environment for multinational Organisations	4 hours	
Management of international trade and finance, Strategic business and financial planning for multinational organisations			
Module:3	Advanced investment appraisal	7 hours	
Discounted cash flow techniques, Application of option pricing theory in investment decisions, Impact of financing on investment decisions and adjusted present values, Valuation and the use of free cash flows, International investment and financing decisions			
Module:4	Acquisitions and mergers	6 hours	
Acquisitions and mergers versus other growth strategies, Valuation for acquisitions and mergers, Regulatory framework and processes, Financing acquisitions and mergers			
Module:5	Corporate reconstruction and re-organisation	4 hours	
Financial reconstruction, Business re-organisation			
Module:6	Treasury and advanced risk management Techniques	7 hours	
The role of the treasury function in Multinationals, The use of financial derivatives to hedge against forex risk, The use of financial derivatives to hedge against interest rate risk, Dividend policy in multinationals and transfer pricing			
Module:7	Emerging issues in finance and financial Management	6 hours	
Developments in world financial markets, Developments in international trade and Finance, Developments in Islamic financing			
Module:8	Contemporary issues: Funds Management	4 hours	
Nature of funds management open and closed end investment companies, mutual funds, Hedge funds other type of funds			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Keown, J; Martin, D. J;William. J &Scott, D. F (2005)., <i>Financial Management:Principle and applications</i> ,10 th Edition, Pearson		
Reference Books			
1.	Chandra. P(2015)., <i>Financial management: Theory and Practices</i> , 9 th Edition, Tata Mcgraw Hill		
2	Panday. I. M(2015)., <i>Financial management</i> .11 th Edition, Vikash Publishing House		
3	Khan, M. Y & Jain, P. K(2005)., <i>Financial management</i> , 2 nd Edition, Tata McGraw Hill		
4	Gupta, S.K & Sharma, P. K(2015)., <i>Financial Management Theory and Practices</i> , Kalyani Publishers		

5	VanHorne,, C; Wachowicz, M . J(2009). <i>Fundamentals of Financial management</i> 13 th Edition, Stanford		
Mode of Assessment: Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

Course code	Advanced Performance Management	L	T	P	J	C
BMT3009		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives:						
To promote the students to understand the importance of performance management in the globalised competitive scenario.						
Outcome:						
At the end of the course students will be able to :						
1: The students will be able to identify the tools and techniques for improving performance and process involved in performance management.						

<p>2: Identifying different tools and techniques of performance management through planning and control. 3: Estimation and decision making in production process in Case of external influences and Understanding of performance measurement system and design. 4: Assessment of project costs and their appraisal and Calculate the performance evaluation and corporate failure.</p>			
Module:1	Strategic planning and control	7hours	
<p>Introduction to strategic management accounting: Performance management and control of the organisation, Changes in business structure and management accounting, Effect of Information Technology (IT) on strategic management accounting, Other environmental and ethical issues.</p>			
Module:2	External influences on organisational Performance	6hours	
<p>Changing business environment, Impact of external factors on strategy and performance</p>			
Module:3	Performance measurement systems and design	7 hours	
<p>Performance management information systems, Sources of management information, Recording and processing methods, Management reports.</p>			
Module:4	Strategic performance measurement	6 hours	
<p>Performance hierarchy, Strategic performance measures in private Sector, Divisional performance and transfer pricing Issues, Strategic performance measures in not-for profit Organisations, Non-financial performance indicators, The role of quality in management information and performance measurement systems, Performance measurement and strategic human resource management issues, Performance measurement and the reward systems, Other behavioural aspects of performance measurement</p>			
Module:5		5hours	
<p>The role of quality in management information and performance measurement systems, Performance measurement and strategic human resource management issues, Performance measurement and the reward systems, Other behavioural aspects of performance Measurement</p>			
Module:6	Performance evaluation and corporate failure	5 hours	
<p>Alternative views of performance measurement and management, Strategic performance issues in complex business structures, Predicting and preventing corporate failure</p>			
Module:7	Current developments and emerging issues performance management	6 hours	
<p>Current developments in management accounting techniques, Current issues and trends in performance management</p>			
Module:8	Contemporary issues: Guest Lecture	2 hours	
<p>Guest Lecture on 4,5,6 and 7 modules</p>			

	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Cardy, R.L. Lenard, B. (2011). Performance management: Concepts, skills, and exerises. ME Sharpe.		
Reference Books			
1.	MCGettigan, E(2016). Advanced Performance management-An International Perspective, Chartered Accounts Ireland.		
2	Demartini, C, (2013). Performance management system –Design, Diagnosis and Use Springer.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

Course code	Managing Personal Finance	L	T	P	J	C
BMT1014		2	0	0	4	3
Pre-requisite	BMT3001-Financial Management	Syllabus version				
		2.0				

Objectives: To inculcate the knowledge and importance of Personal Financial Planning amongst the students.			
Outcome:			
1. Having an overview of Banking and Insurance in India and understand the related concepts and contemporary issues			
2. Having an understanding of Banking products and services, regulations, Role of RBI and understand the need of banking system for the economic growth of a country.			
3. Having overview knowledge of IRDA and regulatory framework of insurance in India.			
4. Gaining knowledge about Insurance industry and Life insurance products and Claim settlements.			
5. Gaining knowledge about Motor insurance and Health insurance products and Claim settlements			
Module:1	Financial Planning	3 hours	
Importance of Financial Planning – Steps involved in Financial Planning – SMART Goals – Achieving Goals – Risk & Returns – Savings & Investment – Loans & Investment.			
Module:2	Analyzing Saving & Investment	3 hours	
Time value of money – Power of Compounding – Rule of 72 – Personal Balance sheet and net worth – Inflation effect on Investment – Asset Allocation – Systematic Investment Planning.			
Module:3	Financial Assets	5 hours	
Small Savings – Post Office Savings Schemes – Company Fixed Deposits – Bank Deposits –Gold – Gold ETF – Mutual Funds – ELSS – Investing in Equity - Investment in Commodities – Government and Corporate Bonds – Collecting Antiques and artifacts – Real Estate – Chit Funds.			
Module:4	Managing Loans	4 hours	
Personal Loan – Housing Loan – Reverse Mortgage – Education Loan – Gold Pledging – Basics & dangers of Credit Card Debts –CIBIL Score – Steps to avoid excess debt			
Module:5	Protection Related Products	5 hours	
Insurance – Life Insurance – Importance of Term Life Insurance – Pension Schemes – Health Insurance			
Module:6	Planning for Retirement	4 hours	
Start early and peaceful retirement – Tracking and reviewing financial plan – Danger of Dipping your retirement savings			
Module:7	Tax Planning	4 hours	
Tax Calculations – Section 80C – Section 80D – Section 80G – Section 24			
Module:8	Contemporary issues: Investor Protection & Grievances	2 hours	
Investor Protection – Grievance Redressal Mechanism			
	Total Lecture hours:	30 Hours	
Projects to be undertaken: Students can group themselves into a team of 4 to 5 each and has to submit a mini project on Financial Planning for Individuals or other topics related to		60 non contact	

Personal Finance	hours	
Text Book(s)		
1.	Press, Tyco. (2014), <i>'Personal Finance Simplified'</i>, 20th Edition.	
2.	Madura, Jeff. (2013), <i>'Personal Finance'</i>, Pearson Education, 5th Edition	
Reference Books		
1.	Jack Kapoor, Les Dlabay, Rober J. Huges, (2010), <i>'Personal Finance'</i>, McGraw Hill	
Mode of Assessment:		
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)		
Recommended by Board of Studies	05-08-2017	
Approved by Academic Council	No. 47	Date 05-10-2017

Course code	Indian Financial System				L	T	P	J	C
BMT1012					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					1.0				
Objectives: To make the students to understand the financial environment and its impact on financial services industry over a period of time.									
Outcome: At the end of this course, students will be able to :- 1. Understand the financial environment and its regulations in India. 2. Understand the primary, secondary market operations & the technology driven financial market environment. 3. To have a thorough understanding of the regulations in guiding the financial system 4. To understand the financial services products and regulations governing the same .									
Module:1	Introduction and overview				5 hours				
Indian financial system: Overview – financial systems functions – organization and structure. Indian financial system environment: Post 1990s, Changes and Dynamism Occurred. Globalization and financial sector changes.									
Module:2	Regulatory Framework				4 hours				
Financial system regulators: RBI-SEBI-PFRDA-IRDA. Reforms as per regulator’s guidelines and proposals. Acts and Regulations Implemented after 1990s.									
Module:3	Financial markets : Primary Market:				7 hours				
Primary vs. Secondary markets. New issues-Primary market operation-intermediaries-lead managers-underwriting-bankers to an issue - listing mechanism – listing regulations. Registrar and share transfer agents.									
Module:4	Secondary market operations				7 hours				
Stock exchanges-intermediaries and stock broking services–custodial services-depository system-clearing and settlement systems. Role of technology in financial markets operations.									
Module:5	Money markets				6 hours				
Organization-instruments-need and applications.									
Module:6	Mutual funds in India				5 hours				
History and growth. Pension funds and alternate investments. SEBI guidelines and Regulatory framework.									
Module:7	Financial services				7 hours				
Fund based vs fee based services - Investment banking – Credit rating and its process. Factoring and forfeiting-housing finance companies-leasing and hire purchase. Non banking financial companies (NBFC)-RBI guidelines. Insurance industry –overview-intermediaries-IRDA regulations. Developmental financial institutions –scope and objectives									
Module:8	Contemporary issues: Microfinance				4 hours				
Role and Functions. Models and Role in Indian Economic development									

	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	M.YKhan (2013), <i>Indian Financial System</i> , 8 th Edition, Tata McGraw Hill Education.		
Reference Books			
1.	BharatiV.Pathak (2014), <i>Indian Financial System</i> , 4 th Edition, Pearson education		
2.	Fredric.SMishkin , Stanley G Eakins (2011), <i>Financial Markets and Institutions</i> , 6 th Edition, Pearson education.		
3.	L.MBhole and JitendraMahakud (2009), <i>Financial Institutions and Markets</i> , McGraw hill Education		
4.	S Gurusamy(2009), <i>Indian Financial System</i> , 2 nd edition, Tata McGraw Hill		
5.	Gomez ,Clifford (2008), <i>Financial Markets, Institutions and Financial Services</i> , PHI learning		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Investment Analysis And Portfolio Management	L	T	P	J	C
BMT3003		2	0	0	4	3
Pre-requisite	BMT3001 - Financial Management	Syllabus version				
		1.0				
Course Objectives:						
To familiarize the participants with the terminologies, theories and practices in stock markets of India; Investor behavior and risk and return analysis; Types of securities, determinants of the price behaviour of securities, evaluation of fair price, and to provide a conceptual insight to the valuation of securities.						
Outcome:						
At the end of this course students will be able to:						
1: Understand the meaning of Investment and Speculation and risk profiling.						
2: Understanding the characteristics of different investment products available in the Indian Financial Market.						
3: Know the prevailing regulatory environment and their roles						
4: Ability to value the equity using Fundamental and Technical Analysis.						
5: Create efficient portfolio and evaluate its performance						
Module:1	<i>Investment – A Conceptual Framework</i>	2 hours				
Investment meaning, Characteristics, Objectives, Investment process, Investment Vs. Speculation, Risking profiling of investors						
Module:2	<i>Investment Environment</i>	4 hours				
Features, composition and characteristics of Financial markets and Financial Instruments : money market instruments - T-bills, Certificate of deposits, Commercial papers, Repos: capital market instruments - Shares, Bonds, Debentures, Mutual funds, Deposits(bank & Post office) financial derivatives - Forex Gold ETF and other assets						
Module:3	<i>Roles and Functions of Regulatory Bodies</i>	3 hours				
RBI, SEBI, FMC – Forward Markets Commission, PFRDA – Pension Fund Regulatory and Development Authority,						
Module:4	<i>Fundamental Analysis</i>	5 hours				
Economy analysis - Leading & Lagging Indicators - GDP, Inflation, Interest rate, Money supply,						

employment rate etc., - their impact on capital market		
Industry analysis - Industry life cycle, Business cycle		
Company analysis - Assessing and selecting companies for investment based on Financial statement analysis, Valuation of share & bonds, strength and weaknesses of fundamental analysis		
Module:5	Technical Analysis	6 hours
Theories and Tools of technical analysis - Dow's Theory, Elliot wave principle Charts: Formations and patterns -upward trend, downward trend, side-walks, flags, cup and handle, triangles, head& shoulders, round bottoms and charting techniques - line charts, candle stick, point and chart figures, Bollinger bands		
Technical indicators - Simple Moving Averages, MACD, RSI, ROC		
Module:6	Efficient Market Hypothesis	3 hours
Concept of 'Efficient Market' and its implications for security analysis and portfolio management.		Portfolio Management
Management – Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management		
Module:7	Portfolio Creation and asset allocation decision	3 hours
Theories and Models		Markowitz Portfolio Selection
Model: Concept of portfolio analysis and diversification of risk. Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model Arbitrary Pricing model, Asset allocation decision, Dominant and efficient portfolio, determination of corner portfolio		
Module:8	Contemporary issues: Portfolio Performance evaluation	3 hours
Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk - Sharpe, Treynor's and Jensen Ratios		
Total Lecture hours:		30 Hours
Project		60 Non Contact hrs.
The students are divided into teams of three-five members each. They have to formulate a portfolio for a client using three stages of fundamental analysis.		
Text Book(s)		
1.	Preeti Singh(2013), <i>Investment Management</i> , 18th edition, Himalaya Publishing House	
Reference Books		
1.	Dr. V.A. Avadhani (2014), <i>Investment Management</i> , 8th edition, Himalaya Publishing House	
2.	PunithavathyPandian(2012), <i>Security Analysis and Portfolio Management</i> , 2nd edition, Vikas Publishing	
3.	V. K. Bhalla,(2010), <i>Fundamentals Of Investment Management</i> , S.Chand Publishing	
4.	Prasanna Chandra (2010), <i>Investment Analysis and Portfolio Management</i> , Tata McgrawHill	
5.	S. Kevin,(2006), <i>Security Analysis and Portfolio Management</i> , PHI Learning	

Mode of Assessment: Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)

Recommended by Board of Studies 05-08-2017

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

Course code	Banking and Insurance	L	T	P	J	C
BMT1013		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		1.2				
Objectives:						
To enable the students to gain knowledge about the products and services in banking and Insurance sector.						
Outcome:						
At the end of this course, students will be able to :						
1. Having an overview of Banking and Insurance in India and understand the related concepts and contemporary issues						
2. Having an understanding of Banking products and services, regulations, Role of RBI and understand the need of banking system for the economic growth of a country.						
3. Having overview knowledge of IRDA and regulatory framework of insurance in India.						
4 Gaining knowledge about Insurance industry and Life insurance products and Claim settlements.						
5 Gaining knowledge about Motor insurance and Health insurance products and Claim settlements						
Module:1	Introduction to Banking	3 hours				
History of Banking Business and banker, Banking system and its impact in the economy						
Module:2	Banking – Growth and Development	8 hours				
Commercial banks - structure of the Indian banking system - PSU and Private banks - Foreign banks. RRBs and Cooperative bank - Developmental financial institutions. Current development - retail banking - corporate banking - international banking. NBFCs- Electronic banking: Internet banking – credit and debit cards-ECS, NEFT, RTGS – risks in e-banking.						
Module:3	Regulatory Framework	5 hours				
RBI - Acts and Regulations - Role and functions of RBI - Monetary policy and tools - Policy rates, CRR and SLR						
Module:4	Products and Services in Banks	4 hours				
Savings and Deposit products, Loans and advances - priority sector lending - export credit. Risk management in banks – an overview.						
Module:5	Introduction to Insurance	7 hours				

History - purpose and importance - functions – benefits - classification of Insurance Policies- Insurance contracts – assurance- legal and regulatory framework - Regulator – IRDA			
Module:6	Life insurance and Health Insurance	7 hours	
Need for life and health insurance, Classification of policies - Advantages - comparison of different polices - Role of hospitals and TPAs-Govt. sponsored schemes.			
Module:7	Motor Vehicles Insurance and Marine Insurance	6 hours	
Importance of Vehicle and Marine Insurance– Legal terms - Classification of policies -claims and settlement			
Module:8	Contemporary issues: Other Types of Insurance	5 hours	
Fire insurance, Flood, burglary, cattle, crop, engineering and liability policies - Reinsurance.			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Text Books : Jyotsna sethi and Nishwan Bhatia (2012), <i>Elements of Banking and Insurance</i> , 6 th Edition, PHI India		
Reference Books			
1.	Padmalatha Suresh and Dr.Justin Paul (2014), <i>Management of Banking and Financial Services</i> 3 rd Edition, Pearson Education		
2	Jyotsna Sethi, Nishwan Bhatia (2012), <i>Elements of Banking and Insurance</i> , PHI		
3	Mishra M.N (2012), <i>Insurance Principles and Practice</i> , 21 st Edition, S. Chand &co.		
4	P.K Guptha (2015), <i>Insurance and Risk Management</i> , Himalaya Publications		
5	N.S Toor (2015), <i>Hand Book of Banking information</i> , 40 th Edition, Skylark Publications.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Consumer Behaviour	L	T	P	J	C
BMT2007		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		1.1				
Objectives:						
To Enable the students to understand the consumer behavior for maximizing the rules potential of the consumer.						
Outcome:						
At the end of this course students will be able to:						
1: Understand the important of Consumer Behavior in a marketing situation.						
2: Assess the importance of the process of consumer decision making and understand the buying habits of consumers.						
3: Critically evaluate the models of consumer behavior and the concepts surrounding the same.						
4: The students will demonstrate the ability to integrate the knowledge and skills derived from the different functional areas of business.						
5: The students will learn to approach and solve consumer related issues with ethical and socially sensitive perspectives using live projects.						
Module:1	Introduction to consumer Behaviour (CB	3 hours				
Importance, Scope, Need for studying Consumer Behaviour and its research process						
Module:2	Individual determinants of Consumer Behaviour	4 hours				
Perceptual process, consumer learning process, consumer attitude formation, attitude measurement - meaning and nature of personality, self-concept.						
Module:3	External Determinants of Consumer Behaviour	4 hours				

Influence of Social Class, Culture and Sub-Culture, Family Reference groups.Lifestyle Profiles, VALS, AIOs, Social Class Mobility.			
Module:4	Industrial Buying Behaviour	5 hours	
Participants, characteristics of industrial markets, factors influencing industrial markets, stages of industrial buying process, Customer and marketing of services.			
Module:5	Consumer Decision making process	5 hours	
Consumer Communication process, Opinion Leadership Process - The Diffusion Process - The Adoption process - Consumer satisfaction – Consumerism: Basic Consumer rights, Consumer protection forum in India.			
Module:6	Consumer models	4 hours	
Conceptual Models, Social Economic and Psychographic Howard & Seth, Nicosia Model, Engelkollat - Blackwell Model			
Module:7	Consumer Behaviour	3 hours	
Consumer Behaviour connecting with Pricing of service products –Banking and insurance			
Module:8	Contemporary issues:	2 hours	
Guest Lecture on 3,4 & 5 modules			
	Total Lecture hours:	30 Hours	
Project: The students will be divided into a team of 5 or 6 students each. They have to analyse and assess the behaviour of the consumers on individual and external determinants.		60 Non-contact hrs.	
Text Book(s)			
1.	Majumdar, Ramanuj (2010), <i>Consumer Behaviour: Insights from Indian Market</i> , PHI Learning Pvt. Ltd		
Reference Books			
1.	Leon G Schiffman, Leslie Lazar Kanuk and S. Ramesh Kumar (2015), <i>Consumer Behaviour</i> ,11 th Edition, JBA BOOK,ISBN: 9789332537644		
2.	Karen Webb (2011), <i>Consumer Behaviour</i> , 2 nd Edition, , JBA book, ISBN: 978007133365		
3.	Geoffrey Paul Lantos (2014), <i>Consumer Behavior in Action: Real-life Applications for Marketing Managers Paperback</i> , Routledge Taylor & Francis Group London & New York		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Advertising Management	L	T	P	J	C
BMT2008		3	0	0	0	3
Pre-requisite	BMT1007 -Marketing Management	Syllabus version				
		1.1				
Objectives:						
To make the students in demonstrating the making communication more effective for promoting sales.						
Outcome:						
At the end of this course students will be able to:						
<p>1: Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications.</p> <p>2: Understanding client's needs, their markets and customers and planning for account management.</p> <p>3: Write creative briefs & media briefs and managing the creative process and be able to understand Copy writing and Content Development process</p> <p>4: To understand how to coordinate simultaneously with creative, media and production departments and ensuring timely development of creativity.</p> <p>5: Participate in the development of creative solutions to address advertising and marketing communications challenges.</p>						

6: Demonstrate an understanding of advertising ethics.			
7: Develop an advertising plan			
Module:1	Concept and Definition of Advertisement	5 hours	
Advertising and the Marketing Process – Setting Advertising objectives for achieving Marketing goals			
Module:2	Understanding Advertising Response Variables	5 hours	
The Role of Ad agencies and other marketing Communication Organizations.			
Module:3	Analyzing the Communications Process	7 hours	
in the light of consumer behavior theories and concepts-Advertising communication models			
Module:4	The Importance of Creativity in Advertising	5 hours	
Planning Creative Strategy – Creative Process – Creative Strategy Development – Appeals and Execution Styles – Creative Tactics			
Module:5	Copy Writing and Content Development	5 hours	
Module:6	Media Planning & Buying	5 hours	
Setting Media Objectives – Developing Media Strategies – Scheduling of advertisements			
Module:7	Types of Media	5 hours	
Print Media – Out – of – Home Advertising – Broadcast & Interactive online Media.			
Module:8	Contemporary issues: Advertising Ethics	8 hours	
Monitoring and Evaluating the advertising plan. Guest Lecture on 4-7 modules			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Belch & Belch (2012), <i>Advertising and Promotion: An IMC perspective</i> - 9th Edition – Tata McGraw Hill		
Reference Books			
1.	Kenneth Clow, Donald Baack (2013), <i>Integrated Advertisements, Promotion and Marketing Communication</i> , 6th Edition, Prentice Hall		
2	S A Chunawalla (2013), <i>Advertising, Sales & Promotions Management</i> , 5th revised edition, Himalaya publishing house		
3	Jaishri Jethwaney, Shruti Jain (2007), <i>Advertising Management</i> , OXFORD University Press		
4	Wells, Burnett, Moriarty (2006), <i>“Advertising Principles & Practices”</i> , 6th Edition – Pearson Education		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	

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Course code	Retail Management	L	T	P	J	C
BMT2009		2	0	0	4	3
Pre-requisite	Nil	Syllabus version 2.0				
Objectives: Course is designed to provide students with a comprehensive understanding of retailing, an in-depth analysis of retail environments and an exposure to issues, challenges and developments in the retailing industry						
Outcome: At the end of this course students will be able to: 1: analyses the retail environment and conduct market research to facilitate the decision making 2: comprehend the retail strategy 3: apply the tools for store image and merchandise management 4: comprehend the retail space management 5: understand the retail pricing and communication programs						

6: understand the retailing concepts and trends in retailing in Indian economy			
7: realize the relevance technology in modern retailing			
Module:1	Introduction to Retailing	4 hours	
Retailing – Concepts and Functions-Retail formats and types - Retailing Channels-Importance of retailing- Changing trends in retailing - Retail Development - Role of Retail in Indian Economy - Retailing in Rural India - Retailing in India Versus Rest of the world. FDI in the Indian Retail sector: Organised Retailing and Expansion of Retailers - FDI in Retailing and its Impact - FDI in Indian Retailing and its future.			
Module:2	Understanding the Retail Consumer	4 hours	
Retail consumer behaviour- Customer decision making process - Types of decision making - Market research for understanding retail consumer Retail Locations: Site Location – factors affecting the demand for a region & attractiveness of a site.			
Module:3	Retail Market Segmentation, Strategies and understanding retail customer	3 hours	
Market Segmentation and its benefits - Kinds of markets- Definition of Retail strategy, Strategy for effective market segmentation - Strategies for penetration of new markets - Growth strategies			
Module:4		4 hours	
Consumption patterns - Changes in Customers- Demographics–Lifestyle- Consumer Buying Process- Shopping Behaviour- Retail Outlet Choice -Retail Segmentation.			
Module:5	Merchandise Management and Store design	3 hours	
Interiors and Exteriors - Store layout – Store image mix – Store Façade – The Internet Store. Store Administration: Merchandise planning’s – buying - Open to Buy (OTB) - open to buy planning - analysing the merchandise performance and its functions and elements.			
Module:6	Retail Space Management and Visual Merchandising	3 hours	
Definition of Space Management - Store layout and Design - Floor space management– Managing store inventories and display - Visual Merchandising and retail displays - Promotions Strategy - Retail Communication Mix - POP Displays			
Module:7	Retail pricing	5 hours	
Pricing strategies:-every day pricing, competitive based pricing, price skimming, and market-oriented pricing. Retail price strategies: - mark-up pricing- vendor pricing- competitive pricing- psychological - pricing. Retail Communication Mix: Communication programs to develop brands & build customer loyalty-methods of communicating with customers - planning retail communication process. Retail Branding.			
Module:8	Contemporary issues: Retailing in the digital era	4 hours	

Changing nature of retailing - E-tailing and its emerging growth - Challenges faced by the retail sector. Usage of information technology - Information Technology in Retail - Flow of Information - Data Warehousing - Electronic Data Interchange (EDI)- RFID - Use of IT in Finding Store Location - Enterprise Resource Planning - Mobile Retail & Digital Wallets.			
	Total Lecture hours:	30 Hours	
# A minimum of 4 retail based topics of the current retail scenario projects will be carried out by the students.		60 hrs (non Contact hrs)	
Text Book(s)			
1.	Piyush Kumar Sinha and Dwarika Prasad Uniyal (2012), Managing Retailing,(Oxford University Press)		
Reference Books			
1.	Chetan Bajaj, RajnishTuli, Nidhi V Srivastava (2010), Retail Management, Oxford University Press, 2 nd Edition		
2	Barry Berman, Joel Evans (2013), Retail Management, Pearson Education, 12 th Edition		
3	Gibson Vedamani, Retail Management (2003) – Functional Principles And Practices, Jaico, 4 th Edition		
4	Levy &Weitz, Retail Management,(2013), 8 th Edition, McGraw Hill		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Training and Development	L	T	P	J	C
BMT2011		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		2.0				
Objectives:						
To expose the learner to the concept and practice of training and development in the modern organizational setting						
Outcome:						
At the end of this course students will be able to:						

<p>1: Understand the importance and need for training, and the types of training programmes.</p> <p>2: Recognize the principles and laws of learning.</p> <p>3: Understand the importance of training need analysis and design training program based on employee trainee needs and characteristics, and organizational constraints</p> <p>4: Assess, design, and implement various methods, techniques and sources of training.</p> <p>5: Evaluate the value of the training once completed from the individual employee and the organization's viewpoint and recognize the contemporary issues in management.</p> <p>6: Get a practical input and understanding of the training practices prevailing in Industry.</p>			
Module:1	Training	3 hours	
Meaning, Objectives of Training, Importance and Needs for training, Different types of training programs: On the job and Off the job training			
Module:2	Learning	3 hours	
Meaning and characteristics of Learning. Process of learning.			
Module:3	Assessment of Training needs	3 hours	
Methods of assessment of training needs. Skill - Gap analysis.			
Module:4	Training Design	4 hours	
Training Objectives. Training Deliverables and Instructional Strategies. Training Budgets and Schedules plan. Procedures of training programme			
Module:5	Training Development	4 hours	
Drafting Training Materials. Developing tests / assessments. Quality Control Issues			
Module:6	Implementation	5 hours	
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).			
Module:7	Evaluation	5 hours	
The role of Evaluation in Training. Evaluating Reactions and Learning. Evaluating the transfer of training, Evaluating the results of the training.			
Module:8	Contemporary issues: Guest Lecture	3 hours	
HR managers and trainers from industry give talks on contemporary areas in the field			
	Total Lecture hours:	30 Hours	
Project # Team projects [5 to 6 members]		60 (Non-Contact Hours)	
# Project based assignments related to recruitment and selection.			
# Project will be given to students for applying techniques			

and methods of recruitment and selection. # Students will be asked to demonstrate the process of recruitment and selection. # Class presentations about the assignments and Assessment on a continuous basis.			
Text Book(s)			
1.	Bhattacharyya, D. K. (2015). Training and Development: Theory and Applications, SAGE Publications India Pvt, Limited.		
2	Erasmus, B., et al. (2015). Managing Training and Development, Oxford University Press, South Africa		
Reference Books			
1.	Armstrong Michael (2014), <i>A Handbook of Human Resource Management(14thed)</i> , Kogan Page.		
2	Lynton Rolf and PareekUdai (July 2011), <i>Training for Development (Third ed.)</i> , Sage Publications, New Delhi.		
3	Noe Raymond (2012), <i>Employee Training and Development</i> , Mc- Graw Hill		
Mode of Assessment: Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies	05-08-2017		
Approved by Academic Council	No. 47	Date	05-10-2017

BMT2012	Industrial Relations and Labour Law	L	T	P	J	C
		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				

		v. 01.00
Objectives:		
To provide adequate knowledge and critical understanding of substantive and procedural labour laws in operation in India.		
To make the students take keen interest in the practical aspects of Industrial Relations for the betterment of the employer-employee relations.		
Outcome:		
At the end of this course students will be able to:		
1: Build awareness of certain important and critical issues in Industrial Relations.		
2: Understand the concept of Industrial dispute and settlement of Industrial disputes and Standing orders		
3: Realize the importance and growth of trade union movement in India		
4: Have basic knowledge and application of various Labour Laws in personnel management.		
5: Appreciate the various provisions related to health, safety and welfare in factories.		
Module:1	Industrial Relations	5 hours
Concept, Overview of IR, Historical perspective perspectives. Approaches to IR, Changing dimensions of IR in India, Impact of globalization on IR, Collective Bargaining at the backdrop of ILO		
Module:2	Industrial Disputes	5 hours
Forms, Types, and Causes of Industrial Disputes, Procedure for settlement of industrial dispute		
Module:3		6 hours
Industrial Dispute Act, 1947; The Industrial Employment (Standing Orders) Act.		
Module:4	Trade Union	6 hours
Concepts, Functions, Objectives, Structure of Trade Union, System of Union registration and Recognition. Trade union movement in India, Trade Union Act, 1926		
Module:5	Payment and Compensation	5 hours
The Payments of Wages Act- 1936. The Minimum Wages Act- 1948. The Payment of Bonus Act- 1965. The Equal Remuneration Act- 1976.		

Module:6	Social Security: Social Assistance	6 hours	
The Workmen's Compensation Act-1923, Maternity Benefit Act- 1961. The Payment of Gratuity Act- 1972.			
Module:7	Social Insurance	6 hours	
The Employees State Insurance Act- 1948. The Employees' Provident Fund and Miscellaneous Provisions Act- 1952. (Provident Fund, Employee Pension Fund and Employee Deposit Linked Insurance).			
Module:8	Contemporary issues:	6 hours	
The Factories Act- 1948. The Apprentices Act- 1961.			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	S.C. Srivastava (2012), <i>Industrial Relations & Labour Laws</i> , Vikas Publishing House Pvt Ltd., New Delhi		
2.	Pc Tripathi, Cb Gupta, Nd Kapoor, (2012), <i>Industrial Relations & Labour Laws</i> , Sultan Chand & Sons Publications, New Delhi		
Reference Books			
1.	P.R.N. Sinha and Sinha Indu Bala (2017), <i>Industrial Relations, Trade Unions and Labour Legislation</i> , Pearson Education; Third edition		
2	A. P. Verma , N. Mohan (2013), <i>A Textbook of Industrial Management</i> , S. K. Kataria & Sons;		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Organizational Change and Development	L	T	P	J	C
BMT2003		3	0	0	0	3
Pre-requisite	BMT1024 – Management & Organizational Behaviour	Syllabus version				

		1.1
Objectives:		
<p>After completion of course,</p> <ol style="list-style-type: none"> 1. Students should gain a thorough understanding of the organization's ability to assess its current functioning and ability to achieve goals and manage the resistance to change 2. Students understand of Organizational development process and the ability to implement tools of Organizational development intervention to effectively to bring about major change in a way that gains support of organization members. 		
Outcomes:		
<p>At the end of this course students will be able to :</p> <ol style="list-style-type: none"> 1: Describe organizational change and development concepts 2: Implement change concepts to a real case example and transfer this knowledge to their own working environment. 3: Discuss why people resist change and strategies to reduce resistance. 4: Identify major types of organizational development interventions. 5: Demonstrate the various organizational development interventions 6: Apply OD intervention techniques in different management scenarios. 		
Module:1	Organizational Change	8 hours
Concept, Definitions, and Importance of change in the organization, Types and Forms of organizational change, Forces for and Resistances to change, Overcoming resistance to change		
Module:2	Evolutionary and Revolutionary change in organization	6 hours
Developments of Evolutionary Change: Socio technical Systems Theory, Total Quality Management, Flexible workers and Flexible work team.		
Module:3	Developments of Revolutionary change	4 hours
Reengineering, E-Engineering, Restructuring, Innovation.		
Module:4	Models of Change	5 hours
Kurt Lewin's Three step Change process, Burke and Lewin's model of Drivers of Change, J.P. Kotter's eight stages, Mckinsey 7-S Model, ADKAR model, Action Research, Organizational Development		
Module:5	Management of Change	5 hours
Diagnosing the organization, Determining the desired future state, Implementation Action, Evaluating the Action, Tackling Challenges at different periods of Change.		
Module:6	Organizational Development	5 hours
Concept, Objectives and Importance of OD. Foundations of OD. Managing the OD process. OD techniques to promote change. OD techniques to deal with resistance to change		
Module:7	OD Interventions: Human Process Interventions	6 hours

Process consultation, Third party consultation, Team building, Organization confrontation meeting, inter group relation intervention, Large group intervention. Techno structural intervention- structural design, Downsizing, Reengineering, Parallel structures, TQM, High involvement organization, Work Design.			
Module:8	Contemporary issues: OD Interventions: Human Resource Management	6 hours	
Goal setting, Performance appraisal, Reward system, Coaching& mentoring, Career Planning and development intervention, management & Leadership development, Workforce diversity intervention, Employee stress & wellness intervention. Strategic Intervention- Integrated strategic change, Organization design, Cultural Changes, Self-designing organization, Organizational Learning and Knowledge Management, Built to change, Mergers and Acquisitions Integration, Strategic alliance intervention, Network Interventions.			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Text Books : Palmer, I., Dunford, R., & Akin, G. 2009 ,(2nd Ed.) Managing organizational change: A multiple perspectives approach. Boston: McGraw-Hill Irwin		
2.	Cummings Worley (2015), Organisation Development, 10th Edition, Cengage Learning		
Reference Books			
1.	John P. Kotter (1996), Leading Change, Harvard Business School Press; 1st edition (January 15, 1996).		
2	KOTTER, J. P., & RATHGEBER, H. (2013). Our iceberg is melting: changing and succeeding under any conditions. New York, St. Martin's Press		
3	Wendell L. French , Cecil H.Bell, Jr (2006), Organisation Development :Behavioural science Interventions for Organisational Improvement, Sixth edition, Pearson Education private Ltd		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Recruitment and Selection	L	T	P	J	C
BMT2010		3	0	0	0	3
Pre-requisite	BMT1008-Human Resource Management	Syllabus version				
		1.1				
Objectives:						
To enrich the students on recruitment and selection practices adopted in organizations and related ethical issues.						
Outcome:						
At the end of this course students will be able to:						
1: To differentiate between recruitment and selection, selection and placement and Placement and induction						
2: To distinguish between job description, job specification and job evaluation						
3: To demonstrate their skills in devising innovative methods of recruiting and selecting the right person for the right job.						
Module:1	Human Resource Management. Human Resource Planning	6 hours				
Significance and objectives of HRP, Process of manpower planning, Methods of HRP, Demand and supply labour forecasting.						
Module:2	Job Analysis	6 hours				
Meaning, Objectives, Uses and Methods of job analysis: Job Description and job Specification						
Module:3	Recruitment	6 hours				
Definitions, Importance of recruitment, Sources of recruitment, Process of recruitment, Factors governing recruitment, Techniques of recruitment.						
Module:4		5 hours				
Characteristics of labour market in India, Recruitment and selection policy issues, The Employment Exchange Act, 1959						
Module:5	Selection	6 hours				
Definitions and Objectives of selection, Process and methods of Selection, Factors affecting the selection decisions, Selection Tests: Meaning, Purpose of tests. Types of test: Aptitude Tests, Achievement Tests, Situational Tests, Personality Tests, Interest Tests. Nature and characteristics of psychological tests						
Module:6	Interview	6 hours				
Meaning, and types of interview. Process of interview. Induction, Promotion, Transfer.						
Module:7	Ethical issues in Recruitment and Selection	5 hours				
Importance of Social Media in Recruitment and Selection.						

Module:8	Contemporary issues: Guest Lecture	5 hours	
Expert talk by HR manager/ top management people on recruitment and selection process in different industries.			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Text Books : Heneman III, H.G., Judge, T.A. & R.L. Heneman (2009), <i>Staffing Organizations</i> , Irwin		
Reference Books			
1.	Turner, P. (2002), <i>HR Forecasting and Planning</i> , Chartered Institute of Personnel and Development		
2	Arthur, D. (2001), <i>The Employee Recruitment and Retention Handbook</i> , AMACOM		
3	Stewart, C.J. and Cash, C.J. Jr. (2000), <i>Interviewing: Principles and Practices</i> , McGraw-Hill.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Performance Management	L	T	P	J	C
BMT2019		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
Objectives:						
To make the students to understand the techniques of management for enabling to improve the performance.						
Outcome:						
At the end of this course, students will be able to:						
1. Having an overview of Banking and Insurance in India and understand the related concepts and contemporary issues						
2. Having an understanding of Banking products and services, regulations, Role of RBI and understand the need of banking system for the economic growth of a country.						
3. Having overview knowledge of IRDA and regulatory framework of insurance in India.						
4. Gaining knowledge about Insurance industry and Life insurance products and Claim settlements.						
5. Gaining knowledge about Motor insurance and Health insurance products and Claim settlements.						
Module:1	Specialist cost and management accounting Techniques	3 hours				
Activity-based/Alternative costing, Target/ Life-cycle costing						
Module:2	Special areas on costing	2 hours				
Throughput Accounting Vs Costing, Environmental Accounting Vs Costing						
Module:3	Decision-making techniques	8 hours				
Relevant cost analysis, Cost volume analysis, Limiting factors, Pricing decisions, Make-or-buy and other short-term decisions, Risk and uncertainty in decision making and Dealing with it						
Module:4	Standard costing	6 hours				
Material mix and yield variances, Sales mix and quantity variances, Planning and operational variances, Performance analysis and Behavioural aspects.						
Module:5	Budgeting and control	6 hours				
Budgetary system, Types of budgets, Quantitative analysis in budgeting, Zero Based Budget Process and implementation (with case study)						
Module:6	Projects and Costing	5 hours				
Assessment and Application of Schedule Performance Index (SPI) and Cost Performance Index (CPI) in Industry						

Module:7	Performance measurement and control	7 hours	
Performance management information systems, Sources of management information, Management reports, Performance analysis in private sector, Organisations and Divisional performance. Assessment and evaluation for decision making.			
Module:8	Contemporary issues: Trends in costing	8 hours	
Transfer pricing, Performance analysis in Not-for-profit organisations and the public sector, External considerations and behavioural aspects.			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Maheswari S. N, Cost and Management Accounting, Sultan Chand & Sons.New Delhi		
2.	Ravi M. Kishore, Advanced Management Accounting, Taxmann Publication (P) Ltd. New Delhi		
3.	Catherine Stenzel and Joe Stenzel (2003), From Cost to Performance Management, John Wiley & Sons, Canada. ISBN: 0-471-42329-7		
Reference Books			
1.	Leslie G. Eldenburg and Susan K. Wolcott (2 nd Edition), Cost management: Measuring, Monitoring and Motivating Performance, Wiley Publications, ISBN9780470769423		
2	Ahmed Riahi – Belkaoui (2002), Behavioral Management Accounting, Quorum Books. ISBN: 1–56720–443–0		
3	Murtaza Lanewala, Performance Management Guide		
Reference URLs:			
1.	https://www.youtube.com/watch?v=Dhj9NPlyTeU		
2.	https://www.grantthornton.com/industries/public-sector/cost-and-performance-management.aspx		
3.	http://www.cimaglobal.com/Documents/ImportedDocuments/9_Performance_Measurement.pdf		
4.	http://www.pmsolutions.com/audio/PM_Performance_and_Value_List_of_Measures.pdf		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

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Course code	Information Systems Control and Audit	L	T	P	J	C
BMT2004		3	0	0	0	3
Pre-requisite	BMT1706-Introduction to Information Systems	Syllabus version				
		1.0				
Objectives:						
To enable the students to understand the information system available to the management for decision making.						
Outcome:						
At the end of this course students will be able to :						
1: Understand the importance of Information security and the principles involved in information security.						
2: Understanding the risks involved in business.						
3: Audit the internal control system						
4: Able to develop and maintain the information system.						
5: Able to plan for disaster recovery.						
6: Able to protect the information asset and fulfill the obligation of IS professional						
Module:1	Introduction	6 hours			SLO:3	
Definitions, history of security, current concerns, needs and implications of IS security, Secrecy and Confidentiality- Accuracy, Integrity and Authenticity, Security Threats-Vulnerabilities, Threats and Countermeasures.						
Module:2	IT Governance and Management	5 hours				
Introduction to principles of IS security management, IT management practices, Organization Structure and responsibilities, Business continuity planning.						
Module:3	Risk Analysis and Management	6 hours				

Business risk, audit risk, security risk, continuity risk, Components of risk: threat, vulnerability, exposure, impact, consequence, Risk response options: manage, reduce, transfer, ignore, monitor, Threat classes: natural, accidental and unintentional, intentional, political Unrest; Threat agents, threat agent motives; Basic steps to a risk assessment.			
Module:4	Audit Process	6 hours	
Audit – Financial –ISA - internal controls – Types of controls in Computer atmosphere - Steps for performing an audit and self-assessment – Communication to the persons who are charged with governance			
Module:5	IT Life Cycle Management	6 hours	
Auditing approach in respect of - Project management – SDLC – Prototype approach - Contingency approach - Tasks that must be undertaken and the controls that may be important in systems development phases - Application software acquisition and development - Hardware / System software acquisition			
Module:6	IT Service Delivery and Infrastructure	6 hours	
Information systems operations, Information systems hardware, architecture and software, network infrastructure, Disaster Recovery Planning, Auditing infrastructure and operations.			
Module:7	Information Asset Protection	6 hours	
Logical access controls, network security controls, environmental controls, physical security controls, auditing asset protection.			
Module:8	Contemporary issues: IS Standards	4 hours	
ISO 27000 – Impact of ISO 27000 on Information Security Management Systems, COBIT, Privacy and surveillance and implications for IS security, IS professional obligations			
	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	Whitman(2012)., <i>Principles of Information Security</i> , (4th Ed.), Thomson Learning		
Reference Books			
1.	Hall and Singleton (2005), <i>Information Systems Auditing and Assurance</i> . 2nd Edition, Thompson South-Western Publishing		
2	Ron Weber (2009), <i>Information Systems Control and Audit</i> , Pearson Learning education		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Sales Management	L	T	P	J	C
BMT2005		2	0	0	4	3
Pre-requisite	BMT1007	Syllabus version				
		1.0				
Objectives:						
The students will demonstrate the selling techniques and manage to sales force for attaining target.						
Outcome:						
At the end of this course students will be able to :						
1: Prepare a detailed manpower plan for the sales force.						
2: Allocate sales force to various territories.						
3: Decide on compensation based on sales.						
Module:1	Fundamental Concepts of Selling	4 hours				
Sales Management : Evolution of sales function, Objectives of sales management positions, Functions of Sales executives, Relation with other executives						
Module:2	Sales Organization and relationship	3 hours				
Purpose of sales organization, Types of sales organization structures						
Module:3	Sales department	3 hours				
Sales department external relations, Distributive network relations						

Module:4		5 hours	
Theories of personal selling and Selling strategies, Types of Sales executives, Qualities of sales executives			
Module:5		5 hours	
Prospecting, pre-approach and post-approach, Organizing display, showroom & exhibition, Sales Presentations & Negotiations			
Module:6		4 hours	
Sales Administration & Control, Sales Analysis, Sales quotas, sales budget, sales territory average and sales audit.			
Module:7		3 hours	
Sales Force Management, Recruitment and Selection, Sales Training			
Module:8	Contemporary issues:	3 hours	
Sales Compensation, Role of information technology in Sales Management.			
	Total Lecture hours:	30 Hours	
Projects to be undertaken: Students can group themselves into a team of 4 to 5 each and has to submit a mini project on Sales management for Individuals or other topics related to Sales management.		60 non contact hours	
Text Book(s)			
1.	Charles Futrell (2004), <i>Sales Management</i> , 6th Edition, Thomson South Western.		
Reference Books			
1.	David Jobber and Geoff Lancaster (2009), <i>Selling and Sales Management</i> , 8th Edition, Prentice Hall		
2.	Tapan K Panda & Sunil Sahadev (2012), <i>Sales and Distribution Management</i> , Oxford University Press.		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Services Marketing	L	T	P	J	C
BMT2006		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 2.1				
Objectives: designed to provide students with a comprehensive understanding of product/ services and an exposure to issues and recent developments in the services industry.						
Outcome: At the end of this course students will be able to: 1: Learn the importance of services in the services dominated economy and its contribution to economy. 2: Comprehend as to how companies are striving to narrow down the expectations vs perceptions gap. 3: Distinguish the characteristics of services with products, there by learning the difficulty of price offering to customers.						

4: Comprehensively understand as to how companies are creating a wow experience to consumers with their excellent services.			
5: Understand the role of communication in service industry and narrow down the gap to have a delight in the service offered.			
Module:1	Understanding the Nature of Services	5 hours	
An Overview of the Services sector - Reasons for the growth of services sector and services industry Definition of Services, Differences between physical products and services, Nature and characteristics of services – Intangibility, Inseparability, Perishability, Variability- Classification of services			
Module:2	Consumer Behaviour in Services Marketing	7 hours	
The Role of Culture in Services- Values and Attitudes, Manners and Customs, Material Culture: Global feature-Consumer Decision Process issues in Services Marketing – Customer Expectations versus Perception.			
Module:3	Issues of Services Marketing	4 hours	
Defining and Measuring Customer Satisfaction Defining and Measuring Service Quality: what is service quality – Gaps in Service Quality – Measuring Service Quality: SERVQUAL			
Module:4	Service Demand Management	4 hours	
Demand situations – Demand Patterns – Demand Variations in Services – Strategies for Demand Management and Flexing capacity to meet Demand.			
Module:5	Traditional Service Strategy	10 hours	
Service Product: Product Levels – Cluster of Supplementary Services – New Service Development – Service Branding The Pricing of Services: Perceptions of Value – Special Considerations of Service Pricing. Distribution: Intermediaries for Service Delivery-Developing the Service Communication Mix: Objectives and Communication Mix – Special Problems and Guidelines.			
Module:6	Non-Traditional Service Strategy	4 hours	
Managing Service Employees: The boundary-spanning Role – the importance of Human Resources in service firms – The Service-Profit Chain – HR Strategies			
Module:7	Managing the Firm’s Physical Evidence	6 hours	
Role – The development of Servicescape – Design considerations for High-Contact and Low- Contact Service Firms Service Delivery Process.			
Module:8	Contemporary issues: Service Failure and Recovery Strategies	5 hours	
Types of Service Failure – Customer complaining behavior - Service Recovery. Customer Retention: Importance – Benefits – Tactics			
	Total Lecture hours:	45 Hours	

Text Book(s)			
1.	Douglas Hoffman K and John E G Bateson (2016), <i>Services Marketing: Concepts, Strategies and Cases</i> , 5 th Edition, Cengage Learning, OH, USA.		
Reference Books			
1.	Valarie A. Zeithaml and Mary Jo Bitner (2012), <i>Services Marketing</i> , Sixth edition, McGraw-Hill.		
2.	Chrisopher Lovelock and Jochen Wirtz, (2011), <i>Services Marketing; People, Technology Strategy</i> , 5th Edition, Pearson Education		
3.	K. Rama MohanaRao, (2011), <i>Services Marketing</i> , 2 nd Edition, Pearson Education, India		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Project Management	L	T	P	J	C
BMT1023		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		1.1				
Objectives: The objective is to provide the students with the knowledge and skills necessary to function in a project management environment.						

Outcome:

At the end of this course, students will be able to :-

1. Having an overview of Banking and Insurance in India and understand the related concepts and contemporary issues
2. Having an understanding of Banking products and services, regulations, Role of RBI and understand the need of banking system for the economic growth of a country.
3. Having overview knowledge of IRDA and regulatory framework of insurance in India.
- 4 Gaining knowledge about Insurance industry and Life insurance products and Claim settlements.
- 5 Gaining knowledge about Motor insurance and Health insurance products and Claim settlements.

Module:1	Introduction to Project Management	5 hours	
Concept of project management, project definition and key features of projects, project life cycle phases, typical project management issues, basic project activities			
Module:2	Project Identification and Selection	7 hours	
Identification and screening (brainstorming, strength and weakness in the system, environmental opportunities and threats), Project evaluation methods- Payback period, Net present value, Internal rate of return and project evaluation under uncertainty.			
Module:3	Project Organization	4 hours	
Roles and responsibilities of a project manager, Project Organization-The project as Part of the Functional Organization, Pure Project Organization, The Matrix organization, leadership styles			
Module:4	Scope, Time and Cost Management	7 hours	
Scope Management-define the project-SOW,WBS, Time Management-Network diagram, forward and backward pass, critical path, PERT and CPM, AOA and AON methods, tools for project network, Cost management-earned value method.			
Module:5	Project Resource management	7 hours	
Scheduling resources, resource allocation methods, project crashing and resource leveling, Organizing systems and procedures - working of systems, design of systems, project work system design, project execution plan, project procedure manual project control system, planning scheduling and monitoring, monitoring contracts and project diary.			
Module:6	Risk Management	5 hours	
Risk identification, types of risk, risk checklist, risk management tactics, risk mitigation and contingency planning, risk register, communication management			
Module:7	Quality Management	5 hours	
Quality assurance and quality control, quality audit, methods of enhancing quality.			
Module:8	Contemporary issues: Performance Monitoring	5 hours	
Project monitoring information system, project status report and other control issues, project audit and closure, international projects-environmental factors, cross cultural considerations			

	Total Lecture hours:	45 Hours	
Text Book(s)			
1.	R.Panneerselvam and P.Senthil Kumar (2013), <i>Project Management</i> , PHI Learning Private Limited		
	Prasanna Chandra (2014), <i>Projects: Planning, Analysis, Selection, Financing, implementation and Review</i>		
Reference Books			
1.	A Guide to the Project Management Body of Knowledge: (PMBOK Guide) by Project Management Institute, 2013.		
2	Gopala Krishnan & Rama Murthy, <i>A Text book of Project Management</i> , McMillan India		
3	S. Choudhary (2004), <i>Project Management</i> , Tata McGraw Hill Publication.		
4	Clifford F Gray (2014), <i>Project Management: The Managerial Process</i> , (Special Indian Edit.), Oregon State University		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Total Quality Management	L	T	P	J	C
BMT1022		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		2.0				
Objectives:						
To provide students with the basic concept and the knowledge of detail procedures of the Quality Management including quality planning, quality control, quality maintenance and quality improvement in the industries, with a special focus on the philosophy of Total Quality Management.						
Outcome:						
At the end of this course, students will be able to :						
At the end of the course the student should be able to						
<ol style="list-style-type: none"> 1. Acquire the knowledge about the evolution of quality concept. 2. Develop theoretical expertise in basic and core quality management and quality improvement concepts. 3. Select and use relevant quality tools and techniques sets in interpreting and analyzing the information and data for quality improvement. 4. Demonstrate the ability to integrate the knowledge and skills derived from the different quality management areas of business. 						
Module:1	Introduction	2 hours				
Evolution of quality, Definition, Concept and Features of TQM, Building blocks of TQM						
Module:2	Quality Gurus and Thought	6 hours				
Juran Trilogy, PDSA cycle, 5S, Kaizen, Crosby's theory on Quality Management, Quality Performance Excellence Award- Deming Application Award, European Quality Award, Malcolm Baldrige National Quality Award.						
Module:3	Benchmarking	3 hours				
Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking						
Module:4	Quality Tools	6 hours				
FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process & its Benefits, Total Productive Maintenance (TPM) – Concept and need, Quality Circle, Poka Yoke, 5 Whys.						
Module:5	Statistical Process Control	5 hours				
Central Tendency, The seven tools of quality, Normal curve, Control charts, Process Capability						
Module:6	Organizing for TQM	2 hours				
System approach-The people dimension-small groups and employment team for TQM.						
Module:7	Cost of Quality	3 hours				
Juran's concept of Quality Cost, Quality Cost components, SERVQUAL Model of Customer Satisfaction						
Module:8	Contemporary issues: Quality Systems and benefits	3 hours				
ISO 9000, ISO 9000:2000, ISO 14000, Quality Management Systems and Quality Assurance						

	Total Lecture hours:	30 Hours	
Project: The students will be divided into a team of 4 or 5 students each. They have to study the issues relating to quality maintenance in different manufacturing industry and suggest ways for quality management.		60 Non-contact hrs.	
Text Book(s)			
1.	Evans & Lindsay (2011), <i>Managing for Quality and Performance Excellence</i> – 8 th Edition, Cengage Publication, USA		
Reference Books			
1.	Basterfield (2002), <i>Total Quality Management</i> , Pearson Education, New Delhi		
2.	Janakiraman&Gopal (2006), <i>Total Quality Management : Text and Cases</i> , Prentice Hall of India, New Delhi		
3.	John S. Oakland (2003), <i>Total Quality Management Text with Cases</i> , 3rd Edition, Butterworth Heinemann,		
4.	Vincent K. Omachonu; Joel E. Ross (2005), <i>Principles of Total Quality</i> , 3rd Edition, CRC Press		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

Course code	Managing The Family Business	L	T	P	J	C
BMT3004		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		v. 1.1				
Objectives:						
To enable the students to understand the unique capacities of supine earnings and to build touts and foresee the obstacles in continuing business.						
Outcome:						
At the end of this course students will be able to:						
1: Students should be able to appreciate the complexities and differences in managing a family run business and an entrepreneurial venture						
2: Students should be equipped with knowledge and choices to decide on various options of managing transition in family businesses						
3: Students will develop an ability to explore diversification plans for the family businesses for venturing out into new domains						
Module:1	The Enterprising Family - What makes it different?	4 hours				
An introduction to family businesses and as a field of study, Family business general overview - definitions - different types of family business.						
Module:2	Dynamics and Models of Family Business	5 hours				
Stories in Family Business, the Genogram, The Three Circle Model, Family & Business Life Cycles						
Module:3	Exploring the main Family Business Challenges	4 hours				
Real Life in Family Business, Successful Family Businesses - Challenges of keeping the Family in Business or the Business in the Family - Building Understanding and Trust Responsible and united ownership – how to educate owners - Family dynamics and conflicts						
Module:4	Values and Governance	2 hours				
Family values and governance, Multi generation business						
Module:5	Succession Planning - Next Steps in Sustainability	5 hours				
Ownership transfer, How to choose a successor, Role of Gender, Cousin Consortium, Family in-laws, Family Business Trusts, Corporate governance – The care and feeding of leaders - Non-family management: professionalizing the business, Prior planning – Buy / Sell agreements, Financial and estate issues, Family leaders vs. leaders in business.						
Module:6	Family Management	4 hours				

Human Capital - Leading the Transition- Lessons from Centennial Family Companies-Global Family Businesses Roundup.			
Module:7	Secrets of Successful Family Businesses		4 hours
Decision-Making; Conflict Management; Assessing the Family Business - Cultural & International Perspective - Family Business Governance – Independent Advisors - Independent Family Board - Board Interactions - Family Meetings, Family Councils, Family Office - Family Charter.			
Module:8	Contemporary issues: Professionalization and Internationalization		2 hours
Need for professionalization and its' benefit to the family business, Need for internationalization and it's implication on the family business.			
	Total Lecture hours:		30 Hours
Project: The students will be divided into a team of 5 or 6 students each. They have to study the existing models of family business and their success and to explore the possibility of forming new type of family business.		60 hrs)	(Non- contact
Text Book(s)			
1.	Peter Leach, Tatwamasi Dixit (2016), Indian Family Business Mantras, Maven Rupa		
2.	Emesto Poza (2013), Family Business, Cengage Learning		
3.	Mason, OH (2014), Family Business 4th ed.: South-Western Cengage Learning		
Reference Books			
1.	P.M Charantimath (2005), Entrepreneurship Development and Small Business Enterprises, Pearson Publication		
2	Poza, Ernesto J and Mary S. Daugherty, (2013), Family Business, South Western Cengage Learning.		
3	<u>Mark Fischetti</u> (1997), The Family Business Management, Handbook Paperback		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

BMT1036	Introduction to Business Analytics	L	T	P	J	C
		2	0	2	0	3
Pre-requisite	NIL	Syllabus version				
		1.0				
Objectives:						
<p>The course is aimed at</p> <ol style="list-style-type: none"> 1. Creating/Changing the Modern FinTech line of business 2. focus on design, strategy, business case preparation and 3. Creating/changing the FinTech line of business with Augmented Intelligence (Machine Learning). 						
Outcome:						
<p>At the end of the course the student should be able to</p> <ol style="list-style-type: none"> 1: Gain insights on application of Business Analytics & Scope 2: Understanding the data, data source and their characteristics 3: Gain insight on the need for optimised data sourcing, storing, retrieving and processing mechanisms 4: Apply the descriptive analytics to business contexts 5: Apply the predictive analytics to business contexts 6: Gain hands-on training by applying the learnt concepts in Laboratory to solve simulated business problems 						
Module s	Topics					L Hrs

1	Introduction to Business Analytics and Intelligence(BAI): Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data	2 hours
2	Data Source, Collection & Storage Types of Data, Data source, data collection process, Data cleaning & editing, Data storing & Retrieval– Evolution from Transaction processing to Big data - Need for Hadoop architecture	2hours
3	Descriptive Statistics Over view of Description Statistics (Central Tendency, Variability), Data slicing, Random data generations	2 hours
4	Descriptive Analytics: Data Visualization and Analytics- Charts(Bars-Pie-Line-Scatter-Map-Bubble-Box & Whisker-Treemap- Heatmap-Circle and Area) -Worksheet, Dashboard and Story Board creation	2 hours
5	Predictive Analytics: Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modeling.	2 hours
6	Prescriptive Analytics: Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.	2 hours
7	Data Analytics based Ideathon / casestudy analysis	2 hours
8	Guest lecture by industry experts on Emerging trends in business analytics and intelligence	1 hours
	Total Lecture hours:	15 Hours
Indicative Lab experiments		
Lab Experiment 1	Data cleansing, editing, random number generation	1 hours

Lab Experiment 2	Descriptive analytics using Excel, SPSS & R – Central Tendency	3 hours
Lab Experiment 3	Descriptive analytics using Excel, SPSS & R – Data Slicing	3 hours
Lab Experiment 4	Descriptive analytics using Excel, SPSS & R – Data Visualisation	3 hours
Lab Experiment 5,6	Descriptive analytics using Excel, SPSS & R – Advanced Data Visualisation	4 hours
Lab Experiment 7	Predictive analytics using Excel, SPSS & R – Correlation & causal relation	5 hours
Lab Experiment 8,9	Predictive analytics using Excel, SPSS & R – Linear and polynomial Regression, cluster analysis	6 hours
Lab Experiment 10	Prescriptive Analytics - Linear Optimization	5 hours
	Total Lecture hours:	30 Hours
Text Book(s)		
1.	Jutla, S. – Sundararajan, N. (2016): India’s FinTech Ecosystem. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries	
2.	John Hill, (2018) Fintech and the Remaking of Financial Institutions, Elsevier Publication, 1st Edition ISBN: 978-0128-134-979	
Reference Books		
1.	Osterwalder, A. – Pigneur, Y. (2010): Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. New York: John Wiley & Sons	
2	Van der Kleij, E. (2016): Tech Giants Becoming Non-Bank Banks. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries	
3	Bhandari, M. (2016): India and the Pyramid of Opportunity. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries	

Mode of Assessment: Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies	10.06.2019		
Approved by Academic Council	No. 59	Date	24.09.2020

Course code	Principles of Taxation				L	T	P	J	C
BMT1015					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 01.00				
Objectives:									
To enable the students to understand the tax structure and able to calculate tax on total income.									
Outcome:									
At the end of this course, students will be able to :									
1. Having an overview of Banking and Insurance in India and understand the related concepts and contemporary issues									
2. Having an understanding of Banking products and services, regulations, Role of RBI and understand the need of banking system for the economic growth of a country.									
3. Having overview knowledge of IRDA and regulatory framework of insurance in India.									
4 Gaining knowledge about Insurance industry and Life insurance products and Claim settlements.									
5 Gaining knowledge about Motor insurance and Health insurance products and Claim settlements									
Module:1	Income Tax				4 hours				
Income Tax – Definitions – Charging Section – Person – Assessee – Assessment Year – Previous Year – Agricultural Income – Residential Status – Scope of Total Income – Income deemed to be received in India- Income deemed to accrue or arise in India- Company – Domestic company - Company in which public are substantially interested – Capital Asset – Short term Capital Asset									
Module:2	Salary				7 hours				
Heads of Income - Income from Salary – Basis of Charge – Taxation of different forms of Allowances and Perquisites - Fully Exempted - Taxable perquisites - Deductions under section 16 – Deductions- under section 80 C - Simple Problems on computation of income from salary.									
Module:3	Income from house property				4 hours				
Income under the head “Income from house property” - Basis of charge- Deemed ownership - income from a let out property and self-occupied property Problems on computation of income from house property									
Module:4	Profit				8 hours				

Profits and gains of Business or Profession –Charging Section –allowable expenses - Sec.37 - Depreciation – Scientific Research Expenditure – 35AC – expenses expressly disallowed - Sec.43B and Sec.40A - Problems on computation of income of Businesses and Professionals – Presumptive Taxation for businessmen and Professionals – Sec.44AD – Sec.44AE – Sec.44ADA			
Module:5		7 hours	
Income Under the head Capital Gains- Basis of Charge– What is Capital Asset – Transfer - Short term Capital Asset - Exemptions - Computation of Capital Gain –Income from other sources – Charging Section – Interest on Securities			
Module:6		5 hours	
Clubbing of Income – Set off – Carry forward and Set off – Deductions u/s.80C / 80D / 80DD / 80E / 80G / 80GG / 80GGA / 80U -Simple problems on computation of Total Income of Individuals and Partnership Firms -			
Module:7	Service Tax	8 hours	
Principles of Goods and Service Tax -Nil Rate Zero rate and Exempted (Rates of Tax are not included) Deemed Services - Concept of Value Added Tax – Introduction for CGST SGST and IGST – Concepts of Time of Supply and Place of Supply			
Module:8	Contemporary issues:	2 hours	
Guest Lecture on 6,7,8.			
	Total Lecture hours:	45Hours	
Text Book(s)			
1.	Dr . Vinod K .Singhania & Monica Singhania (Latest Edition) , <i>Students ' (Taxmann Publications)</i>		Income <i>Guide to Tax</i>
Reference Books			
1.	Goods and Service Tax (Taxmann Publications)		
Mode of Assessment:			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017