



Master of Business Administration

(MBA)

Curriculum

(2019 Onwards)



VIT[®]

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

Master of Business Administration

VISION STATEMENT OF VELLORE INSTITUTE OF TECHNOLOGY

Transforming life through excellence in education and research.

MISSION STATEMENT OF VELLORE INSTITUTE OF TECHNOLOGY

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

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

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

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

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

VISION STATEMENT OF THE BUSINESS SCHOOL

Transforming life through excellence in education and research

MISSION STATEMENT OF THE BUSINESS SCHOOL

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



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Master of Business Administration

Programme Learning Goals

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



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Master of Business Administration

Programme Learning Objectives

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



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Master of Business Administration

CREDIT STRUCTURE

Category-wise Credit Distribution

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



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DETAILED CURRICULUM

Programme Core Subjects

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

Programme Elective Courses

Finance Course

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

Marketing Courses

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

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

Human Resource Management Courses

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

Production Operation Management Courses

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

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

General Management Courses

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

PROGRAMME CORE COURSES

Course code	Applied Economics for Managerial Decisions	L	T	P	J	C
BMT5111		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
OBJECTIVES:						
students will be able to make decisions under constraints						
OUTCOME:						
Student is able to relate all contextual factors in decision making Student is able to analyse many costs and consequences of decision The action plan considers many of the constraints in the given context						
Module:1	Fundamentals of Economics and Theories of Firm	2 hours				
Basic Concepts of Economics - Economics as decision making tools- Goals of the firm and Alternate Theories of Firm.						
Module:2	Demand Analysis	7 hours				
Force of Demand – Types of Demand - Demand Function - Force of Supply – Supply Function – Demand and Supply Equilibrium Demand Elasticity Measurements: Price Elasticity – Income Elasticity – Cross-elasticity – Advertising Elasticity – Supply Elasticity. Demand Estimation and Forecasting: Survey / qualitative and Statistical / quantitative Methods						
Module:3	Production Analysis	5 hours				
Factors of production or inputs – Production Function – Types: Returns to an Input – Isoquants and Iso-costs - Returns to Scale – Estimation of Production function						
Module:4	Cost and Revenue Analysis	5 hours				
Types of Costs – Short run and Long run cost and output relationship– Economies of Scale and Competitive Strategy – Economies of Scope – Sources of Economies of Scale and Scope – Estimation of Cost function – Revenue and Break-Even Analysis						
Module:5	Competing Within Market& Pricing Strategy	9 hours				
Perfect Competition – Monopoly - Oligopoly - Game Theory and Competitive Strategy - Regulation, Public Goods, and Benefit-Cost Analysis Pricing Strategy Pricing Practices and Strategies - Advanced Topics in Pricing Theory: peak-Load pricing, Pricing over Life cycle of Product, Public Utility Rate Regulation Muliproduct pricing, Transfer pricing - General considerations in Pricing and Price Forecasting						
Module:6	ContemporaryIssues	2 hours				
Guest Lecture from industry experts on contemporary topics in market competition and strategic decision.						
					Total Lecture hours:	
					30hours	
# Mode: Flipped Class Room, Case Discussion, Lectures						
Text Book(s)						
1.	Pindyck, Robert and Rubinfeld, Daniel (2017), Microeconomics, 8 th Edition, Pearson Publication					
2.	Varian, R and Hal, J (2014), Intermediate Microeconomics, 8 th Edition, East-West Press.					

Reference Books

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

Mode of Evaluation:

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Continue Assessment	40						
Midterm	20	√	√	√			
Final Assessment Test	40	√	√	√	√	√	
Total	100						

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

Course code	Financial Accounting and Analysis	L	T	P	J	C
BMT5112		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
OBJECTIVES:						
students will be able to identify business problems and formulate alternative courses of action						
OUTCOME:						
1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan						
Module:1	Introduction to Financial Accounting	6 hours				
Accounting Concepts, Principles, Bases and Policies: Accounting Principles, Standards and International Financial Reporting System Double Entry Accounting: Classification of accounts, Accounting Equation approach, Journal, Posting to Ledger accounts Trial Balance: Objectives of trial balance, Methods of trial balance, adjustment entries, errors and their rectification.						
Module:2	Preparation of Final Accounts	6 hours				
Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet. Final Accounts with Adjustments- Provision for doubtful debts, Discount on Debtors and Creditors, Bad Debts, Interest on Capital, Prepaid expenses, outstanding expenses, etc.,						
Module:3	Depreciation and Inventory Valuation	6 hours				
Depreciation: Causes, Importance and Methods of Depreciation. Inventory Valuation: Need, Importance, methods-FIFO, LIFO, HIFO, simple average, Weighted Average price, Standard Price and Inflated price.						
Module:4	Financial Statement Analysis	8 hours				
Tools and Techniques – Common size statement and comparative statements, Trend analysis. Ratio Analysis –significance– classification– Limitations and Interpretation of ratios. Comparison between funds flow and cash flow statements - preparation of cash flow statement (AS3 Standard).						
Module:5	Computerized Accounting system	2hours				
Importance of Accounting Computerization-Differences between Manual Accounting and Computerised Accounting system-Computerised Accounting packages.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary Accounting practices in decision making.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussion, Lectures						
Text Book(s)						
1.	Kakani Ramachandran, (2011), Financial Accounting for Management, 3rd edition, McGraw Hill, India					
2.	Godwin, Alderman, Sanyal (2016), Financial ACCT - Financial Accounting (2016), Cengage Learning.					
3.	Sawyers, Jackson, Jenkins, Arora Jenkins, Arora (2016), Managerial ACCT - Managerial Accounting, Cengage Learning.					

Reference Books							
1.	Anthony A. Atkinson, Robert S. Kaplan, S. Mark Young, Ella Mae Matsumura, G. Arunkumar (2014), Management Accounting: Information for Decision Making and Strategy Execution, 6th edition, Pearson Education, India.						
2.	Horngren T. Charles, (2012), Cost Accounting: A Managerial Emphasis, 15th edition, Pearson Education, India.						
3.	Khatri, (2011), Financial Accounting, 1st edition, McGraw Hill, India.						
4.	Debarshi Bhattacharyya, (2010), Management Accounting, 1st edition, McGraw Hill, India						
5.	Khan M.Y, Jain P.K, (2009), Management Accounting, 5th edition, McGraw Hill, India Colin Drury, (2012), Management and Cost Accounting, 8th Edition, Cengage Learning.						
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects and FAT							
Specific Assessment Methods	% Weighting						
		1	2	3	4	5	6
Continue Assessment	40						
Midterm	20	√	√	√			
Final Assessment Test	40	√	√	√	√	√	√
Total	100						
Recommended by Board of Studies	11-03 - 2019						
Approved by Academic Council	No. 54	Date			14-03 - 2019		

Course code	Data Analysis for Managers				L	T	P	J	C
BMT5113					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
				v. 02.00					
OBJECTIVES:									
Students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
The student is able to perform a comprehensive quantitative data analysis									
The student is able to interpret qualitative information in detail									
The student is able to represent the analyses as a complete solution to the business problem									
Module:1	Measures of Central Tendency				5 hour				
Mean, Median and Mode – Individual, Discrete and Continuous Series									
Module:2	Measures of Dispersion				5 hour				
Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance and Coefficient of Variation									
Module:3	Correlation & Regression Analysis				6 hours				
Linear correlation, Measures of correlation. Correlation & Regression: Rank correlation - Regression Analysis - Coefficient of correlation									
Module:4	Test of Hypothesis & Non Parametric Test				6 hours				
Test of Hypothesis Student t-test and Z-test, Chi Square test, ANOVA: One way and Two way classification. Non Parametric Test Sign test, Rank sum test, Run test, Kruskal wallis test, Mann Whitney U test									
Module:5	Probability				6 hours				
Probability Definitions- Addition and multiplication properties, conditional probability- Baye's theorem									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on Statistical application in decision making									
				Total Lecture hours:	30 hours				
Practical : # Use of Excel / SPSS / SAS in solving measure of central tendency, Measure of dispersion, correlation, regression and hypothesis testing – parametric and non-parametric									
# Mode: Flipped Class Room, Case Discussion, Lectures									
Text Book(s)									
1.	Levin, Rubin, (2013), Statistics for Management, 13th edition, Pearson Education.								
2.	Anderson D.R, Sweeney D.J, Williams T.A, (2013), Statistics for Business and Economics, 11th edition, Cengage Learning.								
3.	Gerald Keller, (2014), Statistics for Management and Economics, 10th edition, Cengage Learning.								
Reference Books									
1.	Srivastava T, Rego S, (2012), Statistics for Management, Tata McGraw Hill.								
2.	Murray R. Spigel, (2010), Theory and Problems of Statistics – Schaums outline Series 4th edition, McGraw Hill.								
3.	S.P. Gupta, (2014), Statistical Methods, 13th edition, Sultan Chand Publications.								

Mode of Evaluation: Midterm – Unit I, II &3, Quizzes, Assignments, Term paper, Mini Projects and FAT

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
		1	2	3	4	5		
Continue Assessment	60							
Midterm	20	√	√	√				
Final Assessment Test	40	√	√	√	√	√		
<input type="checkbox"/> Total	100							
Recommended by Board of Studies	11-03 - 2019							
Approved by Academic Council	No. 54	Date	14-03 - 2019					

Course Code	I T For Managers	L	T	P	J	C
		3	0	0	0	3
BMT5114		Version:				
Pre-requisite:	NIL					
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment students will be able to formulate competitive strategies for the digital market places						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 5. The student does a comprehensive analysis of potential dangers of competitors activity 6. The student provides comprehensive industry assessment and strategy formulation and implementation details 						
Modules1	Foundations of IS	6 hours				
Why Information Systems, Informational needs of managers, Components of Information Systems viz., Hardware, Software, Database, Networks, Human Resources, Elements of IS, Characteristics of IS, Types of IS for managers - TPS, DSS, EIS						
Module 2	SDLC and Various Methods	6 hours				
Systems Development Life Cycle, Various methodologies of IS development, Agile and Continuous Delivery Models, Design and Implementation of Innovative Process models.						
Module 3	Various forms of IS	6 hours				
Transaction Processing Systems, Decision Support Systems, GDSS, Executive Information Systems and Expert Systems.						
Module 4	IS and its Various applications	5 hours				
Application of various IT applications in business : ERP, CRM, SCM, E-Commerce, m-Commerce						
Module 5	Managerial Issues in IS	5 hours				
Emerging issues in managing Information Systems in business like Systems Security, Technological obsolescence, Change Management, IT infrastructure Management, etc.						
6	Guest lecture by industry experts on latest trends in Management Information system.	2 hours				
	Hours	Total Lecture				30
# Mode: Flipped Class Room, Case Discussions , Lectures and Projects						
Text Books						
1. Ken J.Sousa, EffyOzz, (2014), Management Information system, 7th edition, Course Technology.						

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

References

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

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Continue Assessment	60						
Midterm	20	√	√	√	√	√	√
Final Assessment Test	40	√	√	√	√	√	√
Total	100						

Recommended by Board of Studies 11-03 - 2019

Approved by Academic Council	No. 54	Date	14-03 - 2019
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Course code	Organizational Behaviour				L	T	P	J	C	
BMT5115					3	0	0	0	3	
Pre-requisite:	Nil				Syllabus version					
OBJECTIVES:										
students will be able to involve stakeholders and team members in executing decisions										
OUTCOME:										
The student is able to establish a favourable team climate and ensure enthusiastic decision making										
The student is able to elicit constructive feedback in conflicting situations										
The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making										
Module:1	Fundamental of Organizational Behaviour				6 hours					
The concept, Meaning, and Importance of management. Revolutionary thoughts of management in a different era. Different theories of management. Levels of management, Managerial roles and functions. Definition, Purpose, Nature and Scope of Organizational Behaviour. Models of Organizational Behaviour- Individual, Groups and Organizational.										
Module:2	Personality & Perception				6 hours					
Individual Dimensions of Behaviour: Personality: Definitions, Different types of Personality, Determinants of Personality - Matching Personality and Jobs, Personality and behaviour Perception: Definition, Importance of perception in industry, Process of perception										
Module:3	Attitude, Learning& Motivation				6 hours					
Attitude: Characteristics and components of Attitude - Attitude and Behaviour- Attitude Formation -Attitude, Job Satisfaction. Learning: Meaning, Characteristics, and Process of learning. Theories of Learning: Classical Conditioning, Operant Conditioning. Learning and Organizational Behaviour Modification. Motivation: Nature of Motivation - Process of Motivation - Different Theories of Motivation., Motivation application in Organization setup										
Module:4	Group Dynamics				7 hours					
Group Dynamics: Understanding the group behaviour, Types of groups, Stages of group development. Group dynamics and Group cohesiveness. Team Effectiveness, High-Performance Teams, Team Structure, Processes of team building. Communication: Meaning, types of communications and its processes. Conflict- Interpersonal, inter-group Conflicts & conflict resolution methods.										
Module:5	Organizational Dynamics				7 hours					
Organizational Dynamics: Organizational Structure, Organizational Climate, Culture, Change and Development. Power: Influence of power in the Organizations. Leadership: Meaning, Types of leadership style. Diversity in Organizations, Work life balance.										
Module:6	Contemporary Issues				2 hours					
Guest Lecture from industry experts on contemporary organization behavioural practices in managing the diversified work force.										
				Total Lecture hours:	30 hours					
# Mode: Flipped Class Room, Case Discussion, Lectures										

Text Book(s)										
1.	Stephen Robbins, Timothy A. Judge, (2014), Organizational Behaviour, 16th edition, Prentice Hall India Pvt. Ltd.									
2.	Nelson, Quick, Khandelwal, (2016), Organizational Behaviour, 2nd edition, Cengage Learning									
3.	Williams, Tripathy (2016), MGMT - Principles of Management, Cengage Learning.									
Reference Books										
1.	L.M.Prasad, (2010), Principles and Practice of Management, 7th edition, Sultan and Chand.									
2.	UdaiPareek, Sushama Khanna, (2012), Organization Behavior, 3rd edition, Oxford Publishing									
3.	Richard L. Daft, (2013), Understanding the Theory and Design of Organizations, 11th edition, Cengage Learning									
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects, Seminars and FAT										
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
		1	2	3	4	5	6	7	8	9
Continuous Assessment	60									
Midterm	20	√	√	√						
Final Assessment Test	40	√	√	√	√	√	√	√	√	√
Total	100									
Recommended by Board of Studies		11-03 - 2019								
Approved by Academic Council		No. 54	Date	14-03-2019						

Course code	Corporate Legal Framework		L	T	P	J	C
BMT5116			2	0	0	0	2
Pre-requisite	Nil		Syllabus version				
OBJECTIVES:							
students will be able to practice ethical values in achieving stakeholders welfare							
OUTCOME:							
The student is able to recognise ethical issues that affect multiple stake holders							
The student is able to apply multiple ethical concepts in analysing consequences of decision making							
The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare							
Module:1	The Indian Contract Act, 1872		4 hours				
Significance of Business Laws—Indian Contract Act, 1872: Meaning and classification of contracts—Essentials elements of a valid contract— performance of a contract—Discharge of a contract—Void agreements Breach and remedies of a contract.							
Module:2	The Sale of Goods Act, 1930		2 hours				
Meaning and Essentials of contract of sale—Sale and Agreement to sell—Conditions and Warranties—Transfer of property - Performance of a contract of sale—Unpaid seller.							
Module:3	Companies Act		6 hours				
Nature and Registration—Kinds of Companies—Memorandum of Association—Article of Association—Kinds of Shares— company meetings and resolutions - Powers and duties of Directors—winding up - Corporate Fraud and Criminal Behaviour							
Module:4	Consumer Protection Act , 1986		3 hours				
Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery For redressal of Grievances—Remedies available to injured consumers.							
Module:5	Industrial and Labour laws		3 hours				
Factories Act,1948 - Industrial Disputes Act,1947-Essentials of the acts							
Module:6	Guestlectureby Legal/industryexpertsoncontemporary Corporate and businesslawsfor digital era		2 hours				
		Total Lecture hours:	20 Hours				
# Mode: Flipped Class Room, Case Discussions and Lectures							
Text Book(s)							
1.	AkhileshwarPathak,(2017),LegalAspectsofBusiness,6 th edition,McGrawHill.						
2	N.DKapoor,(2016),ElementsofMercantileLaw,36 th edition,SultanChand&Sons.						
Reference Books							
1.	M.C.Kuchaal,VivekKuchaal(2016),MercantileLaw,11 th edition,VikasPublishingHousePvt.Ltd.						
2	S SGulshan and G K Kapoor (2016), <i>Business Law including Company Law</i> , New Age International Publishers.						
Mode of Evaluation : Midterm, Quizzes/challenging Assignments/Term Paper and FAT							
Recommended by Board of Studies		11-03 - 2019					
Approved by Academic Council		No. 54	Date	14-03 - 2019			

Course code	Business Communication				L	T	P	J	C
BMT5117					0	0	2	0	1
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
students will be able to articulate (oral and written) ideas to aid decision making									
OUTCOME:									
The student is effective in oral communication of a managerial decision and is also convincing The student is able to effectively use written communication for expressing views The student is able to convince others on decision making using his or her oral and written communication skills									
Module:1	Communication				5 hours				
Purpose of communication – Framework for Business Communication – The communication process - Communication Within organization Oral and Written Communication – Interpersonal communication – group communication- Verbal and non-Verbal communication External influences on Business communication Grammar - Parts of Speech– Verb and its application, Static and Dynamic Verb structures – Tenses – Voice Change: Active and Passive - ambiguity – Idiomatic distortions.									
Module:2	Speaking Skills				4 hours				
Introduction to phonetics, need and use of it, Word stress and Sentence stress- Contrastive stress in sentences to highlight different words- Intonation- Rising and Falling tone, falling -rising tone- Word Power – Vocabulary – Jargon – rate of speech, pitch, tone – Clarity of voice									
Module:3	Writing skills				5 hours				
Writing skills - I Writing business Messages : Envisioning the purpose and type of the message – envision the audience – context – channel and medium – adapt the message – organize the message – prepare draft- Prepare Good-neutral-bad-persuasive messages. Writing Skills – II : Letter writing – business letters – pro-forma culture – format – style – effectiveness, promptness Business and Technical report writing - types of reports – progress reports, routine reports – Annual reports – format									
Module:4	Listening Skills				3 hours				
Basics of Listening- Giving and Getting Feedback- Understanding Natural Speech -Strategies of Effective Listening -Comprehend Main Ideas and Details- Take Notes: Outline Main Ideas and Supporting Details-Distinguish between Facts, Opinion and Inferences-Evaluate What You Hear-Follow Oral Directions									
Module:5	Communication Electronically				1 hour				
Appropriate use of technology, EMAIL, WEB PAGE communication, Voice and wireless communication									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on Varieties of Spoken English American, Standard Indian and British.									
				Total Lecture hours:	20 hours				

# Mode: Flipped Class Room and Activities							
Text Book(s)							
1.	Lehman, Dufrene, Sinha, (2016), Business Communication – A South Asian Perspectives, 2nd edition, South-Western Cengage Learning India (P) Ltd						
2.	Courtland L. Bovee, C. Allen Paul, John V. Thill. (2015). Business Communication Today, 13th edition, Pearson.						
Reference Books							
1.	McGrath, E. H., S.J, (2011) Basic Managerial Skills for All, 9th edition, Prentice-Hall of India.						
2.	Guffey, Mary Ellen, (2010) Business Communication: Process and Product, 7th edition, South-Western Cengage Learning India (P) Ltd.						
3.	Adler, R. B., Elmhurst, J.Marquardt (2012), Communicating at work, 11th edition, McGraw - Hill Publications.						
Mode of Evaluation							
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Continue Assessment	100						
Lab 1&2	20	√					
Lab 3&4	20		√				
Lab 5&6	20			√			
Lab 7&8	20				√		
Lab 9&10	20					√	√
Total	100						
Recommended by Board of Studies		05-08-2017					
Approved by Academic Council		No. 46	Date	24-08-2017			

Course code	Macro Economics	L	T	P	J	C
BMT6111		2	0	0	0	2
Pre-requisite	BMT5111	Syllabus version				
		v. 01.00				
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment						
OUTCOME:						
The student is able to analyse decisions using multiple international information sources						
The student is able to appreciate cultural differences with the available information while making decisions						
The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context						
Module:1	Macroeconomic Indicators	3 hours				
Macroeconomic issues and concepts – The Circular Flow of Income – Concepts of National Income and its Measurement – Gross National Savings – Gross Capital Formation - Consumer Price Index – Whole sale Price Index – Index of Industrial Production (IIP) – Business Cycle Indicators – Leading – Lagging – Coincident Indicators – Unemployment Rate – Importance of Human Development Index (HDI)						
Module:2	Aggregate Demand and Supply	4 hours				
The Aggregate Demand and Supply Function - Consumption and Savings function – Investment function – Principles of Multiplier – Paradox of Thrift – Marginal Efficiency of Capital – Accelerator Theory – Tobin’s q Theory of Investment – Income-consumption Relationship - Consumption Function in the Income Economy						
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	2 hours				
Meaning and Measurement of Economic Growth, Nature and Sources of Economics Growth – Business Cycle – Concepts, Phases, Causes and Control Measures						
Module:5	Macroeconomic Policies: Monetary and Fiscal Policies & International Aspects of Macroeconomics	5 hours				
Deficits and Macroeconomic Policies - Objectives of Macroeconomic Policy – Different Approaches to Macroeconomic Policy – Monetary Policy: Instruments and its effectiveness, Monetary Policy and Indian Economy – Fiscal Policy: Meaning and Objectives, and Instruments of Fiscal Policy – Nexus between Monetary and Fiscal Policies – Basics of Taxation and Public Debt						

International Aspects of Macroeconomics										
International Monetary Aspect: The Foreign Exchange Rate - Balance of Payments: Current Account – Capital Account – Surplus and Deficit BOP – Twin Deficit – Determinants of Capital Flows – Mundell and Fleming Model on Open Economy – Currency convertibility on Current and Capital Account - Balance Of Payments: Disequilibrium and Adjustments										
Module:6	Contemporary Issues								1 hours	
Guest Lecture from industry experts on contemporary topics in Economic theories and concepts										
								Total Lecture hours:	20 hours	
# Mode: Flipped Class Room, Case Discussions, Lectures and Mini Project										
Text Book(s)										
1.	Dornbushch, Rudiger, Fischer, Stanley, and Startz, Richard (2018), Macroeconomics, 12 th Edition, McGraw Hill Education (India).									
2.	Dwivedi, D.N, (2015), Macroeconomics – Theory and Policy, 4th edition, Tata McGraw Hill Publications.									
3.	McEachern, Indira, (2016), MACRO ECON - Principles of Macroeconomics, Cengage Learning.									
Reference Books										
1.	Sullivan Arthur, O' (2014), Macroeconomics, 8th edition, Pearson Education.									
2.	Moss, David A, (2015), A Concise Guide to Macroeconomics: What Managers, Executives and Student Need to Know, 2nd edition, Harvard Business School Press.									
3.	Mankiw, Gregory N, (2014), Principles of Macroeconomics, 8th edition, Cengage Learning.									
Mode of Evaluation										
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
		1	2	3	4	5	6			
Continue Assessment	40									
Midterm	20	√	√	√						
Final Assessment Test	40	√	√	√	√	√	√			
Total	100									
Recommended by Board of Studies					11-03 - 2019					
Approved by Academic Council					No. 54	Date	14-03 - 2019			

Course code	Basic Financial Management	L	T	P	J	C
BMT6112		2	0	0	0	2
Pre-requisite	BMT5112	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to make decisions under constraints						
OUTCOME:						
Student is able to relate all contextual factors in decision making Student is able to analyse many costs and consequences of decision The action plan considers many of the constraints in the given context						
Module:1	Financial Management	3 hours				
Meaning, nature and scope of finance goal – profit vs. wealth maximization; Finance decisions – investment, financing and dividend decisions. Role of finance manager – Treasurer Vs. Controller. Agency conflict and agency cost.						
Module:2	Sources of Finance	2 hours				
Long Term Sources of Finance: Equity, Debentures, Preference Shares, Long term loan, Private equity, Venture capital and Angel investor. Short term Sources of Finance : Short term loan, commercial paper, certificate of deposits, commercial paper, bill of exchange, factoring.						
Module:3	Time value of money	4 hours				
Time value of money : Present value, future value, Annuity, Annuity Due, Perpetuity. Application of time value of Money : Valuation of Bonds and Shares Risk and Return: Definition, types of risk, Concept of beta and its application, Market Risk premium, Trade-off between risk and return.						
Module:4	Capital Budgeting	6 hours				
Principles of capital budgeting – method of investment analysis – Payback, ARR, NPV, IRR and PI. Risk analysis in Capital Budgeting: Sensitivity Analysis, Scenario Analysis, Monte Carlo Simulation.						
Module:5	Asset Based Financing	3 hours				
Lease Financing and Hire Purchase: Application of Time value of Money - computation lease rentals –computing installment under hire purchase						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on role of financial managers and the sources of finance available for the changing industry needs.						
	Total Lecture hours:	20 hours				
	# Mode: Flipped Class Room, Case Discussions and Lectures					

Text Book(s)						
1.	I.M.Pandey, (2015), Financial Management, 11th edition, Vikas Publishing, India.					
2.	James C. Van Horne, Sanjay Dhamija, (2011), Financial Management and Policy, 12th edition, Pearson Education.					
3.	Eugene F Brigham, Michael C. Ehrhardt, (2014), Financial Management Theory and Practice, 14th edition, Cengage Learning.					
Reference Books						
1.	Khan M.Y, Jain P.K, (2014), Financial Management- Text, Problems and Cases, 7th edition, McGraw Hill.					
2.	Prasanna Chandra, (2011), Financial Management : Theory and Practice, 8th edition, McGraw Hill, India					
3.	William R Lasher, (2014), Financial Management: Principles and Practice, 7th edition, Cengage Learning, India.					
4.	Richard Brealey, Stewart Myers, Franklin Allen, Pitabas Mohanty, (2012), Fundamentals of Corporate Finance, 10th edition, Mcgraw Hill.					
5.	Stephen Ross, Randolph Westerfield, Bradford Jordan (2016), Corporate Finance, 11th edition, Mcgraw Hill.					
Mode of Evaluation						
Specific Assessment Methods	% Weighting					
		1	2	3	4	5
Continue Assessment	40					
Midterm	20	√	√	√		
Final Assessment Test	40	√	√	√	√	√
Total	100					
Recommended by Board of Studies		11-03 - 2019				
Approved by Academic Council		No. 54	Date	14-03 - 2019		

Course code	Operations Management				L	T	P	J	C
BMT5118					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
				v. 02.00					
OBJECTIVES:									
students will be able to identify business problems and formulate alternative courses of action									
OUTCOME:									
The student is comprehensively able to describe the problem in a decision making									
The student is able to come up with multiple alternatives to resolve the problem									
The student is able to suggest a very comprehensive and implementable action plan									
Module:1	Introduction				4 hours				
Definition of Production and Operations Management–Interrelationship with other functions – Products and Services – Value Analysis – Production & Operations Strategy for Competitive Advantage; Types of Production System.									
Module:2	Designing Operations				5 hours				
Design of Goods and Services, Sustainability in the Supply Chain, Managing Quality, Statistical Process Control, Process Strategy, Capacity and Constraint Management, Location Strategies, Layout Strategies, Human Resources, Job Design, and Work Measurement									
Module:3	Managing Operations				7 hours				
Supply-Chain Management, Inventory Management - Types of Inventory, Purpose, Functions, Basic Cost, EOQ, Fundamentals of Selective Inventory Control; Introduction to Lean Manufacturing, JIT, Quality Concepts, 5S. Aggregate Planning and S&OP, Material Requirements Planning (MRP) and ERP, Short-Term Scheduling, Just-in-Time, TPS, and Lean Operations									
Module:4	Maintenance Management				4 hours				
Objectives of Maintenance – Types of Maintenance – Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, TPM.									
Module:5	Decision-Making Tools				8 hours				
Formulation linear Programming Problem, Graphical Method, Simplex Method – only two variables.									
Module:6					2 hours				
Guest lecture by industry experts on contemporary practices in operations management.									
				Total Lecture hours:			30 hours		
# Mode: Flipped Class Room, Case Discussion, Lectures									
Text Book(s)									
1.	Jay Heizer, Barry Render (2014), Operations Management, 11th Edition, Pearson Education.								
2.	Robert S.Russell, Bernard W.Taylor, (2013), Operations Management, 8th edition, Wiley.								
3.	Collier, Evans, Ganguly(2016), OM-Operations Management , Cengage Learning.								
Reference Books									
1.	R. Panneerselvam, (2013), Production and Operations Management, 3rd edition, PHI.								
2.	Stevenson W.J, (2015), Operations Management, 12th edition, McGraw Hill.								

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

Mode of Evaluation

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

Course code	Marketing Management - Fundamentals				L	T	P	J	C
BMT5119					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
students will be able to co-create unique ideas, products and solutions									
students will be able to formulate competitive strategies for the digital market places									
OUTCOME:									
1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support									
2. Student uses multiple idea creation techniques									
3. Student creates new ideas and combines multiple perspectives to develop new solutions									
4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace									
5. The student does a comprehensive analysis of potential dangers of competitors activity									
6. The student provides comprehensive industry assessment and strategy formulation and implementation details									
Module:1	Understanding the Marketing Management				2 hours				
Orientations to Marketing									
Module:2	Connecting with Customers				7 hours				
Analyzing Consumer Markets - Analyzing Business Markets									
Module:3	Building Strong Brand				6 hours				
Identifying market segments and selecting target markets – Differentiation and Positioning Strategies									
Module:4	Shaping the Market Offerings				8 hours				
Setting Product Strategy - Designing and Managing Services - Introducing New Market Offerings – Introduction to Brand Equity									
Module:5	Designing Pricing Strategies and Programmes				5 hours				
Setting the price, Adapting the price, Initiating and Responding to Price Changes.									
Module:6	Contemporary Issues				2 hours				
Guest Lectures on Analyzing Consumer Markets and Pricing									
	Total Lecture hours:				30 hours				
# Mode: Flipped Class Room, Case Discussion, Lectures									
Text Book(s)									
1.	Kotler, P, Keller K, Koshy, Jha, (2012), Marketing Management: A South Asian Perspective, 14th edition, Pearson Education.								
2.	LAMB,HAIR,SHARMA, MCDANIEL (2016), MKTG Principles of Marketing , Cengage Learning.								
Reference Books									
1.	Walker Jr. Mullins, (2012), Marketing Strategy, 8th edition, McGraw Hill.								

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

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5			
Continue Assessment	60								
Midterm	20	√	√	√	√	√			
Final Assessment Test	40	√	√	√	√	√			
Total	100								

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

Course code	Human Resource Management	L	T	P	J	C
BMT5120		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
OBJECTIVES:						
students will be able to practice ethical values in achieving stakeholders welfare students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to recognise ethical issues that affect multiple stake holders 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 4. The student is able to establish a favourable team climate and ensure enthusiastic decision making 5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Introduction to HRM	4 hours				
Meaning and Definition, Characteristics of HRM, Evolution of HRM, Organization and Policies of Personnel Department, Scope of HRM, Functions of HRM, Objectives of HRM, Qualities of HR Manager, Important Trends in HR Management.						
Module:2	HR Planning, Recruitment and Selection	5 hours				
Importance of HR Planning, Job Analysis-Job description and job specification, Recruitment-Sources of Recruitment, Selection- Importance of careful selection, Process of selection, Types of Tests for selection, Interview- Methods of Selection Interview, Induction Process.						
Module:3	Training and Development & Performance Appraisal	7 hours				
Training and Development: Objectives of training, Identification of Training needs, Concepts of Training, Training methods, Orientation and Placement, Management development, Purposes and Principles of promotion, Bases and types for promotion, Transfer, Separation Performance Appraisal: Introduction, Identification of issues in performance appraisal, Uses of Performance Appraisal, limitations of Performance Appraisal, Performance Management, Career Management Basics, Talent Management, Methods of appraisal						
Module:4	Wage and salary administration	6 hours				
Meaning and Definition, Job Evaluation, Basic Factors in Determining Pay Rates, Establishing Pay Rates, Competency-Based Pay, Money and Motivation: An Introduction, Insurance Benefits, Retirement Benefits, Personal Services and Family-Friendly Benefits, Flexible Benefits Programs						
Module:5	Industrial Relation, Health and safety	6 hours				
Industrial Relation, Health and safety measures Industrial Relations - Meaning & Characteristics						

Industrial Relations - Parties to Industrial relations - Nature of Trade Unions - Problems of Trade Union - Measures to Strengthen Trade Union Movement in India - Causes for Industrial Disputes - Settlement of Industrial Disputes, Occupational Security and Safety : Accidents, Workplace Health Hazards: Problems and Remedies								
Module:6	Contemporary Issues					2 hours		
Guest Lecture from industry experts on contemporary developments in HR practices.								
Total Lecture hours:					30 hours			
# Mode: Flipped Class Room, Case Discussion, Lectures								
Text Book(s)								
1.	Gary Dessler, BijuVarkkey, (2018), Human Resource Management, 15th edition, Pearson Education.							
2.	Denisi, Griffin, Sarkar (2016), HR - Human Resource Management, Cengage Learning.							
3.	George W. Behlander, Scott A. Snell, (2014), Principles of Human Resource Management, 16th edition, Cengage Learning.							
Reference Books								
1.	Denisi, Griffin, Sarkar, (2016), Human Resource Management, 2nd edition Cengage Learning.							
2.	Aswathappa K, (2013), Human Resource Management: Text and Cases, 17th edition, Tata McGraw-Hill.							
3.	Armstrong Michael, (2014), A Handbook of Human Resource Management, 13th edition, Kogan Page.							
4.	Peter J. Dowling, Marion Festing, Allen D Engle, Sr, (2013), International Human Resource Management, 6th edition, Cengage Learning							
Mode of Evaluation								
Specific Methods	Assessment	% Weighting	Intended Course outcomes to be assessed (Please tick as appropriate)					
Internal Assessment			1	2	3	4	5	6
Assignment/Quiz	40		√	√	√	√	√	√
Midterm	20		√	√	√			
Final Assessment	40		√	√	√	√	√	√
Recommended by Board of Studies		11-03-2019						
Approved by Academic Council		No. 54	Date	14-03-2019				

Course code	Business Research Methods				L	T	P	J	C
BMT6113					2	0	0	4	3
Pre-requisite	BMT 5203				Syllabus version				
OBJECTIVES:									
students will be able to articulate (oral and written) ideas to aid decision making									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is effective in oral communication of a managerial decision and is also convincing 2. The student is able to effectively use written communication for expressing views 3. The student is able to convince others on decision making using his or her oral and written communication skills 									
Module:1	Introduction to Business Research Methods				3 hours				
Concepts of Business Research: Characteristics, Objectives, hypothesis and theory – Types of Research - Manager and Researcher Relationship - The Research Process – The Research Problem Development Process - Ethics in research									
Module:2	Research design classification				4 hours				
ExOBJECTIVESratory, Descriptive and Causal - Experimental Research Design Methods - Qualitative Research Designs, tools and its techniques of data collection – Observation Method									
Module:3	Data Collection – Sources and Methods				4 hours				
Primary versus Secondary data and its sources – Primary Data Collection: Measurement and Scaling techniques, survey instrument development, methods of data collection – Sampling Design: Sampling methods and Sample size determination									
Module:4	Data Analysis				5 hours				
Qualitative Data Analysis – Secondary Data Analysis – Primary Data Analysis: Data Preparation, Hypothesis testing, Univariate, Bivariate and introduction to multivariate statistical tools. Hands on experience with SPSS.									
Module:5	Report Preparation and Presentation				2 hours				
Communicating Research Results: Report Generation and Oral Presentation									
Module:6	Contemporary Issues				2 hours				
Guest Lecture from industry experts on research design applicable for the digital era									
				Total Lecture hours:				20 hours	
				Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.		20 [Non-Contact hrs]		1,2,3,4,5	
# Mode: Flipped Class Room, Case Discussion, Lectures and Project									

Text Book(s)										
1.	Cooper D, Schindler P, (2013), Business Research Methods, 12th edition, McGraw-Hill education.									
2.	Zikmund, Adhikari, (2016), Business Research Methods, Cengage Learning.									
3.	Saunders M. N, (2012), Research Methods for Business Students, 6th edition, Pearson Education India.									
Reference Books										
1.	Creswell John W, (2014), Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 4th edition, SAGE Publications.									
2.	Roger E. Kirk, (2013), Experimental Design: Procedures for the Behavioral Sciences, 4th edition, SAGE Publications.									
3.	J Creswell, J. W, (2013), Qualitative inquiry and research design: Choosing among five approaches. 3rd edition, SAGE Publications.									
4.	Sekaran U, (2013), Research Methods for Business: A Skill Building Approach, 6th edition, Wiley.									
Mode of Evaluation										
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
		1	2	3	4	5	6	7	8	9
Continue Assessment	60									
Midterm	20	√	√	√	√	√	√	√	√	√
Final Assessment Test	40	√	√	√	√	√	√	√		
Total	□00									
Project										
Review 1	20									
Review 2	30									
Review 3	50									
Total	100									
Recommended by Board of Studies		05-08-2017								
Approved by Academic Council		No. 47			Date		05-10-2017			

Course code	Corporate Governance and Ethics	L	T	P	J	C
BMT5121		1	0	0	0	1
Pre-requisite	Nil	Syllabus version				

OBJECTIVES:		
students will be able to practice ethical values in achieving stakeholders welfare		
OUTCOME:		
<ol style="list-style-type: none"> 1. The student is able to recognise ethical issues that affect multiple stake holders 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 		
Module:1	Understanding of Corporation	2 Hours
Key Players(Stakeholders) – Inter-linkages- Corporate responsibility towards Key players ; CSR; Ethical challenges(Sources and their resolutions in all functional areas); Historical perspective – Corporate governance – Global and Indian Perspective		
Module:2	Various Models of Corporate Governance	2 Hours
Theory and practice of Corporate governance; Structure of Corporate Governance (Agent , Steward, Stakeholder and sociological Theories); Models-Anglo sexan - Japan -German Model(Based on Ownerships, Composition of Board of directors, Shareholders right, Regulatory Framework, Disclosures)		
Module 3	Implementing Corporate Governance	2 Hours
Implementing CG – Roles and Responsibilities (BOD; Exclusive roles of Independent directors; Auditors ; Regulatory bodies);		
Module:4	Role of EmOBJECTIVESyees	1 Hours
Need for ethical behaviour; Resolutions of ethical dilemmas- Ethical theories;		
Module:5	Corporate Social Responsibility and Scandals	1 Hours
Ethical Challenges (Sources and Their resolution in all functional areas); Corporate Scandals – Causes , Consequences and Cures		
Module:6	Guest Lecture by industry Experts	2 Hours
Total Lecture hours:		10 hours

Recommended Text Book

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

Reference Books:

Gini, Al(2012), *Case Studies in Business Ethics* , 6th Edition , Pearson Education, New Delhi.
 Mohapatra, S & Seejesh S (2012) , *Case Studies in Business Ethics and Corporate Governance* , Pearson Education, New Delhi.
 Francis R & Mishra M (2012)., *Business Ethics ; An Indian Perspective* , Tata Mc-Graw-Hill Publishing Company Ltd., New Delhi.

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

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

Course code	Essentials of Business Etiquettes	L	T	P	J	C
STS5003		3	0	0	0	1
Pre-requisite	None	Syllabus version				
		V. XX.XX				
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment students will be able to articulate (oral and written) ideas to aid decision making						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 						
Module:1	Business Etiquette:	5 hours				
Social and Cultural Etiquette						
<ol style="list-style-type: none"> 1. Value 2. Manners 3. Customs 4. Language 5. Tradition 						
Writing Company Blogs						
<ol style="list-style-type: none"> 1. Building a blog 2. Developing brand message 3. FAQs' 4. Assessing Competition 						
Internal Communications						
<ol style="list-style-type: none"> 1. Open and objective Communication 2. Two way dialogue 3. Understanding the audience 						
Planning						
<ol style="list-style-type: none"> 1. Identifying 2. Gathering Information 3. Analysis 4. Determining 5. Selecting plan 5. Progress check 6. Types of planning 						
Writing press release and meeting notes						
<ol style="list-style-type: none"> 1. Write a short, catchy headline. 2. Get to the Point –summarize your subject in the first paragraph. 3. Body – Make it relevant to your audience 						

Module:2	Study skills	3 hours
Time management skills 1. Prioritization 2. Procrastination 3. Scheduling 4. Multitasking 5. Monitoring 6. Working under pressure and adhering to deadlines		
Module:3	Presentation skills	6 hours
Preparing presentation 1. 10 Tips to prepare PowerPoint presentation 1. Outlining the content 2. Passing the Elevator Test Organizing materials 1. Blue sky thinking 2. Introduction , body and conclusion 3. Use of Font, Use of Color 4. Strategic presentation Maintaining and preparing visual aids 1.Importance and types of visual aids 2.Animation to captivate your audience 3.Design of posters Dealing with questions 1. Setting out the ground rules 2. Dealing with interruptions 3. Staying in control of the questions 4. Handling difficult questions		
Module:4	Quantitative Ability -L1	5 hours
Number properties 1.Number of factors 2.Factorials 3.Remainder Theorem 4.Unit digit position 5.Tens digit position Averages 1.Averages 2.Weighted Average Progressions 1.Arithmetic Progression 2. Geometric Progression 3. Harmonic Progression Percentages 1.Increase & Decrease or successive increase		

Ratios		
Types of ratios and proportions		
Module:5	Reasoning Ability-L1	6 hours
Analytical Reasoning		
1.Data Arrangement(Linear and circular & Cross Variable Relationship)		
2.Blood Relations		
3.Ordering/ranking/grouping		
4.Puzzletest		
Selection Decision table		
Module:6	Verbal Ability-L1	5 hours
Vocabulary Building		
1.Synonyms & Antonyms		
2.One word substitutes		
3.Word Pairs		
4.Spellings		
5.Idioms		
6.Sentence completion		
Analogies		
Module:7	title	x hours
Module content		
Module:8	Contemporary issues:	x hours
Total Lecture hours:		30 hours
Text Book(s)		
1.	Scott Peck. M(1978) Road Less Travelled. New York City. M. Scott Peck. FACE(2016) Aptipedia Aptitude Encyclopedia. Delhi. Wiley publications ETHNUS(2013) Aptimithra. Bangalore. McGraw-Hill Education Pvt. Ltd.	
Reference Books		
1.	Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler(2001)Crucial Conversations: Tools for Talking When Stakes are High.Bangalore. McGraw-Hill Contemporary Dale Carnegie,(1936) How to Win Friends and Influence People. New York. Gallery Books	
	Websites: www.chalkstreet.com www.skillsyouneed.com www.mindtools.com www.thebalance.com www.eguru.000	

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

Course code	Business Analytics and Intelligence	L	T	P	J	C
BMT6114		2	0	2	0	3
Pre-requisite	BMT5113	Syllabus version				
OBJECTIVES:						
students will be able to formulate competitive strategies for the digital market places students will be able to identify business problems and formulate alternative courses of action						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is comprehensively able to describe the problem in a decision making 5. The student is able to come up with multiple alternatives to resolve the problem 6. The student is able to suggest a very comprehensive and implementable action plan 						
Module:1	Introduction to Business Analytics and Intelligence(BAI)	3 hours				
Overview of the strategic impact of BAI across key industries-Analytics 3.0-the nature of analytical competition- what makes an analytical competitor- analytics and business performance- Competing on Analytics with Internal and external Processes- A Road Map to Enhanced Analytical Capabilities- Managing Analytical People- The Architecture of Business Intelligence- The Future of Analytical Competition- Gartner Magic Quadrant and Hype Cycle for Business Intelligence and Analytics						
Module:2	Data Warehousing	5 hours				
Data Warehousing: Concepts – Process overview – Architecture – ETL process. Business Performance Management: BPM –Strategy - Plan – Monitoring – Performance Measurement – Business Performance Management Methodologies Essential Practice Skills for High-Impact Analytics Projects: Listening to client, Framing the central problem, Scoping a project, Defining metrics for success, Creating a work plan, Assembling data and expert sources, Selecting modeling approaches, Validating and verifying analytical results, Communicating and presenting results to clients and Driving organizational change and assessing impact.						
Module:3	Descriptive Analytics	4 hours				
Data Visualization and Analytics- Charts(Bars-Pie-Line-Scatter-Map-Bubble-Box & Whisker-Tree map - Heat map-Circle and Area) -Worksheet, Dashboard and Story Board creation						
Module:4	Predictive Analytics	3 hours				
Linear Regression, Cluster, CART and Neural Network model						
Module:5	Prescriptive Analytics	3 hours				
Linear optimization, Integer optimization, Non-linear programming and Simulation						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on Emerging trends in business analytics and intelligence						
Total Lecture hours:					20 hours	
Practical : Descriptive analytics/ Predictive Analytics and Prescriptive analytics -Hands on training with business					20 hours	

intelligence and Analytics software like R, Python, Tableau, SPSS, Excel etc., interpretation of results and discussion on managerial decision making									
# Mode: Flipped Class Room, Case Discussions, Lectures, and lab exercises									
Text Book(s)									
1.	Sharda R, Delen D, Turban E, Aronson J, Liang T. P, (2014), Business Intelligence and Analytics: Systems for Decision Support, 10th edition, Pearson Education.								
2.	Powell S. G, Barker K. R, (2014), Management Science: The Art of Modeling With Spreadsheets, (W/Cd), 4th edition, John Wiley & Sons.								
Reference Books									
1.	Linoff G. S, Berry M. J, (2011), Data mining techniques: for marketing, sales, and customer relationship management, 3rd edition, John Wiley & Sons.								
2.	Frank B, Green B, Harris T, Van De Vanter K, (2010), Business Intelligence Strategy: A Practical Guide for Achieving BI Excellence, MC Press.								
3.	Hair, J. F, Black W. C, Babin B. J, Anderson R. E, Tatham R. L, (2009), Multivariate data analysis, 7th edition, Pearson education.								
Mode of Evaluation									
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5	6		
Continue Assessment	60								
Midterm	20	√	√	√					
Final Assessment Test	40	√	√	√	√	√	√		
Lab	100	√	√	√	√	√	√		
Total	100								
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54		Date		14-03-2019			

Course code	Financial Management – Decisions and Applications	L	T	P	J	C
BMT6115		3	0	0	0	3
Pre-requisite	BMT6112	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
The student is able to perform a comprehensive quantitative data analysis The student is able to interpret qualitative information in detail The student is able to represent the analyses as a complete solution to the business problem						
Module:1	Capital Structure	5 hours				
forms – importance – optimal capital structure – theories – Factors determining capital structure – changes in capital structure – capital gearing						
Module:2	Cost of Capital	5 hours				
Cost of capital – meaning – significance – classification of cost – determination – problems – computation of cost of specific sources of finance (cost of Debt, Equity & Preference shares , Retained earnings) – Computation of weighted average cost of capital, Marginal cost of capital.						
Module:3	Leverages	5 hours				
Meaning – Types – Financial Leverage – Operational Leverage – Composite – Working Capital Leverage.						
Module:4	Dividend	5 hours				
Approaches – determinants – types of dividend policy – effects and objects of bonus issue – Dividend theories and Models - Walter’s Model, Gordon’s Model and MM approach						
Module:5	Working capital requirements	8 hours				
Working capital requirements: Meaning - concept – kinds – importance of adequate working capital - determinants of working capital.- working capital policy- estimation of working capital – operating cycle/ cash conversion cycle						
Cash management : optimal cash, cash budget						
Inventory management : EOQ, Reorder level						
Receivables Management: Credit policy, receivables matrix.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary financial management decisions taken to maximize the wealth of the shareholders.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures						
Text Book(s)						
1.	I.M.Pandey, (2015), Financial Management, 11 th edition, Vikas Publishing, India.					
2.	James C. Van Horne, Sanjay Dhamija, (2011), Financial Management and Policy, 12 th edition, Pearson Education.					
3.	Eugene F Brigham, Michael C. Ehrhardt, (2014), Financial Management Theory and Practice, 14 th edition, Cengage Learning.					

Reference Books

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

Mode of Evaluation

Specific Assessment Methods	% Weighting						
		1	2	3	4	5	6
Continue Assessment	40						
Midterm	20	√					
Final Assessment Test	40	√	√	√	√	√	√
Total	100						

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

Course code	Marketing Management – Programmes and Implementation	L	T	P	J	C
BMT6116		3	0	0	0	3
Pre-requisite	BMT5119	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to formulate competitive strategies for the digital market places						
OUTCOME:						
1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace						
2. The student does a comprehensive analysis of potential dangers of competitors activity						
3. The student provides comprehensive industry assessment and strategy formulation and implementation details						
Module:1	Managing and Delivering Value	6 hours				
Designing & Managing Marketing Channels – Managing Retailing, wholesaling and market logistics						
Module:2	Communicating Value	6 hours				
Designing and Managing Integrated Marketing Communications – Managing Mass communications: Advertising, Sales Promotions and Public Relations. Managing Personal Communication: Sales Force and Direct Marketing						
Module:3	Assessing Market Opportunities	7 hours				
Scanning the Marketing Environment -Marketing Information System – Conducting Market Research: Process and Report Development – Demand Estimation.						
Module:4	Managing the total Marketing effort	5 hours				
Managing a Holistic Marketing organization – Marketing Implementation, Evaluation and Control – Marketing ROI – Marketing Metrics for marketing performance						
Module:5	Sustaining Growth and Value	4 hours				
Green Marketing – Global Marketing						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary Marketing Metrics used to evaluate the marketing performance.						
					Total Lecture hours:	30 hours
# Mode: Flipped Class Room, Case Discussion and Lectures						
Text Book(s)						
1.	Kotler, P, Keller K, Koshy, Jha, (2012), Marketing Management: A South Asian Perspective, 14 th edition, Pearson Education.					
2.	Lamb, Hair, Sharma, McDaniel(2016), MKTG Principles of Marketing , Cengage Learning.					
Reference Books						
1.	Bert Rosenbloom, (2012), Marketing Channels- A Management View, 8 th edition, Cengage Learning.					
2.	Gillespie, Hennessey, (2013), Global Marketing, 3 rd edition, Cengage Learning.					
3.	Walker Jr. Mullins, (2012), Marketing Strategy, 8 th edition, McGraw Hill.					
4.	Paul W. Farris, Neil T. Bendle, Philip E. Pfeifer, David J. Reibstein (2006), Marketing Metrics: 50+ Metrics Every Executive should master, 1 st edition, Financial times/Prentice					

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

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5	6	7	
Continue Assessment	60								
Midterm	20	√							
Final Assessment Test	40	√	√	√	√	√	√	√	
Total	100								

Recommended by Board of Studies	11-03-2019
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Approved by Academic Council	No. 54	Date	14-03-2019
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Course code	Entrepreneurship				L	T	P	J	C
BMT6117					2	0	0	4	3
Pre-requisite	BMT6111, BMT6112				Syllabus version				
					v. 02.00				
OBJECTIVES:									
students will be able to co-create unique ideas, products and solutions									
OUTCOME:									
1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support									
2. Student uses multiple idea creation techniques									
3. Student creates new ideas and combines multiple perspectives to develop new solutions									
Module:1	Entrepreneurship in the New Millennium				3 hours				
Entrepreneurs/Small-Business Owners: Emerging trends: The Internet & E-commerce, Types of entrepreneurs; Corporate Entrepreneurship – Nature, Concepts and Sustainability									
Module:2	The Entrepreneurial Mindset				4 hours				
Entrepreneurial Individual, Sources of research on Entrepreneurs, Common Entrepreneurial characteristics, Confrontation with risk, Stress & Entrepreneurial Ego; Entrepreneurial Motivation; Developing Individual Innovation, Imagination & creativity, Creative Problem Solving, Ethics, Entrepreneurship, & Law, Social responsibility challenge, Learning about resources, Technology / Know how- Sources / Plans, Funding- various options , Infrastructure, Mentoring, Planning									
Module:3	Entrepreneurial Venture Planning				5 hours				
Opportunity Assessment, Opportunity mapping, Idea validation, introduction to Lean Canvas and MVP aspects, Challenges of New-Venture Start-Ups, Pitfalls in selecting new ventures, Critical factors for NVD, Failures of New Ventures, New Venture Evaluation process, John Mullin’s Seven Domain Model, Feasibility Plan; Sustainable Competitive Advantage, Examining the use of business incubator; Entrepreneurial Ventures and Marketing Research; Business Plan									
Module:4	Entrepreneurial Issues for Start-Ups				3 hours				
Legal forms of Entrepreneurial Organizations, Identifying legal structures, Specific forms of Partnerships and Corporations: Debt versus Equity, Venture Capital Market , Informal Risk Capital									
Module:5	Entrepreneurial Issues for Growth & Development				3 hours				
Strategic Planning and Entrepreneurship: Nature of Planning in emerging firms, Strategic Planning, Value of Strategic Planning: The Entrepreneurial Edge, Implementing Strategic Plan: Venture Development Stages: Entrepreneurial Ventures: Management succession challenge, Developing a succession strategy; Harvest strategy: Liquidity events – Initial Public Offer (IPO); Complete sale of the venture									
Module:6	Contemporary Issues				2 hours				
Governmental initiatives to foster entrepreneurship across sectors, Funding opportunities for start-ups, Business Incubation and its benefits.									
	Total Lecture hours:				20 hours				
Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.					20 [Non Contact hrs]				

# Mode: Flipped Class Room, Case Discussions, Lectures and Project													
Text Book(s)													
1.	Kuratko, Hodgetts, (2014), Entrepreneurship - Theory, Process and Practice, 10 th edition. Cengage Learning.												
2.	Hisrich, Peters, Shepherd, (2016), Entrepreneurship, 10 th edition. McGraw Hill.												
3.	Kuratko, Rao, (2012), Entrepreneurship A South-Asian Perspective, 8 th edition, Cengage Learning.												
Reference Books													
1.	Timmons, Spinelli, (2012), New Venture Creation, 9 th edition. McGraw Hill.												
2.	Bruce R Barringer, (2011), Entrepreneurship: Successfully Launching New Ventures, 4 th edition, Pearson Education.												
Mode of Evaluation													
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be as (Please tick as appropriate)											
		1	2	3	4	5	6	7	8	9	10		
Continue Assessment	60												
Midterm	20	√	√	√	√	√							
Digital Assignment – 1		√	√	√	√	√							
Digital Assignment - 2							√	√	√	√	√		
Quiz - 1		√	√	√	√	√							
Final Assessment Test	40	√	√	√	√	√	√	√	√	√	√	√	
Total	100												
Project													
Review 1	20	√	√	√	√	√							
Review 2	30						√	√	√	√	√		
Review 3	50	√	√	√	√	√	√	√	√	√	√	√	
Total	100												
Recommended by Board of Studies	11-03-2019												
Approved by Academic Council	No. 54	Date	14-03-2019										

Course Code	Strategic Management				L	T	P	J	C
BMT6118					2	0	0	4	3
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:3									
students will be able to comprehend global trends influencing the business environment students will be able to involve stakeholders and team members in executing decisions									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is able to establish a favourable team climate and ensure enthusiastic decision making 5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 									
Module:1	Strategic Management and Competitiveness				2 hours				
The Competitive Landscape: The Global Economy, Technology and Technological Changes, The Resource-based model of above-average returns, Vision and Mission, Stakeholders, Strategic Leaders: Effective strategic leaders, Predicting outcomes of strategic decisions - profit pools, The Strategic Management Process									
Module:2					3 hours				
The External Environment: Opportunities, Threats, Competition and Competitor Analysis: Segments of the General Environment – Industry Environment Analysis – Porter’s Five Forces, Strategic Groups, Competitor Analysis and Ethical Considerations.									
The Internal Environment: Resources, Capabilities, Competencies and Competitive Advantages: Analyzing the internal organization, Concept of Creating Value, Resources, Capabilities and Core Competencies, Building core competence, Criteria of Sustainable Competitive Advantage, and Value Chain Analysis.									
Module:3					4 hours				
Formulations of Strategic Actions - I: Business-Level Strategy: Customers and their relationship with Business-level strategies, Purpose of Business-level strategy, Types of Business-level strategies – Porter’s Generic Strategies.									
Competitive Rivalry and Dynamics: Competitor Analysis – Market Commonality, Resource Similarity; Drivers of Competitive Actions and Responses; Competitive Rivalry – Strategic and Tactical Actions.									
Module:4					4 hours				
Formulations of Strategic Actions- II: Corporate-Level Strategy: Levels of Diversification – Operational Relatedness: Sharing Activities, Corporate Relatedness: Transferring of Core Competencies, Market Power.									
Strategic Acquisition and Restructuring: Differentiating between Acquisition, Merger and Takeovers, Reasons for Acquisition, Restructuring – Downsizing, Down scoping, Leveraged									

buyouts, Restructuring outcomes									
Global Strategy – Identifying international Opportunities, International Business-level and Corporate-level strategies, Choice of International Entry Modes, Strategic Competitive Outcomes, Risks in International Environment.									
Module:5	Secondary Data Research							5 hours	
Implementation of Strategic Actions – Corporate Governance and Ethics: Separation of ownership and managerial control, Ownership concentration, Board of Directors and Ethical Behavior									
Structures and Controls within Organizations: Evolutionary Patterns of Strategy and Organizational Structure									
Leadership Implications for Strategy in the Indian Scenario: Strategic Leadership & Styles in Indian Organizations, Role of Top-level manager, Managerial succession; Strategic Direction, Effective management of Firm’s resource portfolio, Sustaining effective organizational culture, Balanced Organizational Controls; Entrepreneurial Opportunities, Internal Innovations, and Innovation through Acquisitions.									
Module:6	Contemporary Issues							2 hours	
Guest lecture by industry experts on contemporary strategic management practices in India.									
Total Lecture hours:							20 hours		
Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.							20 [Non-Contact hrs]		
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									
1.	Hitt, Ireland, Hoskisson, Manikutty, (2016), Strategic Management, Cengage Learning.								
2.	Hill, Jones, Shilling(2013), An Integrated Approach to Strategic Management, 11 th edition, Cengage Learning.								
Reference Books									
1.	Thompson, Strickland, Gamble, Jain, (2010), Crafting and Executing Strategy, 16 th edition, McGraw Hill.								
2.	Fred R. David, (2015), Strategic Management – Concepts & Cases, 15 th edition, Pearson Education.								
3.	John Pearce, Richard Robinson, Amitha Mittal, (2012), Strategic Management, 13 th edition, McGraw Hill.								
4.	R. Srinivasan, (2012), <i>Strategic Management: The Indian Context</i> , 4 th edition, PHI Learning.								
5.	Bod de Wit, Ron Meyer, (2014), Strategy - An International Perspective, 5 th edition, Cengage Learning.								
Mode of Evaluation									
Specific Assessment Methods	% Weighting	Intended student learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5	6	7	
Continue Assessment	60								
Midterm	20	√		√		√			
Digital Assignment – 1	10	√	√	√					

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

Course code	Preparing for Industry	L	T	P	J	C
STS5004		3	0	0	0	1
Pre-requisite	None	Syllabus version				
		V. XX.XX				
OBJECTIVES:						
students will be able to articulate (oral and written) ideas to aid decision making students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is effective in oral communication of a managerial decision and is also convincing 2. The student is able to effectively use written communication for expressing views 3. The student is able to convince others on decision making using his or her oral and written communication skills 4. The student is able to establish a favorable team climate and ensure enthusiastic decision making 5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Interview skills	3 hours				
Types of interview						
<ol style="list-style-type: none"> 1. Structured and unstructured interview orientation 2. Closed questions and hypothetical questions 3. Interviewers' perspective 4. Questions to ask/not ask during an interview 						
Techniques to face remote interviews						
<ol style="list-style-type: none"> 1. Video interview 2. Recorded feedback 3. Phone interview preparation 						
Mock Interview						
<ol style="list-style-type: none"> 1. Tips to customize preparation for personal interview 2. Practice rounds 						
Module:2	Resume skills	2 hours				
Resume Template						
<ol style="list-style-type: none"> 1. Structure of a standard resume 2. Content, color, font 						
Use of power verbs						
<ol style="list-style-type: none"> 1. Introduction to Power verbs and Write up 						
Types of resume						
<ol style="list-style-type: none"> 3. Quiz on types of resume 						
Customizing resume						
<ol style="list-style-type: none"> 1. Frequent mistakes in customizing resume 2. Layout - Understanding different company's requirement 3. Digitizing career portfolio 						
Module:3	Emotional Intelligence - L1	7 hours				
Transactional Analysis						
<ol style="list-style-type: none"> 1. Introduction 						

2. Contracting, ego states 3. Life positions Brain storming 1. Individual Brainstorming 2. Group Brainstorming 3. Stepladder Technique 4. Brain writing 4. Crawford's Slip writing approach 5. Reverse brainstorming 6. Star bursting 7. Charlette procedure 8. Round robin brainstorming Psychometric Analysis 1. Skill Test 2. Personality Test Rebus Puzzles/Problem Solving 1. More than one answer 2. Unique ways		
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Module:4	Quantitative Ability-L3	8 hours
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Permutation-Combinations 1. Counting 2. Grouping 3. Linear Arrangement 4. Circular Arrangements Probability 1. Conditional Probability 2. Independent and Dependent Events Geometry and mensuration 1. Properties of Polygon Figures 2.2D & 3D 3. Area & Volumes Trigonometry 1. Heights and distances 2. Simple trigonometric functions Logarithms 1. Introduction 2. Basic rules Functions 1. Introduction 2. Basic rules Quadratic Equations 1. Understanding Quadratic Equations probabilities of Quadratic Equations 2. Rules & Set Theory 1. Basic concepts of Venn Diagram		
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Module:5	Reasoning ability-L3	5 hours
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Logical reasoning 1. Syllogisms		
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2..Binary logic 3.Sequential output tracing 4.Crypto arithmetic Data Analysis and Interpretation 1.Data Sufficiency 2.Data interpretation-Advanced Interpretation tables, pie charts & bar chats

Module:6	Verbal Ability-L3	5 hours
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Comprehension and Logic 1.Reading comprehension 2.Para Jumbles 3..Critical Reasoning : a)Premise and Conclusion b) Assumption & Inference c) Strengthening & Weakening an Argument

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

Reference Books	
1.	Michael Farra and JIST Editors(2011)Quick Resume & Cover Letter Book: Write and Use an Effective Resume in Just One Day. Saint Paul, Minnesota.Jist Works Daniel Flage Ph.D(2003)The Art of Questioning: An Introduction to Critical Thinking. London. Pearson David Allen(2002) Getting Things done : The Art of Stress -Free productivity. New York City. Penguin Books. Websites: www.chalkstreet.com www.skillsyouneed.com www.mindtools.com www.thebalance.com www.eguru.000

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

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

Course code	Summer Internship				L	T	P	J	C
BMT6119					0	0	0	0	2
Pre-requisite	As per the academic regulations				Syllabus version				
					v. 1.0				
OBJECTIVES:									
<p>students will be able to co-create unique ideas, products and solutions</p> <p>students will be able to make decisions under constraints</p> <p>students will be able to identify business problems and formulate alternative courses of action</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. Student is able to relate all contextual factors in decision making 5. Student is able to analyse many costs and consequences of decision 6. The action plan considers many of the constraints in the given context 7. The student is comprehensively able to describe the problem in a decision making 8. The student is able to come up with multiple alternatives to resolve the problem 9. The student is able to suggest a very comprehensive and implementable action plan 10. The student is effective in oral communication of a managerial decision and is also convincing 11. The student is able to effectively use written communication for expressing views 12. The student is able to convince others on decision making using his or her oral and written communication skills 									
Contents									
<ol style="list-style-type: none"> 1. Introduction 2. Company Overview 3. Vision & Mission 4. Organizational Profile 5. Location 6. Organizational Chart 7. Products and Services 8. Key Functional Departments 9. Best practices of the Company 10. SWOT Analysis 11. CSR/Social inclusion activities/ any other initiatives 									
Mode of Evaluation: Periodic reviews, Presentation, Final oral viva									
Recommended by Board of Studies					10.06.2015				
Approved by Academic Council					54 th AC		Date		16.06.2015

Course Code	Capstone Project	L	T	P	J	C
BMT6120		0	0	0	0	6
Pre-requisite	As per the academic regulations	Syllabus version				
		v. 1.0				
OBJECTIVES:						
<p>students will be able to co-create unique ideas, products and solutions</p> <p>students will be able to make decisions under constraints</p> <p>students will be able to identify business problems and formulate alternative courses of action</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. Student is able to relate all contextual factors in decision making 5. Student is able to analyse many costs and consequences of decision 6. The action plan considers many of the constraints in the given context 7. The student is comprehensively able to describe the problem in a decision making 8. The student is able to come up with multiple alternatives to resolve the problem 9. The student is able to suggest a very comprehensive and implementable action plan 10. The student is effective in oral communication of a managerial decision and is also convincing 11. The student is able to effectively use written communication for expressing views 12. The student is able to convince others on decision making using his or her oral and written communication skills 13. The student is able to establish a favorable team climate and ensure enthusiastic decision making 14. The student is able to elicit constructive feedback in conflicting situations 15. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Contents						
<p>Stage 1: Select a Topic: select a topic in the functional area of your interest-as agreed by the company - should suit a 5 month research work, should be time-relevant and help you in higher studies / placement</p> <p>Stage 2: Define the Problem</p> <p>Ask yourself-why this research? How does the company benefit? Does the problem help me gain insight on the concept studies or the way company functions?</p> <p>Stage 3: Review of Literature</p> <p>Relevant literature - record the reviews systematically (ref. appendix 1) - Literature review should help in identifying the need /gap + should help in providing more insight into the subject</p> <p>Stage 4: Formulate Hypothesis</p> <p>Stage 5: Choose a research Method</p> <p>Decide on the sampling method, technique, number and sample units</p> <p>Design and test data collection instrument (ex: Questionnaire, scheduler etc)</p> <p>Stage 6: Pre-test and Collect Data</p> <p>Stage 7: Analyse Data</p> <p>Stage 8: Report in APA format</p>						

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

Programme Elective Subjects

Course code	Applied Econometrics	L	T	P	J	C
BMT6121		2	0	2	0	3
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to identify business problems and formulate alternative courses of action students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	Introduction to Econometrics	5 hours				
Importance of Business forecasting-economic theory/econometric models-concept of a random variable: discrete and continuous-Hypothesis testing-variable selection-ordinary least squares estimators (OLS) method-Critical evaluation of the classical linear regression model(Auto correlation, Multicollinearity, Heteroscedasticity and Model specification errors)-functional forms of regression model-endogeneity- Z/F/T/Chi-Square distribution- -Measures of forecast performance: Mean square error and root mean square error-Limitations of econometric forecasts						
Module:2	Cross sectional data Econometrics	3 hours				
Qualitative explanatory variables regression models-Multinomial/Ordinal regression models-Limited dependent variable-models-Modelling count data: the Poisson and negative binomial regression models						
Module:3	Time series data Econometrics	5 hours				
Stationary stochastic process - non stationary stochastic process - unit root - trend stationary and difference stationary-AutoRegressive Moving Average [ARMA], Auto Regressive Integrated Moving Average [ARIMA]-Vector auto regression (VAR)-Granger causality test-Cointegration and error correction model-Volatility models: Auto Regressive ConditionalHetroskedasticity [ARCH], Generalised Auto Regressive Conditional Hetroskedasticity [GARCH].						
Module:4	Panel data Econometrics	3 hours				
Panel data regression models-pooled OLS-Random effectsmodel (REM) and Fixed effects least squares dummy variables (LSDV) models - random effects - Hausman test - one way and two way models - random coefficient model (Hierarchical /multi-level models)						
Module:5	Portfolio Optimization Models	2 hours				
William sharp CAPM Model, 3 Factor FAMA Model, model Markowitz, Black Scholes, Monte carlo Simulations, Textual data feed and its impact on forecasting, Portfolio optimization models and option pricing tools.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary application of econometrics in the financial industry.						

	Total Lecture hours:	20 hours						
Practical : # OLS and critical evaluation of OLS, Tools used for cross sectional data, Application of forecasting tools for time series data, application of tools in panel data and portfolio optimization models.		20 hours						
# Mode: Flipped Class Room, Lectures, Case Discussions and lab exercises.								
Text Book(s)								
1.	Damodar N. Gujarati, Dawn C Porter, Sangeetha Gunasekar, (2011), Basic Econometrics, 5th edition, McGraw- Hill							
2.	Gujarati. D, (2014), Econometrics by example, Palgrave Macmillan.							
3.	Brooks. C, (2014), Introductory Econometrics for Finance, Cambridge university press.							
Reference Books								
1.	Wooldridge. J, (2015), Introductory econometrics: A modern approach, Nelson Education.							
2.	Maddala. G. S, Lahiri. K, (2009), Introduction to econometrics, Wiley.							
3.	Koutsoyiannis. A, (1977), Theory of econometrics: an introductory exposition of econometric methods, Macmillan.							
4.	Davenport, T. H, Harris. J. G, (2007), Competing on analytics: The new science of winning, Harvard Business Press.							
5.	Cooper, D. R, Schindler. P. S, (2003), Business research methods, Tata Mc Hill Publication.							
6.	Tsay. R. S, (2005), Analysis of financial time series (Vol. 543), John Wiley & Sons.							
7.	Enders. W, (2008), Applied econometric time series, John Wiley & Sons							
8.	Hanke. J. E, Wichern. D. W, (2008), Business Forecasting, Prentice-Hall.							
9.	Brockwell, Davis, (1996), Introduction to Time Series and Forecasting, 2nd edition, Springer.							
10.	Arellano. M, Honoré. B, (2001), Panel data models: some recent developments, Handbook of econometrics.							
Mode of Evaluation								
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
		1	2	3	4	5	6	7
Continue Assessment	60							
Midterm	20	√	√	√	√	√	√	√
Final Assessment Test	40	√	√	√	√	√	√	√
Total	100							
Practical	100							
Recommended by Board of Studies	11-03-2019							
Approved by Academic Council	No. 54	Date	14-03-2019					

Course code	Behavioural Finance	L	T	P	J	C
BMT6122		3	0	0	0	3
Pre-requisite	BMT6112	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to make decisions under constraints students will be able to comprehend global trends influencing the business environment students will be able to articulate (oral and written) ideas to aid decision making						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to analyse decisions using multiple international information sources 5. The student is able to appreciate cultural differences with the available information while making decisions 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 7. The student is effective in oral communication of a managerial decision and is also convincing 8. The student is able to effectively use written communication for expressing views 9. The student is able to convince others on decision making using his or her oral and written communication skills 						
Module:1	Introduction to Behavioural Finance	3 hours				
Introduction, Traditional vs. Behavioral Theory, The Decision Making Process and Behavioral Biases, Limits to Arbitrage						
Module:2	Behavioural Finance Theory and Bubbles	6 hours				
Prospect Theory, SP/A Theory, Behavioural Portfolio Theory, Empirical and Statistical detection tests						
Module:3	Decision Theory Paradoxes	6 hours				
Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma, The Monthly Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox						
Module:4	Non-Behavioural Finance	5 hours				
Introduction; Why we care: The roles of securities prices in the economy; Efficient markets hypothesis (EMH): Definitions; EMH in supply and demand framework; Theoretical arguments for flat aggregate demand curve; Equilibrium expected returns models						
Module:5	Demand by Arbitrageurs and Average Investors	8 hours				
Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation), Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary behavioral finance issues						
	Total Lecture hours:	30 hours				

# Mode: Flipped Class Room, Case Discussions, Lectures							
<ol style="list-style-type: none"> 1. Behavioral Finance (2009). Williams Forbes. WILEY. ISBN: 978-0-470-02804-9 2. Behavioral Finance: Insights into Irrational Minds and Markets, by James Montier 3. Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, by Burton and Shah 4. Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, by Shefrin 							
Reference Books							
<ol style="list-style-type: none"> 1. Advances in Behavioral Finance, Volume II (2005) R.H. Thaler. Princeton University Press 2. Manias, Panics and Crashes: A History of Financial Crises, Sixth Edition (2007) C.P. Kindleberger and R.Z. Aliber. Palgrave Macmillan. 3. The Wall Street Journal, Bloomberg, CNN Money 							
Mode of Evaluation							
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Continue Assessment	40						
Midterm	20	√	√				
Final Assessment Test	40	√	√	√	√	√	√
Total	100						
Recommended by Board of Studies		11-03-2019					
Approved by Academic Council		No. 54	Date	14-03-2019			

Course code	Capital Markets and Financial Services	L	T	P	J	C
BMT6123		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
v. 01.00						
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment students will be able to identify business problems and formulate alternative courses of action						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is comprehensively able to describe the problem in a decision making 5. The student is able to come up with multiple alternatives to resolve the problem 6. The student is able to suggest a very comprehensive and implementable action plan 						
Module:1	Indian Financial System	9 hours				
<p>Regulators : Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority</p> <p>Primary Market: Role of Primary Market, Functions, Intermediaries, Methods of floatation of Capital –IPO’s , FPO’s and Right issues, Investor protection in primary market, Recent trends in primary market. Book building process.</p> <p>Secondary Market : Functions, intermediaries, Demutualization structure, Major stock exchanges in India</p> <p>Indian Stock Exchanges: Market types, order types and books. BSE : BOLT System, NSE : NEAT system</p> <p>OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.</p>						
Module:2		6 hours				
<p>Listing of Securities: Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislative k related to listing.</p> <p>Trading cycle : T+2 Trading Cycle , Pay in and Pay out, Bad Delivery, Short delivery , Auction</p> <p>Clearing & Settlement: Different types of settlements -DEMAT settlement, Physical settlement, Institutional segment and Funds settlement.</p> <p>Risk Management system in BSE & NSE Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.</p> <p>Index Management Importance of index computation, Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India</p>						
Module:3	Leasing and Hire Purchase	6 hours				
<p>Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications</p> <p>Microfinance: Consumer Credit</p> <p>Factoring and Forfeiting</p>						
Module:4	Credit rating & Securitization	4 hours				

Credit rating: Definition and meaning- Process of credit rating of financial instruments- Rating methodology-Rating agencies –Rating symbols of different companies. Legislative framework guiding the CRAs.												
Securitization: Meaning-Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.												
Module:5					Depositories					3 hours		
Depository services- Role of depositories and their services— Advantages of depository system – NSDL and CDSL- Depository participants and their role- Stock Broking Services including SEBI guidelines.												
Module:6					Contemporary Issues					2 hours		
Guest Lecture from industry experts on contemporary developments in capital market performance and implication of securitization in Indian scenario.												
					Total Lecture hours:					30 hours		
# Mode: Flipped Class Room, Case Discussions, Lectures and Term Paper												
Text Book(s)												
1.	Khan M.Y, (2015), Financial Services, 8 th edition, Mcgraw Hill.											
2.	K Sasidharan, Alex. K Mathews, (2008), Financial Services and System, Tata McGraw Hill.											
3.	Jeff Madura (2014), Financial Institutions and Markets, 10thEdition, Cengage Learning.											
Reference Books												
1.	NISM-Series-XII: Securities Markets Foundation Certification Examination Work Book											
2.	Stephen Cecchetti, Kermit Schoenholtz, (2014), Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education.											
3.	MadhuVij, Swati Dhawan (2011), Merchant Banking and Financial Services, 1st edition, McGraw Hill.											
4.	Tripathy, NaliniPrava (2007), Financial Services, PHI, Learning Pvt. Ltd.											
5.	NISM-Series-VI Depository Operation Exam Work Book.											
Mode of Evaluation												
Specific Assessment Methods			% Weighting		Modules							
					1	2	3	4	5	6		
Continue Assessment			40									
Midterm			20		√	√						
Final Assessment Test			40		√	√	√	√	√	√		
Total			100									
Recommended by Board of Studies					11-03-2019							
Approved by Academic Council					No. 54		Date		14-03-2019			

Course code	Corporate Taxes					L	T	P	J	C
BMT6124						3	0	0	0	3
Pre-requisite	Nil					Syllabus version				
						v. 02.00				
OBJECTIVES:										
students will be able to systematically apply qualitative and quantitative techniques to solve business problems										
OUTCOME:										
The student is able to perform a comprehensive quantitative data analysis The student is able to interpret qualitative information in detail The student is able to represent the analyses as a complete solution to the business problem										
Module:1	Income Tax as Applicable to Companies					6 hours				
Income tax as applicable to Companies: Basic concepts-Assessment year – previous year– person – Assessee– determine the residential status of a company – incidence of tax of different tax payers – Definitions relating to Companies as per the provisions of Income Tax Act – Tax planning, avoidance, evasion										
Module:2	Computing Business Income of The Company					7 hours				
Computing Business Income of the Company: Income under the head profit and gains of business and its computation; Basic principles for arriving at business income – Problems on computation of income from business.										
Module:3	Other Income					5 hours				
House Property - Capital Gains – Other sources (Provisions applicable to Companies) - Dividend - Dividend Tax - Tax Implications relating to Amalgamation and Merger.										
Module:4	Computation of Income					5 hours				
Set off and Carry forward and Set-off – Deductions relating to Companies – Minimum Alternative Tax										
Module:5	Goods and Service Tax (GST)					5 hours				
Basic Principles of GST – Concept of supply – Exemptions – Rates – Tax credit – composition – Reverse charge – Filing of returns - GSTN										
Module:6	Contemporary Issues					2 hours				
Guest Lecture from industry experts on contemporary tax practices in Indian companies.										
					Total Lecture hours:			30 hours		
# Mode: Flipped Class Room, Case Discussions, Lectures										
Text Book(s)										
1.	Monica Singhania, Vinod K Singhania, (2017), Students Guide to Income Tax Including GST, Taxmann Publications, India.									
2.	V.S. Datey, (2017), Indirect Taxes :Laws and Practice, 36thedition, Taxmann, India.									
Reference Books										
1.	VineetSodhani, (2016), Indirect Tax Laws - (Set of 3 Volumes), Taxmann, India.									
Mode of Evaluation										
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
		1	2	3	4	5	6			
Continue Assessment	40									
Midterm	20	√	√	√						
Final Assessment Test	40	√	√	√	√	√	√			
Total	100									
Recommended by Board of Studies					11-03-2019					
Approved by Academic Council					No. 54		Date		14-03-2019	

Course code	Costing Methods and Techniques	L	T	P	J	C
BMT6125		3	0	0	0	3
Pre-requisite	BMT5112	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to identify business problems and formulate alternative courses of action students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	Job and Process Costing	5 hours				
Job costing – Batch costing – Contract costing – Profit from uncompleted – Cost plus contract - Contract with Escalation clause.						
Process costing – Normal and Abnormal Losses and Gains- WIP with Equivalent Production (FIFO method only) – Joint Product and By Product (Simple Problems)						
Module:2	Service Costing	5 hours				
Service Costing – Costing in different undertakings - Transport costing - Hotel costing – Hospital costing – Pricing Decision						
Module:3	Activity Based Costing	7 hours				
Activity-Based Costing Systems, Cost Hierarchies, Implementing Activity-Based Costing, Implementing, Comparing Alternative Costing Systems, Considerations in Implementing Activity-Based Costing Systems, Benefits and Costs of Activity-Based Costing Systems, Behavioral Issues in Implementing Activity-Based Costing Systems, Activity-Based Management, Pricing and Product-Mix Decisions, Cost Reduction and Process Improvement Decisions, Design Decisions, Planning and Managing Activities, Activity-Based Costing and Department Costing Systems, ABC in Service and Merchandising Companies.						
Module:4	Balance Scorecard – Quality and Time	6 hours				
Quality as a Competitive Tool, The Financial Perspective: The Costs of Quality - The Internal-Business-Process Perspective: Analyzing Quality Problems and Improving Quality- Weighing the Costs and Benefits of Improving Quality - Evaluating a Company's Quality Performance - Relevant Revenues and Costs of Delays-Balanced Scorecard and Time-Based Measures						
Module:5	Cost Audit	5 hours				
Cost Record and Audit Report Rules - Assurance Standards - appointment of cost auditor - Management Reporting under Cost Audit - Internal Audit –techniques and procedures - Operational Audit- techniques and procedures - Special report for banks, shareholders and emOBJECTIVESyees - Evaluation of internal control system, budgetary control system, inventory control system, management information system - Management Audit- concepts, procedures.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary cost management techniques used in the corporate world.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures						
Text Book(s)						
1.	Horngren, Data, Foster,(2015), Cost Accounting – A Managerial Emphasis,15thEdition,					

2.	Pearson Education, India. Raiborn, Kinney, (2013), Cost Accounting Principles, 9th Edition, Cengage Learning.							
Reference Books								
1.	Don R. Hansen, Maryanne M, Mowen Liming Guan, (2014), Cost Management: Accounting and Control, 3rd Edition, Cengage Learning.							
2.	S.P. Jain, K. L. Narang,(2012), Cost Accounting Principles and Practice, 18th Edition, Kalyani Publishers, India.							
3.	Arora(2012), Cost Accounting – Principles and Practice, 12th edition, Vikas Publication.							
4.	K.Alex(2012), Cost Accounting, 1st edition, Pearson Education.							
Mode of Evaluation								
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
		1	2	3	4	5	6	
Continue Assessment	40							
Midterm	20	√	√	√				
Final Assessment Test	40	√	√	√	√	√	√	
Total	100							
Recommended by Board of Studies		11-03-2019						
Approved by Academic Council		No. 54	Date	14-03-2019				

Course code	Financial Modelling	L	T	P	J	C
BMT6126		2	0	2	0	3
Pre-requisite	BMT6115	Syllabus version				
		v. 02.00				
OBJECTIVES:						
<p>students will be able to co-create unique ideas, products and solutions</p> <p>students will be able to make decisions under constraints</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. Student is able to relate all contextual factors in decision making 5. Student is able to analyse many costs and consequences of decision 6. The action plan considers many of the constraints in the given context 7. The student is able to perform a comprehensive quantitative data analysis 8. The student is able to interpret qualitative information in detail 9. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	EXCEL IN ACCOUNTING	4 hours	CO: 1			
Preparation of Books of Account using Excel – Preparation of Trial balance / Final Accounts using Excel - Using SUMIF / SUMIFS Functions – Preparation of Tables – Computation of Depreciation using the Table Function – Naming of Cells and Cell blocks - VLOOK UP – HLOOKUP						
Module:2	EXCEL IN FINANCIAL MANAGEMENT	4 hours	CO: 2			
Sorting –Format cells - Date – EOMONTH - IF Function and its usage - PIVOT Table – Model creation - NPA Analysis – Chart creation and analysis - IRR and NPV Analysis - Break – Even and Leverage Analysis, Calculating operating and Cash Break – Even Points						
Module:3	EXCEL IN VALUATION	4 hours	CO: 2			
Time value of money – Excel built in functions – Equity valuation- Multistage DDM- Bond Valuation-yield curve, Theorems, duration and convexity using Excel functions.						
Module:4	EXCEL in Risk-Return relationship	2 hours	CO: 2			
Arithmetic mean, Geometric Mean. Median, Rate of return, Standard Deviation, Co-efficient of variation Correlation co efficient.						
Module:5	EXCEL IN PORTFOLIO THEORY	4 hours	CO: 3			
Determining Efficient Portfolio - Creating Dynamic Portfolios- Portfolio Insurance- Fixed Income Portfolio Management using Excel.						
Module:6	Contemporary Issues	2 hours	CO: 2,3			
Guest Lecture from industry experts on contemporary Financial tools and Techniques						
Total Lecture hours:		20 hours				
Practical/Lab Hours		20 Hours				
# Mode: Flipped Class Room, Lab, Case Discussions, Lectures:						
Lab Hours: Use of Excel in Preparing Financial Statements, Capital Budgeting Decisions such as NPV, IRR, ARR estimation, Bond Valuation, Risk – Return Estimation with the help of Statistical tools.						
Text Books						
1. Day, A. (2013), Mastering Financial Modelling in Microsoft Excel, 3rd edition, ePub eBook. Pearson UK.						

Soubeiga, E. (2013), Mastering financial modeling, McGraw-Hill Education.							
Reference Books							
<ol style="list-style-type: none"> 1. Francis J Clauss(2009), Corporate Financial Analysis with Excel, Mc Graw Hill 2. Jackson, M., & Staunton M. (2006), Advanced modelling in finance using Excel and VBA, John Wiley & Sons. 3. Alastair L. Day (2003), Mastering Financial Modelling in Microsoft Excel , Pearson Education Ltd. 4. Proctor, K. S. (2004). Building financial models with Microsoft Excel: A guide for business professionals . John Wiley & Sons. 5. Benninga, S., & Czaczkes.B. (2000) Financial modeling, MIT press. 							
Mode of Evaluation: Continuous Assessment (Excel Assignments, Midterm Lab etc), and Term End Lab							
Specific Assessment Methods	% Weighting						
		1	2	3	4	5	6
Continue Assessment	40						
Midterm	20	√					
Final Assessment Test	40	√	√	√	√	√	√
Total	100						
Recommended by Board of Studies		11-03-2019					
Approved by Academic Council		No. 54		Date		14-03-2019	

Course code	Financial Derivatives				L	T	P	J	C
BMT6136					3	1	0	0	4
Pre-requisite	BMT6135	Syllabus version							
		v. 01.00							
OBJECTIVES:									
students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
1. The student is able to perform a comprehensive quantitative data analysis									
2. The student is able to interpret qualitative information in detail									
3. The student is able to represent the analyses as a complete solution to the business problem									
Module:1	Derivatives: An Introduction	3 hours	CO:1,2						
Definition – Derivative Markets and Instruments – Basic Derivatives – Forwards, Futures, and Options – Derivative Terminologies.									
Module:2	Forward and Futures Contract	8 hours	CO:3,5,6						
Structure of Forward and Futures Markets – Forward Contracts – Futures Exchanges and Contracts – Types of Futures – Mechanics of Future Trading– Characteristics – Trading Process & Price Quotations – Hedging and Speculation with Commodity Futures – Interest Rate Futures – Currency Futures – Stock Index Futures – Basic principles of Pricing Forwards –Hedging in Futures and Forward – Techniques of Arbitrage in Stock Index –Pricing of Index Futures Contracts									
Module:3	Options Contracts	8 hours	CO:4,5,6						
Types of Option Contracts – Option Pricing – Factors affecting Option Pricing – Principles of Call and Put Option Pricing – Binomial and Black – Scholes Option Pricing Models – Interest Rate Options – Currency Options and Trading Strategies – Options on Futures Contracts and Exotic Options –Basic and Complex Option Strategies – Covered Call Writing – Protective Put – Straddles and Strangles – Spreads – Option Greeks.									
Module:4	Interest Rate Contracts	5 hours	CO: 6,7						
Basic Interest Rate Derivatives – Uses of Caps, Floors, and Collars – Swaptions and Forwards – Forward Rate Agreements – Interest Rate Options– Caplet &Floorlet – Interest Rate Derivatives Strategies									
Module:5	Swaps Transactions	5 hours	CO: 7						
Introduction – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Equity Swaps – importance of Swaps – Mechanics of Swap Transactions – Valuation and Application of Swaps									
Module:6	Contemporary Issues	1 hour	CO: 5,6,7						
Guest Lecture from industry experts on contemporary hedging strategies used by the corporate world to avoid risk.									
		Total Lecture hours:	30 hours						
		Total Tutorial hours:	10 hours						
# Mode: Flipped Class Room, Case Discussions, Lectures and tutorials.									
Text Book(s)									
1.	John C. Hull, Sankarshan Basu (2016), Options, Futures and other Derivatives, 9 th Edition, Pearson education.								
Reference Books									
1.	Don M. Chance, Robert Brooks, (2015), An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning.								
2.	Dubofsky, David A, Miller Jr, Thomas W, (2008), Derivatives – Valuation and Risk Management, 1st edition, Oxford University Press.								
Mode of Evaluation									

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

Course code	Financial Planning & Wealth Management	L	T	P	J	C
BMT6127		2	0	0	4	3
Pre-requisite	BMT6111	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to make decisions under constraints students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	Personal Financial Planning	3 hours				
Financial Planning – meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget. Estimating Financial goals. Financial Planning Delivery Process.						
Module:2	Comprehensive Financial Planning	3 hours				
The role of debt and financial pressure from debt. Debt counselling. Investment for Liquidity and Financial Goals. Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios.						
Module:3	Insurance Planning & Retirement Planning	5 hours				
Insurance Planning – Need of life and non-life, life insurance need analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, retirement products.						
Module:4	Wealth Management	5 hours				
Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories. Types of Service Mandates: Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs. Understanding the Client Client Segmentation: Segmentation based on Personality, Age and way of accumulation, Risk & return preferences Client Engagement: Client profiling, targeting and Building relationships Finding HNI Clients: Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family Asset Allocation: Advising the optimal portfolio and the corresponding asset allocation. Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.						
Module:5	Tax Planning	2 hours				

Indian Tax Laws for investment and Wealth Management									
Income Tax : Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption									
Module:6		Contemporary Issues						2 hours	
Guest Lecture from industry experts on contemporary wealth management decisions to fulfill their clients' goals.									
Total Lecture hours:								20 hours	
Project: A maximum of four / five students will form a group and they have to come up with a financial plan for their target respondents by collecting data. 6. Having an ability to design a Quantitative / product / service solutions applying all the relevant standards and with realistic constraints, in different managerial contexts. 14. Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data								20 Non-contact hours	
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									
1. NISM-Series-X A: Investment Adviser Level 1 Exam Work Book 2. Dun, Bradstreet (2009), Wealth Management, Tata Mcgraw Hill, India.									
Reference Books									
1. NISM-Series-X B: Investment Adviser Level 2 Exam Work Book 2. NISM-Series-XVII: Retirement Advisor Exam Work Book 3. Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA 4. G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA 5. Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors, Wiley. 6. Sankaran S (2012), Wealth Engine: Indian Financial Planning and Wealth Management Handbook, Vision Books. 7. Indian Institute of Banking & Finance (2017), Introduction to Financial Planning, 4 th Edition. 8. Indian Institute of Banking & Finance, (2017), Investment Planning Tax Planning and Estate Planning.									
Mode of Evaluation									
Specific Assessment Methods		% Weighting		Modules					
				1	2	3	4	5	6
Continuous Assessment		40							
Midterm		20		√	√	√			

Final Assessment Test	40	√	√	√	√	√	√		
Total	100								
Project									
Review 1	20	√	√	√	√	√	√		
Review 2	30	√	√	√	√	√	√		
Review 3	50	√	√	√	√	√	√		
Total	100								
Recommended by Board of Studies	11-03-2019								
Approved by Academic Council	No. 54	Date	14-03-2019						

Course code	Fixed Income Securities				L	T	P	J	C
BMT6128					2	0	0	4	3
Pre-requisite					Syllabus version				
					v. 02.00				
OBJECTIVES:									
students will be able to comprehend global trends influencing the business environment students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 									
Module:1	Bond and Money market instruments & Bond Prices And Yields				3 hours				
Bond and Money market instruments: Bonds, market participants, Money market instruments - Organization of Government Bond market and role of RBI in Government Securities. Bond Prices And Yields: Pricing of bonds- Time value of money- nominal Vs Real interest rates, coupon rate and current yield, zero coupon rate. Supply and demand of bonds. Changes in equilibrium interest rates.									
Module:2	Term structure of interest rates & Bond price volatility				5 hours				
Term structure of interest rates: classical theories of term structure. Yield curve, zero coupon bond yield curve. Bond price volatility – Price sensitivity – immunization - measurement of duration, modified duration –convexity measurement. Factors influencing Yield. Term structure of Interest rates – spread, Corporate debt instruments.									
Module:3	Fixed Income Portfolio Management				5 hours				
Active and Passive Bond Portfolio construction-Management strategies. Indexing-bond indices. Setting portfolio objectives, interpreting portfolio parameters and performance measurement.									
Module:4	Hedging				3 hours				
Swaps and futures, Credit derivatives – credit default swaps, plain vanilla options and more exotic derivatives.									
Module:5	Securitization				2 hours				
Mortgage backed securities – collateral mortgage obligations, Asset Backed securities- Collateral debt obligations.									
Module:6	Contemporary Issues				2 hours				
Guest Lecture from industry experts on contemporary approaches in formulating the fixed income portfolios in Indian market.									
				Total Lecture hours:				20 hours	
Project: A Team of four / five students would undertake the project. They will be assigned to form a fixed income portfolio and then come with the immunization strategy to mitigate the interest rate risk. 6. Having an ability to design a Quantitative / product / service solutions applying all the relevant standards and with realistic constraints, in different managerial contexts.							20[Non-Contact hrs]		

14. Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data									
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									
1.	Frank J.Fabozzi, (2012), Bond Markets, Analysis and Strategies, 9 th edition, Pearson India.								
2.	Moorad Choudhry, Masekoldrich, (2014), Fixed Income Markets: Instruments, Applications, Mathematics, 2nd edition, Wiley Finance Series.								
Reference Books									
1.	Fabozzi, F. J, (2012), Fixed income securities, 8 th edition, Wiley.								
2.	Choudhry, M, (2010), Fixed-income Securities and Derivatives Handbook, 2nd edition, Wiley.								
3.	Martellini, L, Priaulet, P, Priaulet. S, (2005), Fixed-income securities: valuation, risk management and portfolio strategies, Wiley.								
4.	Veronesi. P, (2010), Fixed income securities: Valuation, risk, and risk management, 1st edition, Wiley.								
Mode of Evaluation									
Specific Assessment Methods	% Weighting	Modules							
		1	2	3	4	5	6		
Continue Assessment	40								
Midterm	20	√	√	√					
Final Assessment Test	40	√	√	√	√	√	√		
Total	100								
Project									
Review 1	20	√	√	√	√	√			
Review 2	30	√	√	√	√	√			
Review 3	50	√	√	√	√	√			
Total	100								
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54		Date		14-03-2019			

Course code	Game Theory for Strategic Decisions	L	T	P	J	C
BMT6129		3	0	0	0	3
Pre-requisite	BMT5111	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to make decisions under constraints students will be able to formulate competitive strategies for the digital market places students will be able to identify business problems and formulate alternative courses of action						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 5. The student does a comprehensive analysis of potential dangers of competitors activity 6. The student provides comprehensive industry assessment and strategy formulation and implementation details 7. The student is comprehensively able to describe the problem in a decision making 8. The student is able to come up with multiple alternatives to resolve the problem 9. The student is able to suggest a very comprehensive and implementable action plan 						
Module:1	Introduction to Game Theory	3 hours				
Introduction, The Theory of Rational Choice, Expected Utility Theory, Nash Equilibrium						
Module:2	Strategic Form Games	6 hours				
Dominated strategies, Rationalizability, Existence of equilibrium, Trembling-Hand Perfection, Proper Equilibrium, Common Knowledge, Correlated Equilibrium, Cooperative Game Theory						
Module:3	Extensive Form Games	5 hours				
Mixed and Behavioral Strategies, Perfect Recall, Representation, Subgame Perfection						
Module:4	Incomplete Info: Static and Multistage	6 hours				
Bayes-Nash Equilibrium, Purification, Examples and Applications, Perfect Bayesian Equilibrium, Sequential Equilibrium						
Module:5	Repeated Games and Learning Dynamics	8 hours				
Infinitely Repeated Games, Finitely Repeated Games, Reputations, Cournot Dynamics (F&L), Fictitious Play (F&L), Replicator Dynamics (F&L), Supermodularity & Dynamics						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary issues of game theory for strategic decisions like Axiomatic Bargaining, Reputations & Stereotyping, Experimental Evidence						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures						
<ol style="list-style-type: none"> 5. Martin J. Osborne's An Introduction to Game Theory (2004, Oxford University Press). 6. Thinking Strategically (by Dixit and Nalebuff, 1991, Norton) 7. Game Theory: Analysis of Conflict (by Roger Myerson, Harvard University Press, 1991) 						
Reference Books						
<ol style="list-style-type: none"> 1. Charalambos D. Aliprantis and Subir K. Chakrabarti, Games and Decision Making, 2000. 2. David Besanko, D. Dranove, M. Shanley, S. Schaefer, Economics of Strategy, Wiley, 2007. 3. Avinash Dixit and Barry Nalebuff, Thinking Strategically, 1991. 4. Avinash Dixit and Susan Skeath, Games of Strategy, 1999. 5. Drew Fudenberg and Jean Tirole, Game Theory, 1991. 						

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

Course code	Insurance Management				L	T	P	J	C
BMT6130					2	0	0	4	3
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
<p>students will be able to practice ethical values in achieving stakeholders welfare</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is able to recognise ethical issues that affect multiple stake holders 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 									
Module:1	Introduction				2 hours				
Insurance –history and development –mortality table and actuarial science. Products and classification. Legal aspects- IRDA role and regulations – Insurance act 1938 – Rules – important sections.									
Module:2	Life Insurance				3 hours				
<p>Life insurance –products-plans-market linked plans. Underwriting – mortality tables– risk classification- financial underwriting –rating methods. Premium setting. Life insurance policies- contract –clauses, terms and conditions – nomination-claims settlements – grievance</p> <p>Equity linked insurance schemes.</p>									
Module:3	General and Health insurance				5 hours				
<p>General insurance –principles and practices – marine cargo insurance – motor insurance –fire insurance – property insurance.</p> <p>Health insurance –mediclaim policy – role of TPAs – hospitals. Group policies –accident policies – travel policies –one time insurance policies. ECGC. Reinsurance.</p> <p>Applications of mortality tables for health insurance - net level premiums - loss ratios - factors affecting premiums - provider payment arrangements - accidental death and dismemberment - premium rate variables - managed care pricing – HMO - policy reserves.</p>									
Module:4	Risk Management				5 hours				
<p>Risk management – identifying and analyzing loss exposure –loss forecasting –risk management tools. Legal principles of Indemnity – subrogation –utmost Good faith – aleatory contract. Liability risk.</p>									
Module:5	Current Industry Scenario				3 hours				
Current Industry Scenario									
<p>Insurance companies and financial markets. Globalization and changes in the Industry – Insurance sector reforms in India – domestic versus foreign player –recent development.</p> <p>Corporate Group Insurance: Group term life insurance, Group Accidental death and dismemberment insurance and group universal life insurance.</p> <p>Pricing – ethics and role of intermediaries – mis-selling issues – premium fixation for corporate</p>									

insurance.

Company operations –marketing, Social Insurance

Module:6 **Contemporary Issues** **2 hours**

Guest Lecture from industry experts on contemporary development in insurance sector in India.

Total Lecture hours: **20 hours**

Project: A Team of four / five students would undertake the project. **20 Non Contact Hrs**

Mode: Flipped Class Room, Case Discussions and Lectures

Text Book(s)

1. S. Arunajatesan, T.R. Viswanathan, (2009) , Risk Management and Insurance, 1st edition, Macmillan Publishers Ltd.
2. George E.Rejda, (2010), Principles of Insurance and Risk Management, 10th edition, Pearson Education.

Reference Books

1. Harold Skipper, W.Jean Kwon (2008), Risk Management and Insurance: Perspective in a Global Economy, 1st edition, Wiley.
2. Mark S.Dorfman, David A.Cather, (2012), Introduction to Risk Management and Insurance, 10th edition, PHI Learning, India.
3. Scott Harrington, Gregory Niehaus, (2010) , Risk Management and Insurance, 2nd edition, Tata McGraw Hill.
4. Therese Vaughan, Emmet Vaughn, (2013), Fundamentals of Risk and Insurance, 11th edition, Wiley International Edition.

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
		1	2	3	4	5				
Continue Assessment	60									
Midterm	20	√								
Final Assessment Test	40	√	√	√	√	√				
<input type="checkbox"/> Total	100									

Recommended by Board of Studies 11-03-2019

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

Course code	International Financial Management	L	T	P	J	C
BMT6131		3	0	0	0	3
Pre-requisite	BMT6115	Syllabus version				
		v. 02.00				
OBJECTIVES:						
<p>students will be able to comprehend global trends influencing the business environment</p> <p>students will be able to identify business problems and formulate alternative courses of action</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is comprehensively able to describe the problem in a decision making 5. The student is able to come up with multiple alternatives to resolve the problem 6. The student is able to suggest a very comprehensive and implementable action plan 7. The student is able to perform a comprehensive quantitative data analysis 8. The student is able to interpret qualitative information in detail 9. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	Introduction to International Finance	4 hours				
Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates.						
Module:2	UNIT II: FOREIGN EXCHANGE MARKET	8 hours				
Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage.						
Module:3	MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE AND RISK	6hours				
Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operation exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect						
Module:4	UNIT IV: CROSS-BORDER INVESTMENT DECISIONS	4 hours				
Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Incorporate Risk in Investment Decisions. Financing Decisions of MNC`s.						
Module:5	MULTINATIONAL FINANCING INSTITUTIONS AND WORKING CAPITAL MANAGEMENT	6 hours				
The International Bank for Reconstruction and Development, the International development association, The International Finance Corporation, International monetary fund, Export and Import financing.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary International financial issues.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures						
8. Jeff Madura, Multinational Financial Management, New Delhi : Cengage Pvt Ltd, 2015						

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

Reference Books

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

Mode of Evaluation

Specific Assessment Methods	% Weighting						
		1	2	3	4	5	6
Continue Assessment	40						
Midterm	20	√					
Final Assessment Test	40	√	√	√	√	√	√
Total	100						

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

Course code	Management Control Systems	L	T	P	J	C
BMT6132		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 01.00				
OBJECTIVES:						
students will be able to make decisions under constraints						
students will be able to comprehend global trends influencing the business environment						
students will be able to formulate competitive strategies for the digital market places						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to analyse decisions using multiple international information sources 5. The student is able to appreciate cultural differences with the available information while making decisions 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 7. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 8. The student does a comprehensive analysis of potential dangers of competitors activity 9. The student provides comprehensive industry assessment and strategy formulation and implementation details 						
Module:1	Management Control system	4 hours				
Management Control System: Meaning, Nature, Basic concepts, Process, scope and boundaries of Management control system, Internet impact on Management Control System, Characteristics of a good Management control system.						
Module:2	Responsibility centres	6 hours				
Purpose and types of responsibility centres- Expense centres-Marketing centres-R&D centres-Investment centres-Profit centres-EVA-Multiple performance measures.						
Module:3	Budget : A tool of Management control	6 hours				
Budget: Meaning of a Budget , Budgetary control , Objectives of budgetary control , Essential features of Budgetary Control& merits , Steps in budgetary Control , Types of Budgets , Flexible Budget , Limitation of Budget Control, Management action.						
Module:4	Management Control through Variance Analysis	6 hours				
Standard Costing: Definition and difference between Standard cost and Budgetary Control, Establishment of standards, Variance analysis, Material cost variance, Material price variance, Material usage variance and sales variances. Management Action.						
Module:5	Performance management system	6 hours				
Performance measures: Need, financial and non-financial performance measures, Cost reductions and value enhancement, Monitoring performance and reporting.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary issues related to management action on various organizational issues.						
					Total Lecture hours:	30 hours
# Mode: Flipped Class Room, Case Discussion, Lectures						
Text Book(s)						
Reference Books						
1.	Management Control Systems, Pradip Kumar Sinha, Excel Publication, Latest Edition.					
2.	Management Control Systems, N Ghosh, PHI Publication, Latest Edition.					
3.	Modern Management Control Systems, Kenneth A Merchant, Pearson Publication, Latest Edition.					

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

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

Course code	Management of Banks	L	T	P	J	C
BMT6133		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:						
<p>students will be able to formulate competitive strategies for the digital market places</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1		3 hours				
<p>Indian Banking System: History–growth –nationalization-emerging trends –classification.</p> <p>Banking regulation: Monitoring and Control- Central banking-RBI and its functions – Annual policy –monetary policy, Policy rates-PLR-BPLR - statutory reserves-CRR&SLR.</p> <p>BIS role and functions –Basel Accord - Basel I, II, and III and implementation in Indian Banks.</p>						
Module:2	Banking Products and Services	3 hours				
<p>Retail banking and Private banking product and services: Deposit, Credit cards, Negotiable instruments, Personal loan, home loan, vehicle loan, educational loan and gold loan.</p> <p>Rural Banking, Microfinance and Financial Inclusion: Rural Banking in India; RBI guidelines for Inclusive growth, Micro finance.</p> <p>Customer relations – Know your Customer (KYC) guidelines, Anti Money Laundering</p>						
Module:3	Banking Operations	5 hours				
<p>Loans and Advances: Secured Advances, Agricultural Finance, credit to priority sectors.</p> <p>Corporate banking –debt restructuring –working capital financing –loan syndication/ consortium advance</p> <p>International Banking – Forex dealing room operations - FEDAI guidelines - Letter of Credit - Foreign Exchange and Export finance - Exporters Gold Card Scheme - Forfaiting and Factoring - Exchange and Trade Control Guidelines for Importers Trade Credit – Supplier’s Credit and Buyer’s Credit Risks in Foreign Trade – Role of ECGC, Role of EXIM Bank.</p> <p>Investment Banking – Structure - Innovation and New Products - Mergers & Acquisitions</p> <p>Development Baking – International development banks – Role – Functions - Products and Management.</p> <p>Offshore Financial Centers.</p> <p>Principles of Lending: Borrower’s capacity analysis - Financial statement analysis - ratio analysis of the applicant.</p> <p>Management of Non-performing Asset.</p>						
Module:4	Banking Technology and Fintech	4 hours				

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

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

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

Module:5 | **Analyzing Bank Performance** | **3 hours**

Balance sheet; income statement; profitability, liquidity and solvency analysis; CAMELS.
Asset Liability Management: RBI guidelines on asset liability management.

Module:6 | **Contemporary Issues** | **2 hours**

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

Total Lecture hours: | **20 hours**

Project: A Team of four / five students would undertake the project. | **20 Non Contact Hrs**

Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.

Text Book(s)

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

Reference Books

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

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5	6		
Continue Assessment	40								
Midterm	20	√							
Final Assessment Test	40	√	√	√	√	√	√		
□otal	100								

Recommended by Board of Studies | 11-03-2019

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

Course code	Risk Management in Banks	L	T	P	J	C
BMT6134		3	0	0	0	3
Pre-requisite	BMT6133	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to identify business problems and formulate alternative courses of action students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan						
Module:1	Introduction To Risk	4 hours				
Understanding Risk - Nature of Risk, Source of Risk, Need for risk management, Benefits of Risk Management, Risk Management approaches. Risk Classification using ERM Wheel. Information Technology support in Mitigating the risk management. Role of Chief finance office, Chief risk officer and Chief information officer in mitigation of risk in banks.						
Module:2	Market Risk & Exchange rate Risk	6 hours				
Market Risk – Identification-measurement-mitigation-risk and regulatory capital. Portfolio Beta - PV01 - Portfolio duration - Key rate duration – Convexity - Spread analysis - Yield curve analysis - Concept of Value at Risk - Types of VaR measures - VaR reporting to RBI - Stress testing and back-testing VaR - Conditional VaR and its relevance - Comparison between VaR and cVaR. Exchange rate risk- drivers- measurement- risk management – forecasting- tools- futures, options and swaps.						
Module:3	Interest rate risk & Liquidity risk	7 hours				
Interest rate risk -relationship between interest rates and option free bond prices. Duration and Price volatility. GAP and earnings sensitivity. Measuring Interest rate risk with duration gap. Economic value of equity sensitivity analysis.Usage of derivatives to manage Interest risk- micro hedging- macro hedging- SWAPS-caps –floor Liquidity risk – objective- CRR& SLR measures-Funding the bank- Liquidity management- Asset liability management – objectives- ALCO- functions – risks. ALM – Risk control and hedging. ALM systems in Banks- RBI Guidelines. Strategies to mitigate liquidity risk.						
Module:4	Credit risk	6 hours				
Drivers- capital adequacy- risk rating and pricing-loan policy – capital requirement- credit risk approach – credit ratings- stress test. Credit risk mitigation - Credit derivatives, Securitization. Credit risk management strategies – Credit VaR- Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation etc. - Credit default swaps (CDS). Sovereign Credit Rating – Rating - Probability of Default (PD) – LGD - Stress testing - Early Warning - Scenario Building etc.						
Module:5	Operational risk & Technology risk	5 hours				
Operational risk - definition- types- events. Operational risk management practices- approaches-organizational setup- responsibilities. Identification- measurement- monitoring- mitigation-internal audit. Strategies to mitigate operational risk. Technology risk: Identify the drivers and strategies to mitigate the technology risk.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary risk management practices in Indian Banks.						
	Total Lecture hours:	30 hours				

# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.								
Text Book(s)								
1.	Anthony Saunders, Marcia Millon Cornett,(2014),Financial Institutions Management: A Risk Management Approach, McGraw Hill.							
2.	Padmalatha Suresh, Justin Paul, (2014), Management of Banking and Financial Services, 3rd edition, Pearson Education, India.							
3.	Don M. Chance, Robert Brooks, (2015), An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning.							
Reference Books								
1.	Michel Crouhy, Dan Galai, Robert Mark, (2014), The Essentials of Risk Management, McGraw Hill.							
2.	John Hull, (2012), Risk Management and Financial Institutions, Wiley.							
3.	IIBF, (2010), Risk Management, Macmillan.							
4.	Joel Bessis, (2009),Risk Management in Banking, John Wiley & Sons Ltd.							
Mode of Evaluation								
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
		1	2	3	4	5	6	7
Continue Assessment	60							
Midterm	20	√						
Final Assessment Test	40	√	√	√	√	√	√	√
<input type="checkbox"/> Total	100							
Recommended by Board of Studies		11-03-2019						
Approved by Academic Council		No. 54	Date	14-03-2019				

Course code	Security Analysis and Portfolio Management	L	T	P	J	C
BMT6135		3	0	0	0	3
Pre-requisite	BMT6111, 6115	Syllabus version				
		v. 01.00				
OBJECTIVES:						
<p>students will be able to make decisions under constraints</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	Investment, Risk and Return & Valuation of Securities	6 hours				
<p>Concepts of investment – Sources of investment information- Investment Instruments. Investment cycle.</p> <p>Concept of total risk, factors contributing to total risk: default risk, interest rate risk, market risk, management risk, purchasing power risk, systematic and unsystematic risk.</p> <p>Bond and fixed income instruments valuation –valuation of equity and preference shares.</p>						
Module:2	Fundamental and Technical Analysis	6 hours				
<p>Concept of intrinsic value. Objectives and beliefs of fundamental analysts. Economy-Industry-Company framework, Economic analysis and forecasting.</p> <p>Technical analysis: Points and figures chart, bar chart, RSA, RSI, Moving average analysis, MACD, Japanese Candlesticks.</p> <p>Capital allocation between risky and risk free assets-Utility analysis</p>						
Module:3	Efficient Market Hypothesis	5 hours				
<p>Market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management.</p>						
Module:4	Portfolio Theory and Capital Market Theory	5 hours				
<p>Markowitz portfolio theory. Risk and risk aversion. Efficient Frontier and Utility.</p> <p>Capital Market Theory – Capital Market Line (CML) & Separation Theorem, Market Portfolio, Security Market Line (SML) Capital Asset Pricing Models - CAPM and Arbitrage pricing theories.</p>						
Module:5	Portfolio Management Strategies and Portfolio Performance Evaluation	6 hours				
<p>Passive Vs Active management - Passive strategies and active strategies of Portfolio Management. Asset Allocation Strategies.</p> <p>Portfolio Evaluation Measures – Sharpe ratio, Treynor ratio and Jensen’s Alpha. Portfolio monitoring and revision.</p>						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary practices in formulation of effective portfolio for the clients.						
	Total Lecture hours:	30 hours				

# Mode: Flipped Class Room, Case Discussions, Lectures and Term Paper									
Text Book(s)									
1.	Frank K. Reilly, Keith C. Brown, (2012), Investment Analysis and Portfolio Management, 10 th Edition, Cengage Learning.								
2.	Herbert B. Mayo, (2017), Investments – An introduction, 12th Edition, Cengage Learning.								
Reference Books									
1.	ZviBodie, Alex Kane, Alan Marcus, Pitabas Mohanty, (2017), Investments, 10th edition, McGraw-Hill.								
2.	Shalini Talwar, (2016), Security Analysis and Portfolio Management, Cengage Learning.								
3.	Prasanna Chandra, (2017), Investment Analysis and Portfolio Management, 5 th edition, McGraw Hill								
4.	Dhanesh kumar Khatri, (2012), Investment management and Security analysis – Text and cases, 2nd edition, Trinity Press.								
5.	M. Ranganatham, R. Madhumathi, (2011), Security Analysis and Portfolio Management, 2nd edition, Pearson Education.								
Mode of Evaluation									
Specific Assessment Methods	% Weighting	Modules							
		1	2	3	4	5	6	7	
Continue Assessment	40								
Midterm	20	√	√	√					
Final Assessment Te□t	40	√	√	√	√	√	√	√	
Total	100								

Course Code	FinTech and Investment Analysis	L	T	P	J	C
BMT 6205		0	0	6	0	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Lab Experiment 1	Simulate and critically validate the performance of various asset classes - Stock (Reliance, HDFC Bank as an example), Gold and Bonds (Government Securities as an example), in terms of Return, Risk, Sharpe Ratio, over the time period 2011 till current date	6 hours				
Lab Experiment 2	Based on the results in Lab experiment 1, provide the reasoning as to why a particular asset class have a higher Risk/Standard deviation as compared to others	4 hours				
Lab Experiment 3	Simulate and provide reasoning, with examples on how asset allocation across asset classes reduces risk/standard deviation of the portfolio	6 hours				
Lab Experiment 4	Study the performance of Exchange Traded Funds in Indian Market, critically evaluate the performance of ETF and market penetration of ETF's in India	4 hours				
Lab Experiment 5	Study the performance of Large Cap ETF's, vs Gold ETF from the time period 2011 to till Date	4 hours				
Lab Experiment 6	Construct a portfolio with leverage, for a time period 2015 to till date and study how leverage impacted the performance of the portfolio	4 hours				
Lab Experiment 7	Constructed a market neutral hedged portfolio for NIFTY50 benchmark, validate the performance from 2016 to till date	4hours				
Lab Experiment 8	Simulate and critically validate the performance of Momentum strategy for Financial Sectors, validate the performance for the time period 2011 till 2014	6hours				
Lab Experiment 9	Simulate the performance of market neutral Momentum strategy for NIFTY50, evaluate the results for the period 2011 till date	4 hours				
Lab Experiment 10	Simulate the performance of market neutral momentum strategy for sectors - Industrials, Technology, Energy and Communications, provide the reasoning performance of the strategy	6 hours				

Lab Experiment 11	Simulate the performance of Value Investing strategy, using Book to Market, Earnings to Price and evaluate the results for the period 2014 to till date	6 hours
Lab Experiment 12	Construct a portfolio with the combination of Momentum and Value Strategy, evaluate the performance of the portfolio for the period 2014 till date	6 hours
Lab Experiment 13	Compute the valuation of the Tata Consultancy Services using discounted cash flow approach	4 hours
Lab Experiment 14	Compute the valuation of a FinTech start-up using the discounted cashflow approach	4 hours
Lab Experiment 15	Study the emerging FinTech players in India and United States and provide reasoning on the importance of customer experience in building the product	6hours
Lab Experiment 16	Study the role of Government agencies and the FinTech ecosystem in promoting the growth of FinTech sector in India	4 hours
Lab Experiment 17	Study how “Payments” landscape have evolved in India, China and United States Market, articulate your reasoning the growth in these markets and with adoption due to newer technologies	6 hours
Lab Experiment 18	Study how “Asset Management & Investment Management” industry have evolved in India and United States market, articulate with reasoning on the changing business landscape	6 hours
	Total Lecture hours:	90 Hours

Text Book(s)

1. Jutla, S. – Sundararajan, N. (2016): India’s FinTechEcosystem. In: The FinTech Book: The FinancialTechnology Handbook for Investors, Entrepreneursand 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 ModelGeneration: 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 FinancialTechnology Handbook for Investors, Entrepreneursand Visionaries
3. Bhandari, M. (2016): India and the Pyramid of Opportunity.In: The FinTech Book: The Financial TechnologyHandbook for Investors, Entrepreneurs andVisionaries

Mode of Evaluation :

Specific Assessment Methods	% Weighting
Continuous Assessment	60
Final Assessment Test	40
Total	100

Recommended by Board of Studies

4 Dec 2019

Approved by Academic Council

No. 57

Date

5/12/2019

Course code	Advanced Marketing Research with Multivariate Analysis	I	T	P	J	C
BMT6137		2	0	2	0	3
Pre-requisite	BMT6113	Syllabus version				
		v. 01.00				
OBJECTIVES:						
students will be able to systematically apply qualitative and quantitative techniques to solve business problems students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to perform a comprehensive quantitative data analysis 2. The student is able to interpret qualitative information in detail 3. The student is able to represent the analyses as a complete solution to the business problem 4. The student is able to establish a favorable team climate and ensure enthusiastic decision making 5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Introduction to Advanced Marketing Research	2 hours				
Need for MR and the Value of Information - Defining the marketing research problem → Specifying the marketing research objectives and research process						
Module:2	Traditional and Contemporary Data Collection Methods and Sampling	3 hours				
Qualitative and Quantitative Research Methods – Mobile Technologies and Survey Research – Measurement and Scaling – Instrument Design and Administration - Sampling Methods: Design, Procedures and Statistical considerations						
Module:3	Identifying relationship between marketing variables	5 hours				
Dependence Techniques: Canonical Correlation Analysis - Multiple and Logit Choice Model – Discriminant Analysis – MANOVA and Conjoint Analysis - Hands on experience with R Program and SPSS.						
Module:4	Reducing the Collected Data into Manageable information and confirmation	6 hours				
ExOBJECTIVESratory and Confirmatory Factor analysis - Classifying customers with interdependence multivariate techniques: Custer Analysis - Multidimensional Scaling and Correspondence Analysis - Partial Least Squares Regression (PLS) - Hands on experience with R Program and SPSS.						
Module:5	Communicating results and New Direction in MR	2 hours				
Communicating Marketing Research Results - International Market Research Issues – Marketing Research Ethics - New Directions in Marketing Research						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on- Emerging Marketing Research Techniques						
	Total Lecture hours:	20 hours				
	Practical/Lab Hours	20 Hours				

# Mode: Flipped Class Room, Case Discussion, Lectures and Project			
Text Book(s)			
1.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education, ISBN-13: 978-0134734842		
Reference Books			
1.	Dawn Iacobucci (2014), Marketing Models: Multivariate Statistics and Marketing Analytics, Createspace Independent Publishing Platform, ISBN 13: 9781502901873		
2.	V. Kumar, Robert P. Leone, David A. Aaker, George S. Day and Gopal Das (2018), Marketing Research, 13th Edition, Wiley Publication, ISBN: 9788126577125		
3.	Hair, J.F., Jr., Black, W.C., Babin, B.J. & Anderson, R.E. (2014). Multivariate data analysis: Pearson new international edition (7th ed.). Upper Saddle River, N.J.: Pearson Education. ISBN: 9781292021904.		
4.	Sarstedt, M.; Mooi, E. (2019), A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics. Third Edition, Berlin: Springer Berlin		
Mode of Evaluation			
	Specific Assessment Methods	% Weighting	
			4 14 17 5
	Continue Assessment	60	
	Midterm	20	√ √ √ √
	Final Assessment Test	40	√ √ √ √
	Total	100	
	Practical	100	100
Recommended by Board of Studies		11-03-2019	
Approved by Academic Council		No.54	Date 14-03-2019

Course code	Advanced Selling and Negotiation Skills	L	T	P	J	C
BMT6138		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
<p>students will be able to formulate competitive strategies for the digital market places</p> <p>students will be able to identify business problems and formulate alternative courses of action</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is comprehensively able to describe the problem in a decision making 5. The student is able to come up with multiple alternatives to resolve the problem 6. The student is able to suggest a very comprehensive and implementable action plan 7. The student is effective in oral communication of a managerial decision and is also convincing 8. The student is able to effectively use written communication for expressing views 9. The student is able to convince others on decision making using his or her oral and written communication skills 						
Module:1	Concepts of Selling, Sales Organization	3 hours				
Sales Management : Evolution of sales function - Objectives of sales management positions - Functions of Sales executives - Relation with other executives Sales Organization and relationship :- Purpose of sales organization - Types of sales organization structures - Sales department external relations - Distributive network relations.						
Module:2	Theories of personal selling and Selling strategies	3 hours				
Theories of personal selling - Types of Sales executives - Qualities of sales executives - Prospecting, pre-approach and post-approach- Organizing display, showroom & exhibition -Sales Presentations						
Module:3	Negotiation strategies and Stages	4 hours				
Negotiation strategies – Distributive Negotiations- Integrative Negotiations - Conflict and Dispute Resolution- reasons for negotiations breakdowns - Legal aspects in Sales & Negotiation Negotiation stages - The Preparation Stage - Preparing a range of objectives - Constants and variables - Researching the other party The Discussion Stage - Rapport building - Opening the negotiation -Questioning techniques -• Listening skills - Controlling emotions- Art of persuasion and emotions – ethics in sales						
Module:4	Negotiating Intelligence, Bargaining & Closing	4 hours				
Negotiating Intelligence - Influencing and assertiveness skills- Spotting the signs - non-verbal communication and voice clues The Proposing Stage - Stating your opening position- Responding to offers – Adjourments - Administering Contracts and Role of Negotiations The Bargaining and Closing Stage -• Making concessions - the techniques - Closing techniques - Confirming agreement						
Module:5	Sales force Administration & Management	4 hours				
Sales Analysis - Sales quotas -sales budget - sales territory average and - sales audit						

Sales Force Management - - Recruitment and Selection -- Sales Training -- Sales Compensation -						
Module:6	Contemporary Issues				2 hours	
Guest lecture by industry experts on Role of information technology in Sales Management						
Total Lecture hours:					20 hours	
Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.					20 [Non-Contact hrs]	
# Mode: Flipped Class Room, Case Discussion and Lectures						
Text Book(s)						
1.	Charles Futrell (2004), Sales Management, 6th Edition, Thomson South Western					
2.	Selling: Building Partnerships, 7th Edition. Barton A Weitz, Stephen B Castleberry, and John F Tanner. McGraw Hill, 2009.					
Reference Books						
1.	Negotiation and Dispute Resolution, Beverly DeMarr and Suzanne De Janasz. Prentice Hall, 2013.					
2.	Essentials of Negotiation, 5th Edition, Roy J Lewicki, Bruce Barry, and David M Saunders, McGraw Hill, 2011					
3.	Mastering the ISDA Master Agreements: A Practical Guide for Negotiation, 3/e Paul Harding, Pearson/FT Press, 2010.					
Mode of Evaluation						
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
		2	17	20	14	
Continue Assessment	60					
Midterm	20	√				
Final Assessment Test	40	√	√	√		
Total	100					
Project						
Review 1	20	√	√	√	√	
Review 2	30	√	√	√	√	
Review 3	50	√	√	√	√	
Total	100					
Recommended by Board of Studies		11-03-2019				
Approved by Academic Council		No.54	Date	14-03-2019		

Course code	Advertising & Promotions Management	L	T	P	J	C
BMT6139		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
<p>students will be able to identify business problems and formulate alternative courses of action</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Student Learning Outcomes (SLO):						
<p>Students will be able to:</p> <p>[2] Having a clear understanding of the subject related concepts and of contemporary issues</p> <p>[9] Having a clear understanding of professional and ethical responsibility</p> <p>[14] Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data</p> <p>[17] Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice</p> <p>[18] Having critical thinking and innovative skills</p>						
Module:1	Advertising and the marketing process	6 hours				
Integrated Marketing Communications Functions, Advertising Planning Process- Brand communication process and its integration, Consumer brand decision making, Roles of Segmentation, Targeting, and Positioning in Advertising and Promotions planning						
Module:2	Advertising models and budgets	5 hours				
Communications and Advertising models-Advertising objectives based on Brand outcomes- Setting advertising and promotions budgets						
Module:3	Creative and Media Strategy	6 hours				
Creative Strategy- Creative Concept and Messages, Message Execution, Appeal styles, Print, Broadcast, and Out-of-Home Media, Internet, Interactivity, and e-Commerce Media						
Media planning and strategy, media budgeting, planning for different media, media scheduling and execution, Develop an ad plan						
Module:4	Sales Promotions	6 hours				
Consumer Sales Promotion, Channel Marketing: Trade Sales Promotions and Co-Marketing, Personal Selling, Public Relations and Brand Publicity, Direct Marketing and Customer Service, Product Placements, Events, Sponsorship						
Module:5	Measurements and Ethics	5 hours				

Different metrics for evaluation of different communication channels, Evaluation criteria for different communication channels, Measurement of effectiveness

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

Module:6	Guest Lecture	2 hours
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Latest trends in advertising and promotions management in traditional and new age media

Total Lecture hours:	30 hours
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Text Book(s)

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

Reference Books

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

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
		2	9	14	17	19		
Continue Assessment	60							
Midterm	20	√	√	√	√	√		
Final Assessment Test	<input type="checkbox"/> 0	√	√	√	√	√		
Total	100							
Project	100							
Review 1	20	√	√	√	√	√		
Review 2	30	√	√	√	√	√		
Review 3	50	√	√	√	√	√		

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

Course code	Brand Management	L	T	P	J	C
BMT6140		3	0	0	0	3
Pre-requisite		Syllabus version				
OBJECTIVES:						
students will be able to co-create unique ideas, products and solutions students will be able to comprehend global trends influencing the business environment						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques. 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student is able to analyse decisions using multiple international information sources 5. The student is able to appreciate cultural differences with the available information while making decisions 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 						
Module:1	Basics of Brand Management	5 hours				
Brands vs Products – Branded offerings –Branding goods –services-People- location- ideas – Digital Brands – Strategic Brand management process						
Module:2	Building Brand equity	5 hours				
Customer based Brand equity – Brand Knowledge –Building brands –Keller’s pyramid model-Aaker’s and Kapferer’s models						
Module:3	Creating Brands	5 hours				
Brand Positioning-Core brand associations- Brand Essence and Brand Mantra- Brand elements – Role of Semiotics –Brand Auditing						
Module:4	Marketing programs and Brand communication	6 hours				
Marketing Programs to build brand equity-Product –Pricing and channel strategy- Digital and conventional brand communication						
Module:5	Brand equity and Branding strategies	6 hours				
Measuring Brand equity – Brand Value chain - Brand tracking studies- Quantitative and qualitative research for brand valuation. Brand strategy – Brand Architecture and hierarchy- Brand extensions and new brands – Co-branding –Reinforcing, revitalizing and adjusting brand portfolio- Challenges and trends						
Module:6	Contemporary Issues	3 hours				
Guest Lecture from industry experts on branding in the digital era						
	Total Lecture hours:	30 hours				
Text Book(s)						
Kevin Lane Keller, M.G, Parameswaran MG and Jacob Isaac, (2015), Strategic Brand Management, 4th edition , Pearson education.						
Reference Books						
David Aaker(2015), Aaker on Branding: 20 Principles That Drive Success, SAGE Harsh V. Verma (2013), Brand Management Text and Cases, Excel Books Jean Noel Kapferer, (2013), The New Strategic Brand Management, Kogan Page India Pvt Ltd Laura Busche, (2014), Lean Branding-Creating Dynamic Brands to Generate Conversion, Shroff Publishers and Distributors Pvt. Ltd. Karthikeya Kompella (ed.) (2014), The Definitive Book of Branding,New Delhi:Sage Response Rajendra K. Srivastava and Gregory Metz Thomas (ed.) (2016), The Future of Branding,New						

Mode of Evaluation

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

Course code	Business to Business Marketing	L	T	P	J	C
BMT6141		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
students will be able to formulate competitive strategies for the digital market places students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is able to establish a favourable team climate and ensure enthusiastic decision making 5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Organizational Buying	6 hours				
Business Marketing versus Consumer Marketing, Customer Value Proposition, Trends, ExOBJECTIVESring Business to Business Environment, Customers, Organization and Marketing.						
Organizational Buying and Decision Process, Buyer Behaviour and Motivation, Buying Center, Buying Phases and the Buy-grid framework, Buyer-Seller Relationship, Supplier Choice and Evaluation, Purchasing Function and Documentation.						
Module:2	Assessing Marketing Opportunities and Formulating Product Strategy	5 hours				
Market Research, Segmenting, Targeting and Positioning, Developing Product, Service and Value of the offering, Industrial Product Life-cycle, New Product Development Process, Innovation and Competitiveness, Business to Business Branding.						
Module:3	Channel Relationships and Communication	5 hours				
Channel Design and Management, Channel Opportunities and Relationships, Channel Motivation and Conflicts.						
Elements of the Promotion Mix, Managing B2B Advertising – Budget, Message and Media Strategy, Internet Communication with the Market, Trade Shows Strategy.						
Module:4	Distribution	6 hours				
Distribution : Distinctive Nature, Channel Design, Managing and Administering Channel Members, Direct & Indirect Channels, Supply Chain and Logistics Management						
Pricing and Negotiation : Pricing Basics and Objectives, Price Models and Skills, Pricing tactics, Negotiated Pricing						
Module:5		6 hours				
Managing the Personal Selling Function: Personal Selling, Industrial Sales Force Management, Sales Force Selection, Training, Control and Evaluation						
Customer Retention and Ethics: Delivering Value and avoiding commoditization, Strategies for Customer Retention, Managing the Product Offering, Key Account Management, Corporate Requirement Analysis, Customer Relationship Management						
Module:6	Contemporary Issues	2 hours				

Guest lecture by industry experts on B2B Marketing in India		Total Lecture hours:		30 hours	
# Mode: Flipped Class Room, Case Discussion and Lectures					
Text Book(s)					
1.	Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, (2014), B2B Marketing-A South Asian Perspective, 11th edition, Cengage Learning.				
2.	Krishna K. Havaldar, (2010), Business Marketing- Text and Cases, McGraw Hill				
Reference Books					
1.	Robert Vitale, Joseph Giglier, Waldemar, Pfoertsch, (2011), Business to Business Marketing – Analysis and Practice, Person Education.				
2.	James C Anderson, James A. Narus, Das Narayandas, (2009), Business Market Management – Understanding, Creating, and Delivering Value, 3rd edition, Person Education.				
Mode of Evaluation					
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
Continue Assessment	60				
Midterm	20				
Final Assessment Test	40				
Total	100				
Recommended by Board of Studies		11-03-2019			
Approved by Academic Council		No.54	Date	14-03-2019	

Course code	Channel Management Strategies	L	T	P	J	C
BMT6142		2	0	0	4	3
Pre-requisite		Syllabus version				
OBJECTIVES:						
<p>students will be able to identify business problems and formulate alternative courses of action</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Introduction to Marketing Channels	2 hours				
Channel functions – contribution of channel partners to marketers and consumers						
Module:2	Consumers and channels	4 hours				
Types of channels based on segmentation and service outputs – value propositions						
Module:3	Channel management strategies	4 hours				
Flows- power – conflict- alignment- adaptation – gaps in channel						
Module:4	Omni and Hybrid Channels	4 hours				
Channel proliferation – online , offline, business to business, business to consumer , vertical and backward channel integration						
Module:5	Channel performance assessment	4 hours				
Efficiency – compensation – performance metrics						
Module:6	Contemporary Issues	2 hours				
Role of disintermediation in disrupting marketing channel strategies						
	Total Lecture hours:	20 hours				
	Project: Team of maximum 6 students would undertake the project. The faculty coordinator	20 [Non-Contact hrs]				

	would provide the topic based on the modules.								
Text Book(s)									
Palmatier, R., Stern, L., & El-Ansary, A. (2016). Marketing Channel Strategy Routledge.									
Reference Books									
Furey, T., & Friedman, L. (2012). Channel Advantage, The. Routledge. Fotiadis, T., & Folinas, D. (2017). Marketing and Supply Chain Management: A Systemic Approach. Routledge.									
Mode of Evaluation									
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		9	14	17	19				
Continuous Assessment	60	√	√	√	√				
Midterm	20								
Project									
Review 1									
Review 2									
Final Assessment Test	40	√	√	√	√				
Total	100								
Recommended by Board of Studies	11-03-2019								
Approved by Academic Council	No.54	Date	14-03-2019						

Course code	Consumer Behaviour	L	T	P	J	C
BMT6143		2	0	0	4	3
Pre-requisite		Syllabus version				
		v. 01.00				
OBJECTIVES:						
students will be able to formulate competitive strategies for the digital market places students will be able to practice ethical values in achieving stakeholders welfare						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is able to recognise ethical issues that affect multiple stake holders 5. The student is able to apply multiple ethical concepts in analysing consequences of decision making 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 						
Module:1	Introduction					2 hours
Concepts, Significance, Dimensions of Consumer Behavior, Relevance of Market Research with Consumer Behavior.						
Module:2	The Consumer Decision Making Process					4 hours
Buying Motives and Roles, Consumer Decision Making Process , Models of Consumer Behavior-The Economic model, Howard Sheth model of Buying Behaviour, Engel, Blackwell and Miniard (EBM) model						
Module:3	Psychological Influences on Consumer Decision Making -I					5 hours
Consumer's Needs & Motivation, Personality and Consumer behaviour, Brand Personality, Self and Self-image, Consumer Perception, Risk and Imagery						
Module:4	Psychological Influences on Consumer Decision Making –II					5 hours
Consumer Learning, memory, Consumer Attitude: Belief, Affect-Mood and Emotions, Attitude and Intention, Attitude Formation and Attitude Change, Consumer Involvement, Influence						
Module:5	Sociological Influences on Consumer Decision Making					2 hours
Sociological Influences on Consumer Decision Making: Consumer groups, reference groups, Family & Its social standing-Culture's influence on consumer behaviour- Cross cultural consumer behaviour. Other Influences and Trends in Consumer Behaviour: Diffusion and adoption of innovations- Marketing ethics and social responsibility, Dark side of consumer behavior						
Module:6	Contemporary Issues					2 hours
Guest lecture by industry experts on contemporary tools used to capture factors influencing the consumer decision making.						
	Total Lecture hours:					20 hours
	Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.					20 [Non-Contact hrs]
# Mode: Flipped Class Room, Case Discussion, Lectures and Project						

Text Book(s)						
1.	Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015), Consumer Behaviour, 11 th edition, Pearson Education, Inc.					
2.	Dheeraj Sharma, Jagdish Sheth, Banwari Mittal, (2015), Consumer Behaviour – A Managerial Perspective, Cengage Learning.					
Reference Books						
1.	Hawkins et al, (2010), Consumer Behaviour-Building Marketing Strategy, Tata McGraw Hill.					
2.	Hoyer, Mcinnis, Pieters, (2013), Consumer Behavior, 6th edition, Cengage Learning.					
3.	Majumdar, Ramanuj, (2010), Consumer Behaviour Insights from Indian Market, PHI.					
4.	Michael R. Solomon, (2016), Consumer Behaviour-Buying Having and Being, 12th edition, Pearson Education.					
5.	Underhill et.al, (2008), Why we buy: The Science of Shopping, Simon & Shuster.					
Mode of Evaluation						
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
		1	2	3	4	
Continue Assessment	60					
Midterm	20	√	√			
DA-1						
DA-2						
Pre midterm Quiz						
Post Midterm Quiz						
Final Assessment Test	40	√	√	√	√	
Total	100					
Project						
Review 1	20					
Review 2	30					
Review 3	50					
Total	100					
Recommended by Board of Studies		11-03-2019				
Approved by Academic Council		No.54	Date	14-03-2019		

Course code	Customer Engagement Marketing				L	T	P	J	C
BMT6144					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 01.00				
OBJECTIVES:									
<p>students will be able to co-create unique ideas, products and solutions</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 									
Student Learning Outcomes (SLO):					1,2,17				
[1] Having an ability to apply business problem solving techniques in customer engagement business applications									
[2] Having a clear understanding of the customer engagement marketing related concepts and of contemporary issues									
[17] Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice									
Module:1	Concepts and Meaning of Customer Engagement				7 hours				
Customer Relationship Management, Customer Experience Management and Customer Engagement – Customer Engagement Behaviour: Behavioral perspectives of customer engagement and Theoretical Foundations – The Process of Customer Engagement - Metrics for Engaging Customers									
Module:2	Customer Engagement Brand Relationships				6 hours				
Connective Brands with Customers - Assessing Customer Engagement and brand relationship - Customer Engagement in virtual brand community – Facebook and Other Social Network platforms - Customer Engagement in offline brand community									
Module:3	Conceptualizing and Measuring Customer Engagement Value				6 hours				
Customer Brand Value, Customer Lifetime Value, Customer Referral Value, Business Reference Value									
Module:4	Engagement, Interactivity, Social Media and Technology				5 hours				
Customer Influence Value, Customer Knowledge Value - Managing the Customer Engagement Value Framework - Organizational Challenges									
Module:5	Emerging Customer Engagement				4 hours				
Antecedents and outcomes of Customer Engagement - Developing a Spectrum of Positive to Negative Citizen Engagement - Negative Customer Brand Engagement in Blogs									
Module:6	Contemporary Issues				2 hours				
Guest Lecture from industry experts on Customer Engagement with AI and VR									

	Total Lecture hours:		30 hours				
# Mode: Flipped Class Room, Case Discussion, Lectures and Project							
Text Book(s)							
1.	Kumar V (2014), Profitable Customer Engagement Concept, Metrics and Strategies, Sage Publications Pvt. Limited, New Delhi, India						
Reference Books							
1.	Palmatier, Robert W., Kumar, V., Harmeling, Colleen M. (2018), Customer Engagement Marketing, Palgrav Macmillan, India						
2.	Linda Pophal (2014), The Everything Guide To Customer Engagement: Connect with Customers to Build Trust, Foster Loyalty, and Grow a Successful Business, Adams Media, Massachusetts, USA.						
3.	Roderick J. Brodie, Linda D. Hollebeck and Jodie Conduit (2016), Customer Engagement, Contemporary Issues and Challenges, Routledge						
Mode of Evaluation							
	Specific Assessment Methods	% Weighting	1	2	3	4	5
	Continue Assessment	60					
	Midterm	20	√	√	√	√	√
	Final Assessment Test	40	√	√	√	√	√
	Total	100					
Recommended by Board of Studies		11-03-2019					
Approved by Academic Council		No.54	Date	14-03-2019			

Course code	Digital Marketing and analytics	L	T	P	J	C
BMT6145		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
<p>students will be able to comprehend global trends influencing the business environment</p> <p>students will be able to formulate competitive strategies for the digital market places</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 5. The student does a comprehensive analysis of potential dangers of competitors activity 6. The student provides comprehensive industry assessment and strategy formulation and implementation details 7. The student is able to perform a comprehensive quantitative data analysis 8. The student is able to interpret qualitative information in detail 9. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	Digital Marketing Strategy	3 hours				
Digital Vs. Traditional marketing- Significance - Online marketing mix - E-product, STP, E-price, E-Promotion. Affiliate marketing Online tools for Content Marketing – market influence analytics in Digital Eco system						
Module:2	Social media Marketing and Search analytics	5 hours				
Social Media Channels, Social Media Strategy, Web PR and Online reputation management Search Engine marketing - Search Engine Optimization and Adwords - PPC Advertising - Video SEO- Conversion Optimization Monitoring, trends analysis, dashboards, segmentation - Navigation analysis (funnel reports, heat maps, etc) - Experimentation A/B and multivariate testing - Search analytics Current trends & challenges: web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytic						
Module:3	Web Analytics	4 hours				
Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques compared: web server log analysis, page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Web Analytics at e-Business scale - Data collection architecture- Introduction to OLAP, Web data exOBJECTIVESration and reporting - Introduction to Splunk						
Module:4	Text and Visual Analytics	3 hours				
Natural Language Processing (NLP)- Supervised Machine Learning (ML) Algorithms-API and Web data scarping using simple R / Python Visual Analytics: Drill down and hierarchies-Sorting-Grouping- Additional Ways to Group-Creating Sets- Analysis with Cubes and MDX- Filtering for Top and Top N- Using the Filter Shelf- The Formatting Pane-- Trend Lines- Forecasting- Formatting- Parameters						
Module:5	Google Analytics	3 hours				
Key features and capabilities of Google analytics- how Google analytics works - implementing						

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

Module:6 Contemporary Issues **2 hours**

Guest lecture by industry experts on contemporary digital media tools, Web Analytics like Mobile Analytic- Game Analytics, Video Analytics, Twitter/Facebook/LinkedIn Analytics and Viral Analytics

Total Lecture hours: 20 hours

Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules. 20 [Non-Contact hrs]

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

Text Book(s)

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

Reference Books

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

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
		2	17	20	14
Continue Assessment	60				
Midterm	20	√			
Final Assessment Test	40	√	√	√	
Total	100				
Project					
Review 1	20	√	√	√	√
Review 2	30	√	√	√	√
Review 3	50	√	√	√	√
Total	100				

Recommended by Board of Studies 11-03-2019

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

Course code	Marketing Analytics				L	T	P	J	C
BMT6146					2	0	2	0	3
Pre-requisite	Nil				Syllabus version				
OBJECTIVES:									
students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is able to perform a comprehensive quantitative data analysis 2. The student is able to interpret qualitative information in detail 3. The student is able to represent the analyses as a complete solution to the business problem 									
Student Learning Outcomes (SLO): 1,2,9,14,17									
Students will be able to									
[1] Having an ability to apply mathematics / business problem solving techniques in business applications									
[2] Having a clear understanding of the subject related concepts and of contemporary issues									
[9] Having problem solving ability – solving social issues and business problems									
[14] Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data									
[17] Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice									
Module:1	Marketing Analytics Framework				3 hours				
Introduction to Marketing Analytics and Models. Market Insight - Market Data Source – treatment of outliers, Market sizing, PESTLE Market analysis, Porter Five Force Analysis Market segment identification, targeting, and positioning -Tools and Techniques: Regression, Cluster Analysis, and Perceptual Mapping Techniques									
Module:2	Business Strategy and Operations				3 hours				
Analytics based strategy selection with strategic models									
Strategic Scenarios, Strategic Decision Models, Strategic Metrics - Business Operations: Forecasting, Predictive Analytics, Data Mining, Balanced Scorecard, Critical Success Factors									
Module:3	Product and Price Analytics				4 hours				
Product and Service Analytics: Conjoint Analysis model, Decision Tree Model, Portfolio Resource Allocation, Product/ service Metrics, Attribute Preference testing Price Analytics: Pricing Techniques, Pricing Assessment, Profitable pricing, Pricing for Business Markets, Price Discrimination									
Module:4	Distribution and Promotions Analytics				4 hours				
Distribution analytics: Distribution Channel Characteristics, Retail Location selection, Channel Evaluation and Selection, Multi-channel Distribution, Distribution Channel Analytics									
Promotion Analytics: Promotion Budget estimation, Promotion Budget Allocation – Ad value equivalence model, Promotion Metrics for traditional Media, Promotion Metrics for social media									

Module:5	Sales Analytics and Analytics in Action					4 hours					
E commerce sales model, sales metrics, profitability metrics and support metrics											
Rapid decision models, excel excellence, data driven presentations											
Module:6	Contemporary Issues					2 hours					
Guest lecture by industry experts on contemporary issues and opportunities in application of marketing analytics in different sectors											
					Total Lecture hours:	20 hours					
Practical :					20 hours	1,2,3,4,5					
# Mode: Flipped Class Room, Lectures, Case Discussions and lab exercises.											
Text Book(s)											
1.	Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press.										
2.	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Trafford Publishing UK										
Reference Books											
1.	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, Indianapolis.										
2.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.										
Mode of Evaluation											
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)									
		1	2	9	14	17					
Continue Assessment	60										
Midterm	20	√	√	√	√	√					
Final Assessment Test	40	√	√	√	√	√					
Total	100										
Practical	100										
Recommended by Board of Studies		11-03-2019									
Approved by Academic Council		No.54			Date		14-03-2019				

Course code	Marketing at the Bottom of the Pyramid	L	T	P	J	C
BMT6147		3	0	0	0	3
Pre-requisite		Syllabus version				
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is able to establish a favourable team climate and ensure enthusiastic decision making 5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Introduction to BoP market and Marketing	3 hours				
Characteristics of BoP markets, rural vs Urban BoP, Introduction to the 4As of BoP						
Module:2	Product and service innovations for BoP	6 hours				
New product and services for BoP, marketing research for innovative ideas						
Module:3	Channel and distribution issues in BoP	6 hours				
Characteristics of infrastructure in BoP, issues with channel member availability and qualification						
Module:4	Pricing and promotion challenges in BoP	6 hours				
Purchasing power and effective demand, pricing methods, media darkness and effective communication						
Module:5	Social Marketing in BoP market	6 hours				
Actors involved in social marketing, social marketing and awareness of essential products and services						
Module:6	Contemporary Issues	3 hours				
Guest Lecture from industry experts on current issues and developments in BoP markets						
	Total Lecture hours:	30 hours				
Text Book(s)						
Agrawal, A., & Kumar, P. (Eds.). (2018). Social Entrepreneurship and Sustainable Business Models: The Case of India. Springer.						
Reference Books						
Caneque, F. C., & Hart, S. L. (Eds.). (2017). Base of the pyramid 3.0: sustainable development through innovation and entrepreneurship. Routledge. London, T. (2016). The base of the pyramid promise: Building businesses with impact and scale. Stanford University Press.						

Heeks, R., Foster, C., & Nugroho, Y. (Eds.). (2017). *New Models of Inclusive Innovation for Development*. Routledge.
 Waibel, P. (2017). *Putting the poor first: how base-of-the-pyramid ventures can learn from development approaches*. Routledge.

Mode of Evaluation

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

Course code	Marketing Metrics				L	T	P	J	C
BMT6148					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
OBJECTIVES:									
students will be able to identify business problems and formulate alternative courses of action students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 									
Module:1	Market Share and Customer Profitability , Share of Mind, Share of Heart				5 hours				
Market share-Unit, Revenue, Relative Share-Competitive analysis, Market Concentration, Market Penetration-BDI-CDI									
Customer Profitability: The value of individual customers and Relationships Customers, Recency, and Retention - Prospect Value -Average acquisition cost-Average retention cost									
Module:2	Product & Portfolio Management,				6 hours				
Trial, Repeat, Penetration, and Volume Projections - Growth: Percentage and Compound Annual Growth Rate - Cannibalization Rates and Fair Share Draw-Brand equity metrics-Conjoint utilities and consumer projections-Segment utilities- Conjoint utilities and volume projections									
Module:3	Margins & Profits, Pricing Metrics				6 hours				
Unit Margin- Margin %- Channel Margins-Average Price per unit-Price per statistical unit-Variable and fixed costs-Marketing spending- Contribution per unit- Contribution margin %-Break even sales-Target volume-Target revenues									
Price sensitivity and optimization, with an eye toward setting prices to maximize profits. Price Premium - Reservation Price - Percent Good Value- Price elasticity of demand-optimal price-residual elasticity									
Module:4	Promotions and Advertising Metrics				6 hours				
Temporary price promotions -Baseline Sales, Incremental Sales, and Promotional Lift - Redemption Rates for Coupons / Rebates - -The central measures of advertising coverage and effectiveness-Model for consumer response to advertising-									
Advertising: Impressions, Gross Rating Points, and Opportunities-to-See - Cost per Thousand Impressions (CPM) Rates - Reach/Net Reach and Frequency - Share of Voice Impressions									
Module:5	Sales force and Channel Management, Linking marketing metrics to financial performance				5 hours				
Workload-Sales potential forecast-Sales total-sales force effectiveness-Sales force organization, performance, and compensation-Distribution coverage and logistics - Sales Force Coverage - Sales Force Goals - Sales Force Results - Sales Force Compensation - Facings and Share of Shelf - Out-of-Stock and Service Levels-Direct product profitability-GMROI									
Net profit-Return on sales-Return on investment -Economic profits-EVA-payback-NPV-IRR-ROMI									

Module:6	Application of marketing metrics in organizations					2 hours			
Guest lecture by industry experts on contemporary issues and opportunities in creating dashboards using marketing metrics									
					Total Lecture hours:			30 hours	
Text Book(s)									
1.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.								
Reference Books									
1.	Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press.								
2.	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Trafford Publishing UK								
3.	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, Indianapolis								
Mode of Evaluation									
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	6	17	18				
Continue Assessment	60								
Midterm	20	√	√	√	√				
Final Assessment Test	40	√	√	√	√				
Total	100								
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54		Date		14-03-2019			

Course code	New Product Strategy	L	T	P	J	C
BMT6149		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
students will be able to co-create unique ideas, products and solutions students will be able to make decisions under constraints						
OUTCOME:						
1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. Student is able to relate all contextual factors in decision making 5. Student is able to analyse many costs and consequences of decision 6. The action plan considers many of the constraints in the given context						
Module:1	Basics of New Product Strategy	6 hours				
New Product Strategy-decisions- consumer behavior adoption and diffusion of innovations; characteristics, purpose, risk in new products; PLC						
Module:2	Idea Generation and Development	6 hours				
Generation of new product ideas and identifying new market opportunities, New Product Planning Process-stage gate system and its application						
Module:3	The Product offer	6 hours				
Selecting Market opportunity and Designing new market offers-Concept Generation and Evaluation, Developing and Testing Physical offers						
Module:4	New Product Brand Development and Pricing Strategies	6 hours				
Importance of Brand decisions and Brand identity development; Pricing of a new product, Pre-test Marketing						
Module:5	New Product Launch	4 hours				
Pre-launch, during launch and Post launch preparations;						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on New product development practices in industry.						
					Total Lecture hours:	30 hours
# Mode: Flipped Class Room, Case Discussion and Lectures						
Text Book(s)						
1.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.					
2.	Crawford, Merle, Di Benedetto, Anthony, (2014), New Products Management, 11th edition, McGraw-Hill.					
Reference Books						
1.	Robert G.Cooper, (2011), Winning at New Products, Creating Value through Innovation, 4th edition, Basic Book, Perseus Books Group.					
2.	Bettencourt, Lance, (2010), Service Innovation:How to Go from Customer Needs to Breakthrough Services, McGraw-Hill.					

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

Course code	Pricing and Revenue Management				L	T	P	J	C
BMT6150					2	0	0	4	3
Pre-requisite	BMT5111				Syllabus version				
OBJECTIVES:									
<p>students will be able to make decisions under constraints</p> <p>students will be able to formulate competitive strategies for the digital market places</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 5. The student does a comprehensive analysis of potential dangers of competitors activity 6. The student provides comprehensive industry assessment and strategy formulation and implementation details 7. The student is able to perform a comprehensive quantitative data analysis 8. The student is able to interpret qualitative information in detail 9. The student is able to represent the analyses as a complete solution to the business problem 									
Module:1	Introduction				2 hours				
Introduction to pricing and revenue management process									
Module:2	Demand Functions and Price optimisation				3 hours				
Demand Forecasting -microeconomic and marketing theories on consumer behavior and pricing - Product design, bundling and demand segmentation- Demand functions and price optimization: Price-response function; Competition									
Module:3	Pricing Policies				5 hours				
Markdown policies and liquidations - Pricing with supply constraints - Customized Pricing: List prices vs. customized prices; Responses to competitor bids - e-commerce									
Module:4	Operational model of Price and Revenue Management				5 hours				
Stochastic Inventory Management and the Newsvendor Model - Single resource Revenue Management, expected marginal value to control sales - Overbooking									
Module:5	Competitive factors and Industry applications				3 hours				
Competitive Factors-Imperfect segmentation model: Discrete choice models - Customer management and strategic purchasing behavior - RM Process management in competitive situation									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on contemporary Revenue Management and capacity management in airlines, hotels, car rentals, cruises. Industry implementations and practices etc.,									
				Total Lecture hours:				20 hours	
				Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.				20 [Non-Contact hrs]	
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									

1.	Robert L. Phillips , Pricing and Revenue Optimization by. Stanford Business Book,2005				
2.	Vohra and Krishnamurthi, Principles of Pricing, Cambridge University Press,2012 ISBN 1107010659				
Reference Books					
1.	Kalyan T. Talluri Garrett J. Van Ryzin, The Theory and Practice of Revenue Management, Springer, 2004, ISBN 978-0-387-27391-4				
2.	G. Bitran and R. Caldentey. An Overview of Pricing Models for Revenue Management. MSOM, vol.5, 2003.				
3.	A. Boyd and I. Bilegan. Revenue Management and E-commerce. MS, vol.49, 2003				
Mode of Evaluation					
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
		1	2	6	17
Continue Assessment	60				
Midterm	20	√	√		
Final Assessment Test	40	√	√	√	√
Total	100				
Recommended by Board of Studies	11-03-2019				
Approved by Academic Council	No. 54	Date	14-03-2019		

Course code	Retail Analytics		L	T	P	J	C
BMT6151			2	0	2	0	3
Pre-requisite			Syllabus version				
			v. 01.00				
OBJECTIVES:							
students will be able to identify business problems and formulate alternative courses of action students will be able to systematically apply qualitative and quantitative techniques to solve business problems							
OUTCOME:							
<ol style="list-style-type: none"> 1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 							
Module:1	Overview of modern retailing		2 hours				
The Role of Analytics in Retail sector – Retail Analytics Framework - Retailing marketplace, market space and understanding technological aspects - Overview on R/R-Studio - Data access and basic analysis using R.							
Module:2	Market Basket Analysis and Lift and Retail Pricing Analytics		4 hours				
Computing Lift for Two Products - Computing Three-Way Lifts - Using Lift to Optimize Store Layout - Competitor Threat Analytics – Willingness to pay and Regular Price versus Promoted price							
Module:3	Measuring Promotion response and retail location analytics		5 hours				
RFM Analysis and Optimizing Direct Mail Campaigns: RFM Analysis for analyzing customer value - Using the Evolutionary Solver to Optimize a Direct Mail Campaign - Random coefficient logit models - Nonparametric models. Retailers’ site location decision: Trade Area modeling – Site Selection Modeling – Spatial analysis: descriptive and Spatial Regression - Omni-channel in retailing with Difference-in-differences (DID) models							
Module:4	Using the SCAN*PRO Model and Its Variants		4 hours				
Introducing the SCAN*PRO Model - Modeling and forecasting retail Sales - Predicting Revenue - Modifying the Model to Improve Forecast Accuracy – Inventory Management – Vendor Management							
Module:5	Store Operations		3 hours				
Allocating Retail Space and Sales Resources: Identifying the Sales to Marketing Effort Relationship - Modeling the Marketing Response to Sales Force Effort - Optimizing Allocation of Sales Effort - Using the Gompertz Curve to Allocate Supermarket Shelf Space - Fraud Detection & Loss Prevention							
Module:6	Contemporary Issues		2 hours				
Guest Lecture from industry experts on Emerging topics in retail analytics							
	Total Lecture hours:		20 hours				
	Practical :		20 hours				

# Mode: Flipped Class Room, Case Discussion, Lectures and Project							
Text Book(s)							
1.	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley India, ISBN: 978-1-118-37343-9						
Reference Books							
1.	Emmet Cox (2011), Retail Analytics: The Secret Weapon, Wiley India, ISBN: 978-1-118-09984-1						
2.	Sachs, Anna-Lena (2015), Retail Analytics: Integrated Forecasting and Inventory Management for Perishable Products in Retailing, Springer, ISBN 978-3-319-13305-8						
3.	Jennifer LeClaire, Danielle Dahlstrom, and Vivian Braun (2014), Business Analytics in Retail for Dummies, John Wiley & Sons, Inc. ISBN: 978-1-118-81689-9						
Mode of Evaluation							
	Specific Assessment Methods	% Weighting	1	2	3	4	5
	Continue Assessment	60					
	Midterm	20	√	√	√	√	√
	Final Assessment Test	40	√	√	√	√	√
	Total	100					
	Practical	1000					
Recommended by Board of Studies		11-03-2019					
Approved by Academic Council		No.54	Date	14-03-2019			

Course code	Retailing	L	T	P	J	C
BMT6152		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
<p>students will be able to co-create unique ideas, products and solutions</p> <p>students will be able to comprehend global trends influencing the business environment</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student is able to analyse decisions using multiple international information sources 5. The student is able to appreciate cultural differences with the available information while making decisions 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 7. The student is able to establish a favourable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	An overview of retailing and retail economics	5 hours				
Retailing in India, role, relevance and trends, significance of retail industry, new role of retailers, channels of retailing, role of franchising in retail, retail environment, FDI in retail, Government of India's Policy implications on Retail.						
Module:2	Retail research	6 hours				
Retail situational analysis, strategy and understanding the retail consumers(retail research): strategic mix, retail customer , store locations and location strategy- its importance, store design, planning, layouts and displays						
Module:3	Understanding Shopping and Shoppers	5 hours				
Concepts of shopping, process, behaviour, demographics, psychographics, attitudes, behaviour based segmentations and shopping patterns in India. Retail Service Quality aspects.						
Module:4	Retail pricing and merchandising	6 hours				
pricing strategies (EDLP), GMROI, buying functions (OTB), selection of vendors and building partnerships, category management, Visual merchandising, retail communication, POP in retail and branding.						
Module:5	Retail Image and Store Loyalty	6 hours				
Retail Image and Store Loyalty: Retail Advertising and Promotions, Atmospherics, Elements of retail image, store choices and building store loyalty						
Retail management information systems : Retail technology and automations, retail audit, retail transactions, web applications, RFID, data security, retail technology, inventory shrinkages and e-tailing						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on merchandising and store management.						
					Total Lecture hours:	30 hours
# Mode: Flipped Class Room, Case Discussion and Lectures						

Text Book(s)											
1.	Barry Berman, Joel Evans, (2012), Retail Management: A Strategic Approach, 12th edition, Pearson Edition										
2.	Patrick M Dunne, Robert F Lusch, James R Carver, (2014), Retailing, 8th edition, Cengage Learning.										
Reference Books											
1.	Piyush Kumar Sinha, Dwarika Prasad Uniyal, (2012), Managing Retailing, 2nd edition, Oxford University Press.										
2.	Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, (2010), Retail Management, 2nd edition, Oxford University Press.										
3.	Gibson G. Vedamani, (2013), Retail Management, 4th edition, Jaico Books										
Mode of Evaluation											
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)									
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continue Assessment	60	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Midterm	20	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Final Assessment Test	40	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total	100	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommended by Board of Studies	11-03-2019										
Approved by Academic Council	No.54	Date	14-03-2019								

Course code	Rural Marketing				L	T	P	J	C
BMT6153					3	0	0	0	3
Pre-requisite					Syllabus version				
OBJECTIVES:									
<p>students will be able to co-create unique ideas, products and solutions</p> <p>students will be able to make decisions under constraints</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. Student is able to relate all contextual factors in decision making 5. Student is able to analyse many costs and consequences of decision 6. The action plan considers many of the constraints in the given context 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 									
Module:1	Rural Marketing and rural Environment				3 hours				
Rural Marketing an Overview: Principles of Marketing as Relevant to Rural Marketing - Evolution of Rural Marketing - Rural Marketing Mix - Rural Economy - Profiles of Urban & Rural customers and Differences in their Characteristics. Rural Environment - Rural Market Strategies with special reference to Segmentation, Targeting and Positioning. (Rural to Rural, Rural to Urban, Urban to Rural)									
Module:2	Product Strategies for Rural Market.				4 hours				
Rural Marketing mix - 4P's Vs 4A's : Acceptability, Affordability, Availability and Awareness – Rural Product classification - Rural Product design – Rural Services - Rural Packaging - Rural Brands vs Fake brands - Strategies to avoid fake brands.									
Module:3	Pricing Strategies for Rural market.				5 hours				
Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy.									
Module:4	Distribution Strategies in Rural Market:				3 hours				
Distributional Channel in Rural Market – Channels of distribution – Rural Retailing - Challenges in rural distribution – Distributional model for FMCG, Durable and Fake products - Emerging distributional models in Rural Market.									
Module:5	Rural communication and promotion				3 hours				
Promotion towards rural audience, exOBJECTIVESring media, profiling target audience, designing right promotion strategy and campaigns. Social Medias' participation in Promotion and awareness program.									
Module:6	Contemporary Issues				2 hours				
Emerging trends in rural marketing – CSR and Social Marketing practices relevant to rural market.									
				Total Lecture hours:	30 Hours				
				# Mode: Flipped Class Room, Case Discussions, Lectures and Project					
Text Book(s)									

1.	Rural Marketing, Pradeep Kashyap, 3 rd Edition, Person Education, 2016				
Reference Books					
1.	Rural Marketing, Sawalia Bihari Verma, Madhusudan Narayan, Potokuchi Thryambakam, Scientific Publishers,(India), 2014				
Mode of Evaluation					
Specific Assessment Methods	% Weighting	Intended Student Learning Outcomes to be assessed (Please tick as appropriate)			
		4	6	14	18
<i>Continue Assessment</i>	60				
<i>Midterm</i>	20	√	√		
<i>Digital Assignment – 1</i>	10	√			
<i>Digital Assignment – 2</i>	10		√	√	
<i>Quiz - 1</i>	10		√	√	
Final Assessment Test	<input type="checkbox"/> 0	√	√	√	√
Total	<input type="checkbox"/> 100				
Recommended by Board of Studies		11-03-2019			
Approved by Academic Council		No.54	Date	14-03-2019	

Course code	Services Marketing	L	T	P	J	C
BMT6154		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
<p>students will be able to co-create unique ideas, products and solutions</p> <p>students will be able to comprehend global trends influencing the business environment</p> <p>students will be able to formulate competitive strategies for the digital market places</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student is able to analyse decisions using multiple international information sources 5. The student is able to appreciate cultural differences with the available information while making decisions 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 7. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 8. The student does a comprehensive analysis of potential dangers of competitors activity 9. The student provides comprehensive industry assessment and strategy formulation and implementation details 						
Module:1	Introduction	4 hours				
Characteristics and Classification of Services – Growth of services in Asia and World Economies						
Module:2	Issues in Services Marketing	6 hours				
Gaps in Services Quality: GAPs Model - Managing Demand and Capacity						
Module:3	Focus on the Customer & Building Relationships	6 hours				
Customer Expectations and Perceptions - Building Customer Relationships- Service Recovery						
Module:4	Marketing Mix for Services – Traditional	5 hours				
Services offering, Pricing, Place and Promotion						
Module:5	Applying Expanded Ps in Services Marketing	4 hours				
EmOBJECTIVESyee Role in Service Delivery - Physical Evidence - Service Process and Design Customer Role in Service Delivery: Consumer behaviour - Customer Experience Management in Services - – Illustrations from Various Service Sectors						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on contemporary issues and opportunities in Services marketing and Marketing Services						
					Total Lecture hours:	30 hours
# Mode: Flipped Class Room, Case discussions, Lectures						
Text Book(s)						
1.	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, (2013), Services Marketing, 6thedition, McGraw-Hill.					
2.	Christopher Lovelock, Jayanta Chatterjee, Jochen Wirtz, (2011), Services Marketing, 7thedition, Pearson Education.					
Reference Books						

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

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
Continue Assessment	60								
Midterm	20								
Final Assessment Tes	40								
Total	100								

Recommended by Board of Studies	11-03-2019		
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Approved by Academic Council	No.54	Date	14-03-2019
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Course code	Strategic Marketing	L	T	P	J	C
BMT6155		3	0	0	0	3
Pre-requisite		Syllabus version				
OBJECTIVES:						
<p>students will be able to make decisions under constraints</p> <p>students will be able to formulate competitive strategies for the digital market places</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 5. The student does a comprehensive analysis of potential dangers of competitors activity 6. The student provides comprehensive industry assessment and strategy formulation and implementation details 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Introduction to Strategic Marketing	3 hours				
Market scope, competitive advantage, strategic target and strategic advantage, consumer and business markets						
Module:2	External environmental analysis	6 hours				
Political, economic, socio cultural, technological forces and strategic uncertainty in marketing . Analysis of effects Scenario analysis and forecasting for marketing						
Module:3	Competitive marketing advantage	6 hours				
Strategic marketing group analysis, positional advantage and sources of advantage in marketing						
Module:4	Resource allocation and customer value	6 hours				
portfolio methods used for product market combination for different SBUs						
Module:5	Implementation issues in marketing strategy	6 hours				
Marketing mix policies, control, implementation and marketing organization issues						
Module:6	Contemporary Issues	3 hours				
Effect of current digital era on marketing strategy						
					Total Lecture hours:	30 hours
Text Book(s)						
Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning.						
Reference Books						
West, D. C., Ford, J., & Ibrahim, E. (2015). Strategic marketing: creating competitive advantage. Oxford University Press, USA.						
Andaleeb, S. S., & Hasan, K. (Eds.). (2016). Strategic marketing management in Asia: case studies and lessons across industries. Emerald Group Publishing Limited.						
Abratt, R., & Bendixen, M. (2018). Strategic Marketing: Concepts and Cases. Routledge.						
Morgan, R. E. (2016). Strategic marketing: New horizons in theory and research. J. Rudd, M. Jaakkola, & G. W. Marshall (Eds.). Emerald Group Publishing Limited.						

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

Course code	Balanced Score card and HR Score Card	L	T	P	J	C
BMT6156		3	0	0	0	3
Pre-requisite		Syllabus version				
OBJECTIVES:						
students will be able to practice ethical values in achieving stakeholders welfare students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to recognise ethical issues that affect multiple stake holders 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 4. The student is able to establish a favorable team climate and ensure enthusiastic decision making 5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Introduction	5 hours				
Introductory Concepts, Definitions, Developments Performance Measurement Systems , Fundamental Issues An overview, Need for Holistic and Strategic Approach Factors that lead to conceiving idea of BSC.						
Module:2	Balance Score Card	5 hours				
What is BSC and its components? BSC Model evolved by Kaplan and Norton's Research work done by them and conclusions , BSC and its Alternative Models						
Module:3	Developments in BSC	7 hours				
BSC, Stages of Evolution, four perspectives of BSC Communication System, Measurement Systems, Strategic Management System						
Module:4	Methodology	6 hours				
Making Score Card Actionable Process, Methodology and Techniques. Industry Analysis , Internal and Market Position Identify Initiatives and Action.						
Module:5	Aligning BSC with strategy	5 hours				
Developing Strategic Theme, Linking Strategy and Exclusion Planning, Aligning Strategy with Action Evolving Measure , Cause-and-Effect Relationship, Preparation of HR Score card.						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on effective use of BSC						
Total Lecture hours:					30 hours	
# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.						
Text Book(s)						
1. Robert S.Kaplan and David P.Norton(1996)Translating strategy into action, THE BALANCED SCORE CARD,Harvard Business Press						
References						
1. Norton D., Kaplan R (200) The Strategy-Focused Organization. - Harvard Business						

School Press.					
2. Hubert K. Rampersad (2005) Universal System Performance: How to achieve results while maintaining integrity, Wiley Publisher.					
Mode of Evaluation					
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
		1	2	3	4
Internal Assessment	40	√	√	√	√
Midterm	20	√	√		
Final Assessment Test	40	√	√	√	√
<input type="checkbox"/> Total	100				
Recommended by Board of Studies		11-03-2019			
Approved by Academic Council		No.54	Date	14-03-2019	

Course code	Career Management				L	T	P	J	C
BMT6157					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 00.00				
OBJECTIVES:									
<p>students will be able to make decisions under constraints</p> <p>students will be able to comprehend global trends influencing the business environment</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to analyse decisions using multiple international information sources 5. The student is able to appreciate cultural differences with the available information while making decisions 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 7. The student is effective in oral communication of a managerial decision and is also convincing 8. The student is able to effectively use written communication for expressing views 9. The student is able to convince others on decision making using his or her oral and written communication skills 									
Module:1	Introduction to Career Management				4 hours				
Meaning and overview of career, career planning, career development, protean career, and career management. Objectives and importance of career management.									
Module:2	Self-Assessment and Career Management				6 hours				
Self-Assessment and Career Management: Understanding the new career- Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.									
Module:3	Contemporary issues in Career Management				6 hours				
Contemporary issues in Career Management: Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.									
Module:4	Career Management System in Organisation				6 hours				
Career Management from Organizational Point of View: Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Careers guidance and counseling. Managers Role in Career Management. Career Road Maps.									
Module:5	Role of Learning in Career Growth				6 hours				
Learning and Development for Career & Organizational growth. Strategies of getting organizations into learning mode. Expanding your Horizons. Learning and Development by 2020. Learning Culture, Learning Management Systems.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on career management system in an organization.									
	Total Lecture hours:				30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures, Role play, Exercise.									
Text Book(s)									
1.	Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers. Sage Pub.								

Reference Books

1. Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. (2009). Career Management (3rd Edition). The Dryden Press, Harcourt College Publishers.
2. Business Magazines to be followed every month:
The Human Factor : Volume 1, Issue 6, May 2009
Careers 360 – October 2010
3. Online site:
www.workforce.com
www.trainingjournal.com
International Journal of Career Management - available Online - Walt Schafer, (2000).

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Internal Assessment	60						
Midterm	20						
Final Assessment Test	40	√	√	√	√	√	√
Total	100						

Recommended by Board of Studies | 11-03-2019

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

Course code	Compensation Management				L	T	P	J	C
BMT6148					3	0	0	0	3
Pre-requisite	BMT5120				Syllabus version				
v. 02.00									
OBJECTIVES:									
students will be able to comprehend global trends influencing the business environment students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 									
Module:1	Introduction				5 hours				
Compensation Management, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Wage Concept, Wage Policy, Wage theories, Legislation related to payment of wages.									
Module:2	Definition, Internal Pay Structures				6 hours				
Best Structure Fit, Job Analysis, Job Evaluation, Person-based structures Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation									
Module:3	Defining Competitiveness				7 hours				
Determining the components of wage and salary, designing pay levels, mix and pay structures Pay-for-Performance, Pay-for-performance Plans, Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Benchmark Compensation Package as per the Industry Standards									
Module:4	Concept and Nature of Benefits				5 hours				
Classification of EmOBJECTIVESyee Benefits, EmOBJECTIVESyee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, EmOBJECTIVESyee Services – Designing a Benefit Package									
Module:5	Concept of Tax Planning				5 hours				
Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of EmOBJECTIVESyee Compensation Package to EmOBJECTIVESyer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation									
Module:6	Contemporary Issues				2 hours				
Guest Lecture from industry experts on contemporary compensation management practices in India									
				Total Lecture hours:				30 hours	
# Mode: Flipped Class Room, Case Discussions, Lectures									

		and Quizzes.							
Text Book(s)									
1.	Milkovich George, Newman Jerry, Venkata Ratnam C.S, (2014), Compensation, 9th edition, Tata McGraw Hill.								
Reference Books									
1.	Armstrong Michael, Murlis Helen, (2007), Hand Book of Reward Management, 5th edition, Crust Publishing House.								
2.	Martocchio Joseph.J, (2014), Strategic Compensation - A Human Resource Management Approach, 8th edition, Prentice-Hall.								
3.	Lawler III Edward.E, (2000), Rewarding Excellence: Pay Strategies for the New Economy, Wiley.								
Mode of Evaluation									
Specific Methods	Assessment	% Weighting		Intended Course outcomes to be assessed (Please tick as appropriate)					
Internal Assessment				1	2	3	4	5	6
Assignment/Quiz		40		√	√	√	√	√	√
Midterm		20		√	√	√			
Final Assessment		40		√	√	√	√	√	√
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54	Date	14-03-2019					

Course code	Emotional Intelligence for Managerial Effectiveness	L	T	P	J	C
BMT6159		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
v. 02.00						
OBJECTIVES:						
students will be able to practice ethical values in achieving stakeholders welfare students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to recognise ethical issues that affect multiple stake holders 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 4. The student is able to establish a favourable team climate and ensure enthusiastic decision making 5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Concept of Emotion	6 hours				
Understanding Emotions, Sources of Emotions, Types of Emotions, Bodily changes in emotions, Psychology of Emotions. Theories of emotion: James Lange, Schachter singer, Canon-Bard. Opponent Process: Moods and emotions.						
Module:2	Concept of Emotional Intelligence	6 hours				
Concept of Emotional Intelligence. Training on EI through the use of Models– Daniel Goleman Model, Salovey and Mayer’s model, Reuven Bar-On Model, Using techniques for Emotionally Intelligent Communication Johari Window, Neuro-Linguistic Programming(NLP),						
Module:3	Dimensions of Emotional Intelligence	5 hours				
Competencies of Emotional Intelligence: Self-Awareness, Self-Regulation, Self-Motivation, Social Competence, Social Skills.						
Module:4	Application of E.I in Workplace	5 hours				
Recognizing and handling potentially emotional situations at workplace, Emotional Labour, promotions, rewards, grievance handling, industrial unrest, disciplinary approaches, transfers, migration and firing.						
Module:5	Measuring E.I	6 hours				
Measuring Emotions, Emotional Quotient, Emotional Intelligence, Developing Emotional Intelligence, What is Social Intelligence? Tips to Develop Social Intelligence- Emotional and social competency inventory. Emotional self-awareness, expression and detection of emotions, emotional patterns in verbal communication.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on TA Analysis and therapeutic methods to enhance emotional intelligence.						
Total Lecture hours:					30 hours	
# Mode: Flipped Class Room, Case Discussions, Lectures, Role playing, and practices.						
Text Book(s)						
1.	Goleman, Daniel. (2011), The Brain and Emotional Intelligence: New Insights, 1st edition, More Than Sound LLC.					
2.	Dianne Coleman (2016), Developing Emotional Intelligence: How to Improve Your EQ and Achieve Success, Kindle Edition, Amazon Digital Services LLC					
Reference Books						

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

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Internal Assessment	60						
Midterm	20						
Final Assessment Test	40	√	√	√	√	√	√
<input type="checkbox"/> Total	100						
Recommended by Board of Studies	11-03-2019						
Approved by Academic Council	No. 54	Date	14-03-2019				

Course code	HR Analytics				L	T	P	J	C
BMT6160					2	0	2	0	3
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
1. The student is able to perform a comprehensive quantitative data analysis									
2. The student is able to interpret qualitative information in detail									
3. The student is able to represent the analyses as a complete solution to the business problem									
Module:1	Introduction to HR Analytics				3 hours				
Understanding core concepts of HR Analytics. Business Intelligence, Business analytics and its Evolution. Role of Data in HR, Assembling Data, Describing Data, Visualization. Measures of Data, Probability and Managing Uncertainty. HR Analytics: The Third Wave for HR value creation.									
Module:2	Human Resource Planning and Forecasting				4 hours				
Quantitative and Qualitative Dimensions of HR Planning. Methods and Techniques of HR Demand Forecasting. Data Base for Manpower forecasting. Analysis of Labour Market Behaviour. Analyzing Turnover trends.									
Module:3	Behavioral assessment in Personnel selection				4 hours				
approaches to behavioral assessment - Sorting application.									
Identifying and developing Key Performance Indicators (KPI) - create, Build and maintain a HR Scorecard - classification based on performance indicators- identifying performance drivers.									
Module:4	Designing a compensation system				4 hours				
Linking Compensation and performance.									
Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness with performance and compensation Surveys on emOBJECTIVESyee satisfaction, engagement, work life balance, etc.									
Module:5	Current approaches to measuring HR and reporting value from HR contributions.				3 hours				
HR Scorecards & Workforce Scorecards and how they are different from HR Analytics. Overarching components of an effective Analytics framework.									
Introduction to Tools that performs HR analytics, Predictive Analytics: Conditions including correlation, causality and isolation. Diagnosing and clarification of symptoms of HR problem									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on contemporary HR analytics tools used in the industry									
				Total Lecture hours:				20 hours	
Practical: HR data visualization, probability, HR forecasting, predictive analytics using SPSS								20 hours	
# Mode: Flipped Class Room, Case Discussions, Lectures and lab exercises									
Text Book(s)									
1.	Sesil. J, (2014), Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.								
Reference Books									
1.	Barnett K, Berk J, (2012), Human Capital Analytics. Word Association Publication.								

2.	Fitz-Enz J, (2010), The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.							
Mode of Evaluation								
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
		1	2	3	4	5	6	
Internal Assessment	60							
Midterm	20	√	√	√				
Digital Assignment/ Quiz	40	√	√	√	√	√	√	
				√	√	√	√	
Final Assessment Test	40	√	√	√	√	√	√	
Total	100	√	√	√	√	√	√	
Practical	100	√	√	√	√	√	√	
Recommended by Board of Studies	11-03-2019							
Approved by Academic Council	No. 54	Date	14-03-2019					

Course code	Human Capital Planning	L	T	P	J	C
BMT6161		2	0	0	4	3
Pre-requisite	BMT5120	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to make decisions under constraints students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to establish a favourable team climate and ensure enthusiastic decision making 2. The student is able to elicit constructive feedback in conflicting situations 3. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 4. The student is able to establish a favorable team climate and ensure enthusiastic decision making 5. The student is able to elicit constructive feedback in conflicting situations 6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Human Resource Planning (HRP)	5 hours				
Significance and methods of HRP and methods of Forecasting, Demand and supply forecasting, Objectives of HRP, Model of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.						
Module: 2	Sources of Recruitment	4 hours				
Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy, EmOBJECTIVESyee Referral Initiatives, E-Recruitment /Online recruitment Technique-Recent trends in Recruitment, Evaluation of a recruitment program						
Module: 3	Selection & Induction	5 hours				
Selection: Selection Process, Selection Methods, Selection Test, different types of selection tests, Interview Techniques, Different types of interview, Skills Analysis Placement: differences between recruitment, selection and placement Induction: Purpose – Objectives - How to make induction more effective-Socialization process						
Module:4	Promotion	2 hours				
Procedure & Program, Demotion, Transfer- Purpose and Procedure-types-separations, VRS, terminations- Dismissals, suspension, retrenchment, layoffs, resignations						
Module:5		2 hours				
Ethical issues in Recruitment and Selection , Attrition and Retention Strategies, Importance of Social Media in Recruitment and Selection Process, Enhancing the effectiveness of recruitment & Selection.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary recruitment techniques used in the digital era						
	Total Lecture hours:	20 hours				
	Project: Team of maximum 6 students would undertake the project. The faculty coordinator	20 [Non-Contact hrs]				

	would provide the topic based on the modules.		
# Mode: Flipped Class Room, Case Discussions, Lectures and Project			
Text Book(s)			
1.	Heneman III. H.G, Judge. T.A, R.L. Heneman, (2014), Staffing Organizations, McGraw-Hill Education		
Reference Books			
1.	Turner. P, (2002), HR Forecasting and Planning, Chartered Institute of Personnel and Development.		
2.	Arthur. D, (2001), The EmOBJECTIVESyee Recruitment and Retention Handbook,		
3.	AMACOM.		
4.	Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices, 14th edition, McGraw-Hill.		
5.	Seema Sanghi, (2014), Human Resource management, Macmillan publishers Pvt Ltd. Monica Belcourt, Kenneth McBey, Ying Hong, Margaret yap, (2013), Strategic Human Resource Planning, 5th edition, Cengage Learning.		
Mode of Evaluation			
Specific Methods	Assessment	% Weighting	Intended Course outcomes to be assessed (Please tick as appropriate)
			1 2 3 4 5 6
Internal Assessment			
Assignment/Quiz	40		√ √ √ √ √ √
Midterm	20		√ √ √
Final Assessment	40		√ √ √ √ √ √
Total	100		
Project			
Review 1	20		√ √ √ √ √ √
Review 2	30		√ √ √ √ √ √
Review 3	50		√ √ √ √ √ √
Total	100		
Recommended by Board of Studies		11-03-2019	
Approved by Academic Council		No. 54	Date 14-03-2019

Course code	Human Resource Information Systems	L	T	P	J	C
BMT6162		3	0	0	0	3
Pre-requisite	BMT5120	Syllabus version				
OBJECTIVES:						
students will be able to formulate competitive strategies for the digital market places students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	Introduction to HRIS	5 hours				
HRIS- Introduction-Objective and Importance- Data and information for HR manager-Information System – Organizational benefits - Components of Information Systems- Types of IS-HRIS: Function, Usage and Application- benefits of a fully integrated Human Resource Information System.						
Module:2	HRIS-Data management	5 hours				
Data Management for HRIS - Data Formats - Principles of HRIS data creation, storage and retrieval - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanism						
Module:3	HR management –HRIS modules	7 hours				
HRIS modules and sub modules and points of integration - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - HRIS module on medical information, time and attendance, safety management.						
Module:4	HRIS Implementation and Evaluation	6 hours				
Implementation of HRIS performance monitoring plan - Evaluating the transfer of training - Evaluating the results of the training – HRIS Evaluation Strategy model. Policies and procedures for HRIS. Ethical and legal considerations for HRIS.						
Module:5	HRIS – Software packages	5 hours				
Software supporting Human Resource Information System- Enterprise Resource planning- SAP and Oracle Financials and Ramco Marshall. Case studies on HRIS tools in organizations.						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on effective use of HRIS						
Total Lecture hours:					30 hours	
# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.						
Text Book(s)						
1.	Michael J Kavanagh and Dr. Mohan Thite (2017), <i>Human Resource Information Systems: Basics, Applications, and Future Directions</i> .Sage Publications					
2.	Kelvin Molly (2014), <i>Human Resource Information System</i> . GRIN Publishing, London.					
3.	Satish K. Bagdi, (2012) <i>Practical Human Resource Information Systems</i> , PHI Learning					

4.	Private Limited, New Delhi. Ferran and Carlos (2008), <i>Enterprise Resource Planning for Global Economies: Managerial Issues and Challenges</i> . United States of America, Yurchak Printing Inc.
5.	L Christian Krämer, Sven Ringling, Song Yang (2006), <i>Mastering HR Management with SAP</i> . Galileo Press.

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
		1	2	3	
Internal Assessment	40	√	√	√	
Midterm	20	√	√		
Final Assessment Test	40	√	√	√	
<input type="checkbox"/> Total	100				

Recommended by Board of Studies

11-03-2019

Approved by Academic Council

No.54

Date

14-03-2019

Course code	Labour Legislations and Industrial Relations				L	T	P	J	C
BMT6163					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
students will be able to identify business problems and formulate alternative courses of action									
OUTCOME:									
1. The student is comprehensively able to describe the problem in a decision making									
2. The student is able to come up with multiple alternatives to resolve the problem									
3. The student is able to suggest a very comprehensive and implementable action plan									
Module:1					5 hours				
Overview of Industrial Relations (IR), Perspectives/Approaches to IR, Major stake holders of IR, Changing Dimensions of IR in India, Impact of globalization on IR, ILO									
Module:2					5 hours				
Causes of Industrial Disputes, Standing Orders & Grievance Procedure, The Industrial EmOBJECTIVESyment (standing orders) Act, 1946, Collective Bargaining, The Industrial Disputes Act, 1947									
Module:3					5 hours				
The Factories Act, 1948, Object and Scope of the Act Measures to be taken by Factories for Health, Safety and Welfare of Workers, Compliances Under The Act									
Module:4					6 hours				
Minimum Wages Act, 1948, Payment of Wages Act, 1936, Equal remuneration Act, 197, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972									
Workmen's Compensation Act, 1923, EmOBJECTIVESyees' Provident Fund, 1952, EmOBJECTIVESyees State Insurance Act, 1976, The Maternity Benefit Act, 1961, Unorganized Workers Social Security Act 2008									
Module:5					5 hours				
Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Union, Trade union movement in India, Trade Union Act, 1926									
Module:6	Contemporary Issues				4 hours				
Guest Lecture from industry experts on importance of IRL in HR career. Implications of Labour laws in IT and Manufacturing sector									
				Total Lecture hours:			30 hours		
# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.									
Text Book(s)									
1.	S.C. Srivastava, (2012), Industrial Relations and Labour Laws, 6 th edition, Vikas Publishing House Pvt Ltd								
2.	Padhi P K, (2012), Labour and Industrial Laws, 2 nd Edition, PHI Learning Pvt. Ltd								
Reference Books									
1.	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, (2012), Industrial Relations and Labour Laws, 2nd edition, Mcgraw Hill Education.								
2.	Avtar Singh, Harpreet Kaur, (2013), Introduction to Labour and Industrial Law, 3rd edition, LexisNexis.								
Mode of Evaluation									
Specific Methods	Assessment	% Weighting			Intended Course outcomes to be assessed (Please tick as appropriate)				

Internal Assessment		1	2	3	4	5	6
Assignment/Quiz	40	√	√	√	√	√	√
Midterm	20	√	√	√			
Final Assessment	40	√	√	√	√	√	√
Recommended by Board of Studies	11-03-2019						
Approved by Academic Council	No. 54	Date	14-03-2019				

Course code	Leadership Effectiveness	L	T	P	J	C
BMT6164		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
students will be able to identify business problems and formulate alternative courses of action						
students will be able to articulate (oral and written) ideas to aid decision making						
students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Inspirations on Leadership	3 hours				
Realizing the need for leadership, Leadership concept, connotations, traits, Different Leadership styles and models; Differentiating leaders from managers, Handling Influence, Self-leadership						
Module:2	Leading through organization growth	3 hours				
Leading during different phases of organizational growth; stages of economic cycles and business transformation, Leading for non-profit endeavors						
Module:3	Coaching for Leadership Pitfalls	4 hours				
Impoverished, Tyrannical, Machiavellian, Unethical, Myopic approaches, difficulties in being participative or consultative, failing to delegate and develop team members						
Module:4	Research studies on Leadership	4 hours				
Ohio-state University, Michigan studies, Blake and Mouton's study, MIT Sloan study, Hersey and Blanchard's study, Adopting views of leadership experts: Larry Greiner, Rensis Likert, Warren Bennis, McGregor, Victor Vroom, Stephen R Covey and Fiedler						
Module:5	Team Building by Leaders	4 hours				
Planning team composition, size, structure and role-relationships, Formulating a vision and mission. Understanding and engineering group dynamics, Creating High Performance Teams, Building a Positive and Productive Team, Understanding Social Identity, Providing Generative Coaching/Feedback						
Leadership Challenges - Leading the Millennial generation; Leading equals, Leading a genius workforce						
Module:6	Guest Lecture	2 hours				
Guest Lecture from industry experts on succession planning of leaderships in organizations.						
Total Lecture hours:						20 Hours
Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.						20 [Non-Contact hrs]

Text Book(s)						
1.	Peter G. Northouse, (2016), Leadership: Theory and Practice, 7th edition, SAGE Publications.					
2	Robert N. Lussier, Christopher F. Achua, (2016), Leadership: Theory, Application, & Skill Development, 6th edition, Cengage Learning.					
Reference Books						
1.	Ram Charan, Stephen Drotter, James Noel (2011), THE LEADERSHIP PIPELINE: How to Build the Leadership-Powered Company, 2nd edition, Wiley.					
2	Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, (2013), Organizational Behavior, 15th edition, Pearson Education.					
Mode of Evaluation :						
Theory : Midterm, quizzes/ Challenging Assignments/Term paper and FAT						
J Component :Research paper for team						
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed				
		1	2	3	4	5
Internal Assessment	60					
(i) Midterm	20					
(ii) Quiz	10					
(iii) Digital Assignment	30					
Final Assessment Test	40					
Total	100					
Recommended by Board of Studies		11-03-2019				
Approved by Academic Council		No. 54		Date	14-03-2019	

Course code	Learning and Development				L	T	P	J	C
BMT6165					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
v. 02.00									
OBJECTIVES:									
students will be able to identify business problems and formulate alternative courses of action students will be able to articulate (oral and written) ideas to aid decision making									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 									
Module:1	Introduction to Learning				7 hours				
Meaning and characteristics of Learning, Laws of learning, Learning curve, Plateau in learning, Influence of motivation on learning. Theories of learning – Trial and Error theory, Insight theory, conditioning theory, Reinforcement Theory, Social Learning Theory, Learning style.									
Module:2	Training in an organization				4 hours				
Training in an organization: Objectives of Training, Importance and Needs for training, Different types of training programmes-On the job and Off the job training.									
Module:3	Training Need Assessment				3 hours				
Methods of assessment of training needs. Skill-Gap analyses.									
Module:4	Training Design & Training Development				6 hours				
Training Design: Training Objectives. Training Deliverables and Instructional Strategies. Training Budgets and Schedules plan. Procedures of training programme.									
Training Development: Drafting Training Materials. Developing tests / assessments. Quality Control Issues.									
Module:5	Training Implementation & Training Evaluation				8 hours				
Training Implementation: Train the Trainer Programmes. Classroom delivery of training. Non-Classroom delivery techniques. Computer-based training (CBT), Multimedia training (MMT), Web-Based training (WBT). Management Development Programmes (MDPs).									
Training Evaluation: The role of Evaluation in Training. Evaluating Reactions and Learning. Evaluating the transfer of training. Evaluating the results of the training.									
Module:6	Contemporary Issues				2 hours				
Guest Lecture from industry experts on contemporary training programmes designed by the corporates.									
				Total Lecture hours:				30 hours	
# Mode: Flipped Class Room, Case Discussions, Lectures, Role play, Presentation.									
Text Book(s)									
1.	Noe Raymond, (2016), EmOBJECTIVESyee Training and Development, 7th edition, McGraw Hill.								
2.	Alan M. Saks, Robert R. Haccoun, (2015), Managing Performance through and Training and development, 6th edition, Cengage Learning								
Reference Books									
1.	Armstrong Michael, (2014), A Handbook of Human Resource Management, 13th edition, Kogan Page.								

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

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject course outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Internal Assessment	60						
Midterm	20						
Final Assessment Test	40	√	√	√	√	√	√
<input type="checkbox"/> Total	100						
Recommended by Board of Studies	11-03-2019						
Approved by Academic Council	No. 54	Date	14-03-2019				

Course code	Managing work Stress				L	T	P	J	C
BMT6166					2	0	2	0	3
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
<p>students will be able to practice ethical values in achieving stakeholders welfare</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is able to recognise ethical issues that affect multiple stake holders 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 									
Module:1	Understand Stress				4 hours				
Concept, Definitions and types of stress. Basic condition of stress, GAS, Stress reaction, Consequences of stress. Causes of stress. Impact of stress in human physical and mental health.									
Module:2	Stress and Illness				3 hours				
Symptoms of stress. Possible sign of stress in young people. Associated illnesses related to stress.									
Module:3	Occupational Stress or Job Stress				4 hours				
Meaning, and concept of work stress. Sources of job stress: Organizational, Individual and environmental. Effect of stress on job performance and job satisfaction.									
Module:4	Stress Management Techniques				4 hours				
Aims of stress management. Coping strategies of stress in the organization: Individual, and organizational strategies. Techniques to combat stress: Cognitive behavioural techniques to change thought, Problem solving approach, Positive thinking.									
Module:5	Therapies and Remedial action to control stress				3 hours				
Behaviour therapies, Relaxation training, Visualization, Expressive therapies, Storytelling and Counseling Methods, Meditation, Yoga and exercise.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on counseling techniques and therapies to handle multigenerational workforce									
				Total Lecture hours:			20 hours		
Practical: Stress coping strategies and techniques: Team of students would undertake the practical exercise. The faculty coordinator would provide the topic based on the modules.								20 Hours	
# Mode: Flipped Class Room, Case Discussions, Lectures, Role play, Practical									
Text Book(s)									
1.	Jerrold S. Greenberg, (2013), Comprehensive Stress Management, 12th edition, McGraw-Hill								

Higher Education.							
Reference Books							
1.	Walt Schafer, (2000), Stress Management for Wellness, Cengage Learning.						
2.	Richard Regis, (2004), Stress Management, NHRD Network, Coimbatore Chapter.						
3.	Rita Agarwal (2001), Stress in Life and work, Response Books, 284pp, Journal of Human Values.						
4.	D. M. Pestonjee, (2008), Stress and Coping: the Indian Experience, 2nd Edition, Sage Publications.						
Mode of Evaluation							
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Internal Assessment	60						
Midterm	20						
Final Assessment Test	40	√	√	√	√	√	√
Total	100						
Recommended by Board of Studies		11-03-2019					
Approved by Academic Council		No. 54	Date	14-03-2019			

Course code	Organizational Change and Development	L	T	P	J	C
BMT6167		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
students will be able to identify business problems and formulate alternative courses of action students will be able to articulate (oral and written) ideas to aid decision making						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 						
Module:1	Organizational Change	6 hours				
Concept, Definitions, Need and Importance of change in the organization. Types and Forms of organizational change. Forces for and Resistances to change. Methods of overcoming resistance to change. Introduction to sustainability and organizational change, Learning from examples in business history about constancy of Change, Environmental factors that shape organization-wide changes, Choosing between maintenance of Status Quo versus experimentation, Stagnation versus growth, and survival versus extinction.						
Module:2		6 hours				
Models of Change Management: Kurt Lewin (Unfreeze, Move and Re-freeze); Burke and Litwin's model of Drivers of Change, J.P. Kotter's eight stages; Tackling Challenges at different periods of Change. Personal Change versus Leading change; Proactive and reactive changes.						
Management of Change: Diagnosing the organization, Determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research.						
Effective ways of managing Change: Evolutionary and Revolutionary change in organization: Continuous versus discontinuous changes, Uni-directional and cyclic changes Developments of Evolutionary Change: Sociotechnical Systems Theory, Total Quality Management, Flexible workers and Flexible work team. Developments of Revolutionary change: Reengineering, E-Engineering, Restructuring, Innovation. Mergers and Acquisitions Early detection of the direction of changes from Futurists and trend analysts; mapping external changes to internal adaptations.						
Module:3	Organizational Development	4 hours				
Concept, Objectives and Importance of OD. Foundations of OD. Managing the OD process. OD techniques to promote change. OD techniques to deal with resistance to change. OD Intervention design, leading and managing change, evaluation and institutionalization.						
Module:4	OD Interventions	6 hours				
Human process interventions I: Interpersonal and group process consultation, Human process interventions II: Conflict Resolution, Human process interventions III: Organization process consultation, Techno- structural interventions I: Organizational design and restructuring Techno- structural interventions II: Work design, responsibility						
Module:5	HR Management Interventions	6 hours				
Performance management, emOBJECTIVESye development, HR Management Interventions II: Workforce diversity and wellness. Strategic interventions: Mergers and acquisitions; Organizational Culture Change						

OD Interventions: Team Intervention, Inter-group and third party peace-making, Structural Intervention, Comprehensive OD Interventions, Consultant-Client relationships.								
Module:6				Contemporary Issues		2 hours		
Guest Lecture from industry experts on contemporary OD intervention strategies used in the current scenario.								
				Total Lecture hours:		30 hours		
# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.								
Text Book(s)								
1.	Palmer. I, Dunford. R, Akin. G,(2016), Managing organizational change: A multiple perspectives approach, 3rd edition, McGraw-Hill Irwin							
2.	Cummings Worley, (2015), Organization Development, 10th Edition, Cengage Learning.							
3.	R. G. Priyadharshini, (2015), Organizational Change and Development, Cengage Learning.							
Reference Books								
1.	John P. Kotter, (2012), Leading Change, 1st edition, Harvard Business School Press.							
2.	Kotter J. P, Rathgeber. H, (2006), Our Iceberg is Melting: Changing and Succeeding under any Conditions. New York, St. Martin's Press.							
3.	Wendell L. French, Cecil H.Bell. Jr, (2002), Organisation Development: Behavioural science Interventions for Organisational Improvement, , 6th edition, Pearson Education private Ltd.							
Mode of Evaluation								
Specific Methods	Assessment	% Weighting	Intended Course outcomes to be assessed (Please tick as appropriate)					
Internal Assessment			1	2	3	4	5	6
Assignment/Quiz	40		√	√	√	√	√	√
Midterm	20		√	√	√			
Final Assessment	40		√	√	√	√	√	√
Recommended by Board of Studies		11-03-2019						
Approved by Academic Council		No.54	Date	14-03-2019				

Course code	Performance Management	L	T	P	J	C
BMT6168		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 00.00				
OBJECTIVES:						
<p>students will be able to formulate competitive strategies for the digital market places</p> <p>students will be able to practice ethical values in achieving stakeholders welfare</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is able to recognise ethical issues that affect multiple stake holders 5. The student is able to apply multiple ethical concepts in analysing consequences of decision making 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 7. The student is able to perform a comprehensive quantitative data analysis 8. The student is able to interpret qualitative information in detail 9. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	Introduction to Performance Management	6 hours				
Overview of performance, performance appraisal, performance evaluation, performance management. The Background, Foundations, Conceptual Framework, Critiques of performance management. Need and Importance of performance management in organization.						
Module:2	Performance Management System	6 hours				
The Practice of Performance Management: PMS, Managing Performance Management, Managing under-performance. Performance Management Processes: Goal setting, Feedback, 360-degree feedback, Performance Reviews, Analyzing and Assessing Performance, Coaching.						
Module:3	Performance Management Model	5 hours				
Performance Management in Action: Performance Management surveys, Performance Management Models, The Impact of Performance management on an organization.						
Module:4	Applications of Performance Management	5 hours				
The Applications of Performance Management: Managing Organizational Performance, Managing Team Performance, Performance management and Learning, Performance Management and Rewards. Competency Mapping and assessment techniques, Potential appraisal, Training Need appraisal, Performance diagnosis and self-development initiatives.						
Module:5	Developing Performance Management	6 hours				
Developing and Maintaining Performance Management: Developing Performance Management, The Performance Management Role of Line Managers, Evaluating Performance Management Performance development strategy. Mapping Business Strategies with performance management Strategies. Challenges of managing performance.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary performance management.						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures, Presentations, Role play.						
Text Book(s)						
1.	Armstrong Michael, Armsrong's (2009), Handbook of Performance Management, 4th edition,					

Kogan Page.							
Reference Books							
1. Bacal Robert (1999), Performance Management, McGraw-Hill.							
2. Harvard Business Essentials: Performance Management (2006), Harvard Business School Press.							
Mode of Evaluation							
Specific Assessment Methods	% Weighting	Intended subject course outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Internal Assessment	60						
Midterm	20						
Final Assessment Test	40	√	√	√	√	√	√
<input type="checkbox"/> Total	100						
Recommended by Board of Studies		11-03-2019					
Approved by Academic Council		No. 54		Date		14-03-2019	

Course code	Strategic Human Resource Management	L	T	P	J	C
BMT6169		3	0	0	0	3
Pre-requisite	BMT5120	Syllabus version				
OBJECTIVES:						
<p>students will be able to formulate competitive strategies for the digital market places</p> <p>students will be able to practice ethical values in achieving stakeholders welfare</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is able to recognise ethical issues that affect multiple stake holders 5. The student is able to apply multiple ethical concepts in analysing consequences of decision making 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Human Resource Development	6 hours				
Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.						
Module:2	E-HRM	6 hours				
e- EmOBJECTIVESyee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in emOBJECTIVESyee privacy – EmOBJECTIVESyee surveys online.						
Module:3	CROSS CULTURAL HRM	4 hours				
Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border M and A- Repatriation etc. - Building Multicultural Organisations - International Compensation.						
Module:4	Global SHRM	6 hours				
Managing Global Human Resources-HR and the internationalization of business, Improving international Assignments through selections, Training and maintaining international EmOBJECTIVESyees, Developing international Staff and Multinational Teams						
Module:5	Changing Environment of HRM	6 hours				
Internal and External factors. Internal factors – Human Resource of Country , changing demands of emOBJECTIVESyers , emOBJECTIVESyees organization . External factors – Change in Technology, Legal and Government, Customer Social factors, Economic and Political factors.						
Module:6	Contemporary Issues	2 hours				
Guest Lecture from industry experts on contemporary OD intervention strategies used in the current scenario.						

	Total Lecture hours:	30 hours					
# Mode: Flipped Class Room, Case Discussions, Lectures and Quizzes.							
Text Book(s)							
1.	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.						
2.	Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.						
3.							
Reference Books							
1.	Bernadin, Human Resource Management, Tata McGraw Hill, 2006.						
2.	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.						
3.							
4.	Rosemary Harrison, EmOBJECTIVESye Development – University Press, India Ltd, New Delhi, 2007.						
5.	Tony Edwards and Chris Rees, International Human Resource Management , Pearson, 2007.						
	Chris Brewstes, Paul Sparrow, Guy Vernon, International Human Resource Management , University Press 1st Edition 2008.						
Mode of Evaluation							
Specific Assessment Methods	% Weighting	Intended Course outcomes to be assessed (Please tick as appropriate)					
Internal Assessment		1	2	3	4	5	6
Assignment/Quiz	40	√	√	√	√	√	√
Midterm	20	√	√	√			
Final Assessment	40	√	√	√	√	√	√
Recommended by Board of Studies	11-03-2019						
Approved by Academic Council	No.54	Date	14-03-2019				

Course code	Talent Management				L	T	P	J	C
BMT6170					3	0	0	0	3
Pre-requisite	Nil	Syllabus version							
		v. 02.00							
OBJECTIVES:									
<p>students will be able to co-create unique ideas, products and solutions</p> <p>students will be able to practice ethical values in achieving stakeholders welfare</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student is able to recognise ethical issues that affect multiple stake holders 5. The student is able to apply multiple ethical concepts in analysing consequences of decision making 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 									
Student Learning Outcomes (SLOs): 2,14,15,17,19									
<p>2. Having a good cognitive load management [discriminate and filter the available data] skills</p> <p>14. Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data</p> <p>15. Having an ability to use the social media effectively for productive use</p> <p>17. Having problem solving ability – solving social issues and business problems</p> <p>19. Having a good cognitive load management [discriminate and filter the available data] skills</p>									
Module:1	Introduction to Talent Management				6 hours				
Meaning of Talent Management, Overview, Concept, Scope of Talent Management, Need and Importance of Talent Management in organization. Objectives of talent management. Key Processes of Talent Management. Consequences of Failure in Managing Talent, Effective Talent Management System, Building Blocks of Effective Talent Management System. .									
Module:2	Talent Planning				5 hours				
Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership. An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour.									
Module:3	Talent Acquisition and Engagement				6 hours				
Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. Talent Acquisition Process. Sources of Talent Management. EmOBJECTIVESyer Branding, Knowledge edge in organizations, Current Application of Talent Management in various Sectors.									
Talent Engagement: Developing a Talent engagement Strategy.									
Module:4	Talent Retention and Compensation				5 hours				
Talent Retention Strategy. Defining the Elements of Total Rewards, Integrated Rewards									

Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success.

Module:5 Talent Development 6 hours

Talent development strategy. Competency Mapping and assessment techniques- Recruitment appraisal, Potential appraisal, Training Need appraisal, Performance diagnosis and self-development initiatives. Mapping Business Strategies and Talent Management Strategies. Challenges of Talent Management.

Module:6 Contemporary Issues 2 hours

Guest Lecture from industry experts on contemporary talent management using cloud computing.

Total Lecture hours: 30 hours

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

Text Book(s)

- Lance A. Berger, Dorothy R. Berger,(2011), The Talent Management Handbook, 2nd Edition Tata McGraw-Hill

Reference Books

- Rob Silzer, Ben E. Dowel, (2010). Strategy-Driven Talent Management: A leadership Imperative, Wiley.
- Harrington Brad, Hall, Douglas T, (2008), Career Management and Work-Life Integration: Using Self-Assessment to Navigate Contemporary Careers. Sage Pub.
- Paul Sparrow, Hugh Scullion, Ibraiz Tarique, (2014), Strategic Talent Management, Contemporary Issues in International Context Cambridge University Press.

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject course outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Internal Assessment	60						
Midterm	20						
Final Assessment Test	40	√	√	√	√	√	√
<input type="checkbox"/> Total	100						

Recommended by Board of Studies 11-03-2019

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

Course code	Workplace Counselling	L	T	P	J	C
BMT6171		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
v. 0.00						
OBJECTIVES:						
students will be able to practice ethical values in achieving stakeholders welfare students will be able to articulate (oral and written) ideas to aid decision making						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to recognise ethical issues that affect multiple stake holders 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 						
Module:1	Introduction to Counseling	6 hours				
Introduction to Counseling: Definition, objectives and importance of counseling. Goals of effective counseling. Basic principles of counseling. Understanding counseling as a process, Stages of the counseling process. Building the Counseling Relationship: The core conditions of counseling. In-depth ExOBJECTIVESration: Advanced empathy, Confrontation, Interpretation & Role Playing. Ethical Issues in counseling.						
Module:2	Workplace Counselling	5 hours				
Workplace today, why workplace counseling, Basics of workplace counseling, Dimensions of workplace counseling. Preparation for counseling, assessing workplace counseling, Introducing counseling in the workplace. Model of workplace counseling.						
Module:3	Role of Workplace Counsellors	5 hours				
Characteristics of effective counsellors, Multiple roles of counselors. Training for counselors. Ethical issues in counseling, Self-Development of Managers as Counsellors: Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship Use of Counselling skills in a HR environment.						
Module:4	Applications Workplace Counseling Techniques and Methods	6 hours				
Assessment and diagnosis in workplace counseling, Structuring, Leading and Questioning techniques, Overview of Major Theories of Counseling: Person Centered counseling, Transactional Analysis, Psychoanalytical counselling and Behavioural Counseling Issues at Workplace: Career, Absence and Sickness, Grievance and Disciplinary, Welfare, Turnover and Retention, Redundancy, Home: Bereavement, Family Issues-financial, relationship.						
Module:5	Practical: Counselling Interventions in Organizations	6 hours				
Counselling Interventions in Organizations: Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.						
Module:6	Contemporary Issues	2 hours				

Guest lecture by industry experts on counseling techniques and therapies to handle workforce issues.							
Total Lecture hours:					30 hours		
# Mode: Flipped Class Room, Case Discussions, Lectures, Role playing and Practical exercise. Practical: Students would undertake the current workplace problems and exercise, practice, apply counselling techniques and methods in the psychometric Lab.							
Text Book(s)							
1.	Lewis E Patterson & Elizabeth Reynolds Welfel, (2005),The Counseling Process, Sixth Edition, Cengage Learning Pvt Ltd.						
Reference Books							
1.	Kavita Singh, (2010), Counseling Skills for Managers, Prentice-Hall of India.						
2.	Walt Schafer, (2000), Stress Management for Wellness, Cengage Learning.						
Mode of Evaluation							
Specific Assessment Methods	% Weighting	Intended subject course outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Internal Digital Assessment	60						
Midterm	20						
Final Assessment Test	40	√	√	√	√	√	√
Total	100						
Recommended by Board of Studies		11-03-2019					
Approved by Academic Council		No. 54	Date	14-03-2019			

Course Code	Analysis and Design of Information Systems	L	T	P	J	C
BMT6172		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to formulate competitive strategies for the digital market places						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 						
Module:1	Requirements Gathering	7 hours				
Business analysis – Requirement elicitation – Requirement management and communication – Enterprise and Requirement analysis (functional and non-functional)						
Module:2	Information Systems design methods	4 hours				
Information Systems Development - Project Management – Introduction to system analysis and Design methods						
Module:3	System Analysis	7 hours				
Systems Analysis Methods - Systems Analysis Techniques - Modeling System Requirements with Use Cases - Data Modeling - Process Modeling - Object-Oriented Analysis and Modeling						
Module:4	System Design	6 hours				
Systems Design - Database Design - Output Design and Input Design and Prototyping - User Interface Design - Object-Oriented Design						
Module:5	System Construction and Implementation	4 hours				
Systems Construction Phase – Context of System Construction and Implementation – Tasks for Construction and implementation phases – System Acceptance Test Phase – Conversion to New System						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on latest trends in system design						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures						
Text Book(s)						

1.	1. Hossein Bidgoli, Nilanjan Chattopadhyay, (2014), MIS4, 4th edition, Cengage Learning.
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Reference Books

1.	Jeffrey L Whitten, Lonnie D. Bentley, (2008), Introduction to System Analysis & Design, 1st edition, McGraw Hill
2.	Arthur M. Langer, (2008), Analysis and Design of Information Systems, 3rd edition, Springer-Verlag London.
3.	Alan Dennis, Barbara Haley Wixom, (2015), System Analysis & Design Methods, 6th edition, Wiley.
	Donald Yeates, Tony Wakefield, (2004), System Analysis & Design, 2nd edition, Prentice Hall.

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
		1	2	3	4	5	6	7
Continue Assessment	60							
Midterm	20	√	√	√	√	√	√	√
Final Assessment Test	40	√	√	√	√	√	√	√
Total	100							

Recommended by Board of Studies	11-032019		
Approved by Academic Council	No. 54	Date	14-03-2019

Course code	Applied Operations Research				L	T	P	J	C				
BMT6173					3	0	0	0	3				
Pre-requisite	Nil				Syllabus version								
					v. 02.00								
OBJECTIVES:													
students will be able to make decisions under constraints students will be able to systematically apply qualitative and quantitative techniques to solve business problems													
OUTCOME:													
1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem													
Module:1	Advanced Linear Prgramming Problem				5 hours								
Linear Programming problem for more than two variables, use of artificial variables, Big M-method and Two phase method, special cases of linear programming problem.													
Module:2	Transportation and Assignment Problem				5 hours								
A general linear planning formulation of the transportation problem - Northwest corner rule – Least cost method. Vogel's approximation method – degeneracy in transportation problem – optimal solution - modified distribution method, unbalanced transportation problems - Hungarian method of solving assignment problem - unbalanced assignment problems													
Module:3	Project Scheduling				8 hours								
PERT/CPM networks - project scheduling with uncertain activity times - the critical path calculation.													
Module:4	Job Sequencing				5 hours								
Sequencing: Sequencing of 'n' jobs and '2' machines - 'n' jobs and '3', M machines –Processing two jobs through M machines													
Module:5	Application using software				5 hours								
Solving operation research problems using Excel-Solver and TORA Software.													
Module:6	Contemporary Issues				2 hours								
Guest lecture by industry experts on contemporary operational analytics tools used by corporates in decision making													
	Total Lecture hours:				30 hours								
# Mode: Flipped Class Room, Case Discussion, Lectures													
Text Book(s)													
1.	Wayne L. Winston and S. Christian Albright (2008). Practical Management Science, 3rd ed., South-Western College Pub												
2.	Hamdy Taha, (2003), Operations Research – 7 th edition, Prentice Hall India												
Reference Books													
1.	Kanti Swarup, P.K. Gupta & Man mohan, (2005), Operations Research, Sultan Chand & Sons												
2.	S.D.Sharma & Kedar Nath, (2004), Operations Research, , Ram Nath & Co.												
3.	V.K.Kapoor, (2002), Operations research Techniques for Management, Sultan Chand & Son												
Mode of Evaluation: Midterm: Unit 1,2&3, Quiz, Assignments and Case Studies													
Specific Assessment Methods			% Weighting		Intended subject learning outcomes to be assessed (Please tick as appropriate)								
					1	2	3	4	5				

Continue Assessment	60								
Midterm	20	√	√	√	√	√			
Final Assessment Test	40	√	√	√	√	√			
Total	100								
Recommended by Board of Studies	11-03-2019								
Approved by Academic Council	No. 54	Date	14-03-2019						

Course code	Big Data Analytics	L	T	P	J	C
BMT6174		2	0	2	0	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
students will be able to co-create unique ideas, products and solutions						
students will be able to formulate competitive strategies for the digital market places						
students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support						
2. Student uses multiple idea creation techniques						
3. Student creates new ideas and combines multiple perspectives to develop new solutions						
4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace						
5. The student does a comprehensive analysis of potential dangers of competitors activity						
6. The student provides comprehensive industry assessment and strategy formulation and implementation details						
7. The student is able to perform a comprehensive quantitative data analysis						
8. The student is able to interpret qualitative information in detail						
9. The student is able to represent the analyses as a complete solution to the business problem						
Module:1	Introduction to Data Analytics	3 hours				
Big Data Overview – Characteristics of Big Data –Business Intelligence v/s Data Analytics – Need of Data Analytics – Data Analytics in Industries – Role of the Data Scientist – Data Analytics Life Cycle– Main phases of the lifecycle						
Module:2	Introduction to Hadoop, HDFS and Hadoop Architecture	4 hours				
Need of Hadoop - Overview of Hadoop – Hadoop v/s RDBMS – Hadoop v/s MPI - Scale-up vs. Scaleout architectures- Hadoop Eco System - The Distributed File System: HDFS, – The Design of HDFS –HDFS Concepts – Working with HDFS-Components of Hadoop Nodes - Hadoop Cluster Architecture – Working principle of Hadoop – MapReduce –Map and Reduce Phase – Job Processing in Hadoop - MapReduce program for Counting the things						
Module:3	Spark Architecture	3 hours				
Motivation - Interactive and iterative - Directed Acyclic Graph (DAG) - RDD- Transformations - Actions - Numerical Operations - Counting the things using Scala Spark, PySpark, JavaSpark and Rspark						
Module:4	Machine Learning With Big Data	4 hours				
Machine Learning with Big Data: Advanced Data Analytics- A Closer Look at Machine Learning- Machine Learning Taxonomies- Data Mining Tasks-A Statistical Modeling Approach, Testing our Statistical Model, Naive Bayes Rule, Decision Tree Induction, Constructing Decision Trees, Decision Tree Overfitting and Other Concerns, The Spark Machine Learning Library (MLlib), Spark MLlib Classification						
Module:5	Graph Analytics for Big Data	4 hours				
What is a Graph?- Why Graphs?-What are the impact of Big Data's V's on Graphs?- Focusing on Graph Analytics Techniques- Path Analytics-Appling Dijkstra's Algorithm- Inclusion and Exclusion Constraints- Graph Analytics Applications- Connectivity Analytics- Disconnecting a Graph- Community Analytics and Local Properties- Global Property: Modularity- Centrality Analytics.						
Module:6	Contemporary Issues	2 hours				

Guest lecture by industry experts on emerging trends in big data as a Business planning tool – Recommendation analytics – Health Care analytics – financial Analytics - Log Data Analytics - Social Media analytics - Fraud and abuse Detection							
Total Lecture hours:						20 hours	
Practical Hadoop, Hadoop Architecture, spark architecture, machine learning, graph analytics.						20 hours	
# Mode: Flipped Class Room, Case Discussion, Lectures							
Text Book(s)							
1.	Thomas Davenport et.al, (2010), Analytics at Work: Smarter Decisions, Better Results , 3rd edition, Harvard Business School Press, Boston, Massachusetts.						
2.	Zikopoulos P, Eaton C, (2011), Understanding big data: Analytics for enterprise class Hadoop and streaming data, McGraw-Hill Osborne Media.						
3.	Viktor Mayer-Schönberger, Kenneth Cukier (2014), Big Data: A Revolution That Will Transform How We Live, Work, and Think, Mariner Books						
Reference Books							
1.	Pramod J. Sadalage, Martin Fowler, (2012), NoSQL Distilled: A Brief Guide to the Emerging World of Polyglot Persistence, Addison-Wesley.						
2.	Sammer E, (2012), Hadoop Operations, 1st edition, O'Reilly Media, Inc.						
3.	Marz N, Warren J, (2015), Big Data: Principles and best practices of scalable real-time data systems, Manning Publications Co.						
4.	Miner D, Shook A, (2012), MapReduce Design Patterns: Building Effective Algorithms and Analytics for Hadoop and Other Systems, O'Reilly Media, Inc.						
5.	Rajaraman A, Ullman J. D, (2014), Mining of massive datasets, Cambridge: Cambridge University Press.						
6.	Lam, C. (2014). Hadoop in action. 2nd edition, Manning Publications Co.						
7.	Franks, B, (2012), Taming the big data tidal wave: Finding opportunities in huge data streams with advanced analytics, John Wiley & Sons.						
8.	Provost F, Fawcett T, (2013), Data Science for Business: What you need to know about data mining and data-analytic thinking, O'Reilly Media, Inc..						
9.	Thomas Davenport et. Al, (2007), Competing on Analytics: The New Science of Winning. Harvard Business School Press. Boston, Massachusetts.						
10.	Zikopoulos P, Parasuraman K, Deutsch T, Giles J, Corrigan D, (2012), Harness the power of big data The IBM big data platform, McGraw Hill Professional.						
Mode of Evaluation: Midterm, Quizzes, Assignments, Term paper, Mini Projects and FAT							
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Continue Assessment	60						
Midterm	20	√	√	√			
Final Assessment Test	40	√	√	√	√	√	√
Lab	100	√	√	√	√	√	√
Total	100						
Recommended by Board of Studies		11-03-219					
Approved by Academic Council		No.54	Date	14-03-2019			

Course code	Data Science for Managers				L	T	P	J	C
BMT6175					2	0	0	4	3
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
<p>students will be able to make decisions under constraints</p> <p>students will be able to formulate competitive strategies for the digital market places</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 5. The student does a comprehensive analysis of potential dangers of competitors activity 6. The student provides comprehensive industry assessment and strategy formulation and implementation details 7. The student is able to perform a comprehensive quantitative data analysis 8. The student is able to interpret qualitative information in detail 9. The student is able to represent the analyses as a complete solution to the business problem 									
Module:1	Univariate Analysis I				3 hour				
Mean, Median and Mode – Individual, Discrete and Continuous Series – Application with real time data using software and Data Interpretations									
Module:2	Univariate Analysis II				3 hour				
Standard Deviation, Variance and Coefficient of Variation - Application with real time data using software and Data Interpretations									
Module:3	Prescriptive and Predictive Analysis				4 hours				
Correlation & Regression: Correlation analysis, Rank correlation - Regression Analysis Bivariate and Multivariate Analysis - Application with real time data using software and Data Interpretations									
Module:4	Bivariate Analysis				4 hours				
<p>Test of Hypothesis</p> <p>Chi Square test, ANOVA: One way and Two way classification.</p> <p>Non Parametric Test</p> <p>Sign test, Rank sum test, Run test, Kruskal wallis test, Mann Whitney U test - Application with real time data using software and Data Interpretations</p>									
Module:5	Multivariate Analysis				4 hours				
Factor Analysis, Conjoint Analysis and Discriminant Analysis - Application with real time data using software and Data Interpretations - Application with real time data using software and Data Interpretations									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on Statistical application in decision making									
				Total Lecture hours:	20 hours				
Project : # Use of SPSS/SAS software for Advanced Data Analytics and Interpretations				20 Non-contact hours					

# Mode: Flipped Class Room, Case Discussion, Lectures									
Text Book(s)									
1.	Levin, Rubin, (2013), Statistics for Management, 13th edition, Pearson Education.								
2.	Anderson D.R, Sweeney D.J, Williams T.A, (2013), Statistics for Business and Economics, 11th edition, Cengage Learning.								
3.	Gerald Keller, (2014), Statistics for Management and Economics, 10th edition, Cengage Learning.								
4.	Rajendra Nargunkar (2016), Marketing Research, Tata McGraw Hill								
Reference Books									
1.	Srivastava T, Rego S, (2012), Statistics for Management, Tata McGraw Hill.								
2.	Murray R. Spigel, (2010), Theory and Problems of Statistics – Schaums outline Series 4th edition, McGraw Hill.								
3.	S.P. Gupta, (2014), Statistical Methods, 13th edition, Sultan Chand Publications.								
Mode of Evaluation: Midterm: Unit 1, 2&3, Quizzes, Assignments, Term paper, Mini Projects and FAT									
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5			
Continue Assessment	60								
Midterm	20	√	√	√					
Final Assessment Test	40	√	√	√	√	√			
Project	100	√	√	√	√	√			
Total	100								
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54	Date	14-03-2019					

Course Code	E-Commerce	L	T	P	J	C
		2	0	0	4	3
BMT6176	Pre-requisite: NIL	Version:				
OBJECTIVES:						
students will be able to formulate competitive strategies for the digital market places						
OUTCOME:						
1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details						
1	Introduction to E-Commerce: Introduction to E-Commerce - Forces Fueling E-Commerce- E-commerce Frame work - Challenges In E-Commerce - Model for E-Commerce - Types Of E-Commerce.	2 Hours				
2	Technical Aspects of E-Commerce: Security on the Net - Implementation and Management Issues of E-commerce - Electronic Data Interchange - Electronic Payment Systems.	4 Hours				
3	E-Commerce Applications : Commercial Aspects of E-commerce - E-Commerce And Banking - E-Commerce And Retailing - Electronic Commerce And Online Publishing - E-Business Issues & Internet Marketing.	5 Hours				
4	E-Commerce Strategies: E-Commerce Strategies for Development Elements Of National E-Commerce Strategies Legal Aspects of E-Commerce - Planning Successful E-Commerce – Case Studies.	4 Hours				
5	E-Commerce and other Integration: Integrating E-Commerce with ERP, SCM and other Business applications Systems, Future of E-Commerce and Collaborative Commerce.	3 Hours				
6	Guest lecture by industry experts on latest trends in E-Commerce	2 Hours				
	Total Lecture Hours	20 Hours				
	Project: Team of maximum 5 students would undertake the project. The faculty coordinator would provide the topic based on the modules.	20 No. contact hours				
# Mode: Flipped Class Room, Case Discussions, Lectures and Project						
Text Books						
1. Efraim Turban et. al, (2010), Electronic Commerce–A Managerial Perspective, Pearson Education.						
References						
1. R Kalokota, Andrew V. Winston, (2005), Electronic Commerce – A Manager’s guide, Pearson Education.						

Mode of Evaluation							
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	
Continue Assessment	60						
Midterm	20	√	√	√	√	√	
Internal Assessment Test	40	√	√	√	√	√	
Total	100						
Recommended by Board of Studies	11-03-2019						
Approved by Academic Council	No. 54	Date	14-03-2019				

Course code	Information Systems Audit and Control				L	T	P	J	C
BMT6177					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 01.00				
OBJECTIVES:									
students will be able to formulate competitive strategies for the digital market places									
OUTCOME:									
1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace									
2. The student does a comprehensive analysis of potential dangers of competitors activity									
3. The student provides comprehensive industry assessment and strategy formulation and implementation details									
Module:1	Process of Auditing IS				4 hours				
Management of IS Audit Function - Risk Analysis – Internal Controls – Performing an IS Audit – Control Self-assessment – The Evolving IS Audit process									
Module:2	Governance and Management of IT				7 hours				
Corporate Governance – IS Strategy – IT Investment and allocation processes - Policies and Procedures – Risk Management – IS Management practices –IS Organizational structure and responsibilities – Business Continuity Planning – Auditing Business Continuity									
Module:3	IS Operations, Maintenance and Support				7 hours				
IS Operations- IS Hardware – IS Architecture and Software – IS Network Infrastructure – Auditing Infrastructure and Operations									
Module:4	IS Acquisition, Development and DRP				5 hours				
Auditing Application Controls – Auditing Systems Development Acquisition and Maintenance – Disaster Recovery Planning									
Module:5	Protection of Information Assets				5 hours				
Importance of Information Security Management - Logical Access – Network Infrastructure Security- Auditing Information Security Management Framework - Environmental Exposures and Control – Physical Access Exposures and Controls									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on importance of Information systems audit and control									
				Total Lecture hours:			30 hours		
# Mode: Flipped Class Room, Case Discussions, Lectures									
Text Book(s)									
1.	Sandra Senft, Frederick Gallegos, Aleksandra Davis,(2012), Information Technology Control and Audit, 4th edition, Auerbach Publications.								
Reference Books									
1.	CISA Review Manual – ISACA.								
2.	Jack J. Champlain, (2003), Auditing Information Systems, 2nd edition, Wiley.								
Mode of Evaluation: Mid term Examination:1,2&3, Quiz and Digital Assignments									
Specific Assessment Methods		% Weighting		Intended subject learning outcomes to be assessed (Please tick as appropriate)					
				1	2	3	4	5	6
Continue Assessment		60							
Midterm		20		√	√	√	√	√	√
<input type="checkbox"/> Final Assessment Test		40		√	√	√	√	√	√
Total		100							
Recommended by Board of Studies				11-03-2019					

BMT6178	IT Enabled Services	L	T	P	J	C
		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
v. 02.00						
OBJECTIVES:						
students will be able to co-create unique ideas, products and solutions						
students will be able to formulate competitive strategies for the digital market places						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 5. The student does a comprehensive analysis of potential dangers of competitors activity 6. The student provides comprehensive industry assessment and strategy formulation and implementation details 						
Module:1	Evolution of ITES	7 hours			CO: 1	
Introduction, Evolution of ITES, Key Drivers of ITES, Key benefits of IT-enabled outsourcing. The Indian IT-Enabled outsourcing market: Existing size, Market Segmentation. Contact centers, Market size, Market Processes, Value Proposition and Future of Indian contact center market. Market Processes, Market size, Setup of Medical Transcription, Customers for MT units. Types of Service Desks, benefits and demerits of each type, suitability of a particular type to a specific business context						
Module:2	ITES Frame Works	6 hours			CO: 2,3	
Introduction to Relevant Internet & Web, Applications for ITES, Voice over IP, IP telephony, groupware, SMTP, SOAP, BizTalk servers. Back Office Operations, GIS, Animation, Engineering and Design Services, On line Training: Business Process Outsourcing, GIS Services, Content development and animation, Engineering & Design Services						
Module:3	SLAs	5 hours			CO: 3, 4	
Service level agreements: What are the components- how to develop good SLA. – Templates of SLAs. Service Level Management: Process metric show to design – how to capture data on process metrics – how to monitor						
Module:4	Business Models Driving IT Enabled Service	5 hours			CO: 3,4	
In-house/Captive centers, Building Success strategies for in-house ITES& 3rd party providers, Third Party Services providers.						
Module:5	Challenges in ITES	5 hours			CO: 2,4	
HR in ITES, EmOBJECTIVESye Value Proposition, Balance of Rewards, Incentive Plan, Training, Quality Focus, Benchmarking quality & Performance. Perspective, Supply & Demand side, Action Plan for India. Importance & General Strategies for organizing Disaster Recovery, Business Impact of a Disaster.						
Module:6	Contemporary Issues	2 hours			CO: 1,2,3,4	
Guest lecture by industry experts on latest trends in ITES in India						
		Total Lecture hours:	30 hours			
# Mode: Flipped Class Room, Case Discussions, Lectures						
Text Book(s)						
1.	Shiro Uesugi, (2013), IT Enabled Services, Springer.					

Reference Books									
1.	Stuart Morstead, Greg Blount, (2004), OFFSHORE READY - Strategies to plan and profit from offshore IT enabled services, 2nd edition, American Productivity & Quality Center.								
2.	Charles Weaver, (2007), The Art of Managed Services, 1st edition, MSP Alliance Press.								
3.	Nikhil Treebhohun, (2011), Promoting IT Enabled Services, Series Title: Lessons from the Commonwealth.								
Mode of Evaluation									
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4				
Continuous Assessment	40	√	√	√	√				
Midterm	20	√	√						
<input type="checkbox"/> Final Assessment Test	40	√	√	√	√				
Total	100								
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54		Date		14-03-2019			

Course code	Lean Manufacturing				L	T	P	J	C
BMT6179					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
OBJECTIVES:									
students will be able to co-create unique ideas, products and solutions students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem									
Module:1	Introduction to Lean Management				3 hours				
History of lean and Toyota Production System, Production Management and JIT Production System, Introduction to the JIT Production System, Relationship with Profit, Approach to Production as a whole									
Module:2	Wastology				6 hours				
The Total Elimination of Waste, Types of Wastes, Discovering and Removing Waste, 5S Approach, Red Tags & Signboards, Visual Controls, Orderliness; Flow Production, Inventory, Flow Production within and between Factories; Multi-process Operations, difference between Horizontal and Vertical Multi-process Operations, Precautions and Procedures for Multi-Process Operations									
Module:3	Labour Cost Reduction				6 hours				
Labour Cost Reduction Steps, Points for achieving Labour Cost Reduction; Kanban: Differences between the Kanban System and Conventional Systems, Functions and Rules of Kanban, Determination of Variety and Quantity of Kanban, Administration of Kanban									
Module:4	Visual Control				7 hours				
Introduction to Visual Control, Visual Orderliness, Standing Signboards, Andon, Production Management Boards, Relationship between Visual Control and Kaizen; Leveling: Introduction to Level Production, Methods of Production Scheduling, Difference between Batch and Level Production, Levelling Techniques, VSM, ROC, TOC									
Module:5	Changeover & Standard Operations				6 hours				
Changeover : Changeover Improvement, Procedure and Seven Rules for Improving Changeover; Quality Assurance, Plan for Achieving Zero Defects, The Poke-Yoke System, how to use Poke-Yoke and Zero Defects Check Lists Standard Operations: Establishing Standard Operations, Combination Charts and Standard Operations Charts, Standard Operations and Operations Improvements; Jidoka: Steps towards Jidoka, Difference between Automation and Jidoka, Separating workers, Ways to Prevent Defects, Extension of Jidoka to the Assembly Line, Maintenance and Safety, CCO: Three Lessons in Maintenance, Preventing Breakdowns, Strategies for Zero Injuries, and Zero Accidents.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on recent trends in lean manufacturing practices.									
				Total Lecture hours:				30 hours	
# Mode: Flipped Class Room, Case Discussion, Lectures									

Text Book(s)									
1.	Steve Borris, (2012), Strategic Lean Mapping, McGraw Hill.								
2.	Yasuhiro Monden, (2011) "Toyota Production System: An Integrated Approach to Just-in-Time", 4th edition, CRC Press.								
Reference Books									
1.	Pascal Dennis, (2007) "Lean Production Simplified: A plain Language Guide to the World's Most Powerful Production System", Second Edition, Productivity Press.								
2.	Wilson, (2009), How to Implement Lean Manufacturing, McGraw-Hill Professional.								
3.	Stephen A Ruffa, (2010), The Going Lean Field book, AMACOM, USA.								
4.	Hiroyuki Hirano, (2009), JIT Implementation Manuel (Vol I to Vol VI), 2nd edition, CRC Press.								
5.	John Shook, Alexis Schroeder, (2008), Lean Lexicon, Lean Enterprise Institute, MA, USA.								
6.	Jeffrey K. Liker, David Meier, (2006), The Toyota Way Field Book, McGraw Hill.								
Mode of Evaluation									
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5	6		
Continue Assessment	60								
Midterm	20	√	√	√					
Final Assessment Test	40	√	√	√	√	√	√		
Total	100								
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54		Date		14-03-2019			

Course Code	Logistics and Supply Chain Management	L	T	P	J	C
		3	0	0	0	3
BMT6180	Pre-requisite:	Version:				
OBJECTIVES:						
students will be able to co-create unique ideas, products and solutions students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem						
Module: 1	Introduction to Logistics and SC management	5hours				
	Definition and Scope of Logistics and SC – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services Role of logistics and SC in Competitive strategy - Understanding the Supply Chain Performance measures -Achieving Strategic Fit and Scope-Supply Chain Drivers and Metrics-Overview of Supply Chain Challenges in India					
Module: 2	Designing the Supply Chain Network	6hours				
	Designing Distribution Networks and Applications to Business, Network Design in the Supply Chain, Network Design in an Uncertain Environment Warehousing Functions – Types – Warehousing decisions and facilities location – Risk pooling – Decision Model – Layout Design –. Material Handling Equipment and Systems-Cross Docking.					
Module: 3	Planning Demand and Supply in a Supply Chain	5hours				
	Demand Forecasting in a Supply Chain, Aggregate Planning in a Supply Chain-Sales and Operations Planning: Planning Supply and Demand in a Supply Chain-Coordination in a Supply Chain					
Module: 4	Planning and Managing Inventories and Transport in a SC	6hours				
	Managing Economies of Scale in a Supply Chain: Cycle Inventory-Managing Uncertainty in a Supply Chain: Safety Inventory-Determining the Optimal Level of Product Availability Role of Transportation in a SC - Transportation System – Evolution, Infrastructure and Networks, Freight Management – Route Planning –Containerization - Modal Characteristics, Inter-Modal Operators and Transport Economics. Packaging- Design considerations.					
Module: 5	Managing cross-functional drivers in a supply chain	6hours				
	Sourcing Decisions in a Supply Chain-Pricing and Revenue Management in a Supply Chain-Information Technology in a Supply Chain-Sustainability and the Supply Chain Logistics Outsourcing; Logistics Service provider – 3PL, 4PL and 5PL; Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management. Automatic Identification Technologies. Reverse Logistics – Scope, Design and as a Competitive Tool.					
Module: 6	Contemporary Issues	2hours				
	Guest lecture by industry experts on Key Issues, Best Practices, and Emerging trends in supply chain and logistics management					

		Total Lecture Hours				30hours					
# Mode: Flipped Class Room, Case Discussion, Lectures											
Text Book(s)											
1.	Sunil Chopra, Peter Meindl, D.V. Kalra, (2015), Supply Chain Management- Strategy, Planning and Operations, 6th edition, Pearson education.										
2.	Joel D Wisner, G. Keong Leong, Keah-Choon Tan, (2012), Supply Chain Management – A Balanced Approach, 3rd edition, Cengage Learning.										
Reference Books											
1.	Ballou R. H, (2011), Business Logistics/Supply Chain Management, 5th edition, Pearson Education.										
2.	Robert Jacobs, Ravi Shankar, Richard Chase (2014), Operations and Supply chain Management, 14th edition, Mcgraw Hill.										
3.	Hugos M. H, (2011), Essentials of Supply Chain Management, 3rd edition, John Wiley & Sons.										
4.	Christopher M, (2011), Logistics and supply chain management: creating value-added networks, 4th edition, FT Press.										
Mode of Evaluation											
Specific Assessment Methods		% Weighting		Intended subject learning outcomes to be assessed (Please tick as appropriate)							
				1	2	3	4	5	6		
Continue Assessment		60									
Midterm		20		√	√	√					
Final Assessment Test		40		√	√	√	√	√	√		
Total		100									
Recommended by Board of Studies				11-03-2019							
Approved by Academic Council				No. 54		Date		14-03-2019			

Course code	Materials Management				L	T	P	J	C
BMT6181					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
OBJECTIVES:									
students will be able to co-create unique ideas, products and solutions students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem									
Module:1	Introduction				5 hours				
Introduction to Materials management, Production Planning: Demand Forecasting Aggregate planning, Master Scheduling, BOM, MRP, Capacity Planning, Production Scheduling									
Module:2	Inventory Management				7 hours				
Stores and Warehousing, Stock assessment, Cost of Inventory, Selective Inventory Control, MUSIC 3D, JIT Inventory Management									
Module:3	Procurement & Vendor Management				8 hours				
Foundations of Strategic Sourcing and Supply Management, P2P Process, Strategy Development; Procurement: Ordering Quantity, Procurement Types, Steps of Procurement, Tendering & Bid evaluation process, Negotiation & Ordering, Importing, Procurement Cost; Vendor Management: Vendor Development, Vendor Rating, and Selection and Analytics Hierarchy Process (AHP), Supplier Performance Management.									
Module:4	Material Handling				4 hours				
Material Handling System : Cranes, Conveyors, Feeders, Pipelines, Processing of materials and Cost									
Module:5	Quality Management				4 hours				
Quality Management and Audit; Supply Quality Management; Inspection, Acceptance Sampling, Quality Control of supplies; Supply Base Integration.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on E-sourcing for competitive advantage									
				Total Lecture hours:		30 hours			
# Mode: Flipped Class Room, Case Discussion and Lectures									
Text Book(s)									
1.	J.R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, (2011), Introduction to Materials Management, 7th edition, Pearson.								
2.	Monczka M Robert et al, (2016), Purchasing and Supply Chain Management, 6th edition, Cengage Learning.								
Reference Books									
1.	Hiroyuki Hirano, (2009), JIT Implementation Manual (Series), 2nd edition, FL: CRC Press.								
2.	Joseph L. Cavinato, Ralph G. Kauffman, (2000). The Purchasing Handbook, 6th edition, McGraw Hill.								
3.	Fred B. Sollish, John Semanik, (2012),The Procurement and Supply Manager's Desk Reference, 2nd edition, NJ: John Wiley & Sons.								

4.	Robert Handfield, (2006), Supply Market Intelligence, Auerbach Publications (Taylor and Francis).							
Mode of Evaluation								
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
		1	2	3	4	5	6	
Continue Assessment	40							
Midterm	20	√	√	√				
Final Assessment Test	40	√	√	√	√	√	√	
Total	100							
Recommended by Board of Studies		11-03-2019						
Approved by Academic Council		No. 54		Date		14-03-2019		

Course code	Operations Analytics				L	T	P	J	C
BMT6182					3	0	0	0	3
Pre-requisite	BMT5118				Syllabus version				
					v. 01.00				
OBJECTIVES:									
students will be able to identify business problems and formulate alternative courses of action students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
1. The student is comprehensively able to describe the problem in a decision making Student uses multiple idea creation techniques 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is able to interpret qualitative information in detail 5. The student is able to represent the analyses as a complete solution to the business problem 6. The student is able to perform a comprehensive quantitative data analysis									
Module:1	Prescriptive Analytics - Optimization				5 hours				
Game theory: Two person zero-sum game with saddle point – Game problems of Mixed strategy - Method of dominance – Graphic method for 2Xn or mX2 games – Mixed strategies for 3X3 game – Method of linear programming									
Module:2	Predictive Analytics				5 hours				
Replacement Problems: Replacement models that deteriorate with time – Replacement of items whose maintenance costs increase with time and value of money also changes with time –Replacement of items that fail suddenly									
Module:3	Inventory Models				8 hours				
Materials Management and Procurement: Inventory Problems: Deterministic model – Costs – Decision variables-Economic order Quantity with and without shortage – Quantity discount – Probabilistic Inventory model – Inventory systems – Safety stock – Instantaneous and non-instantaneous receipt of goods – Re-order level – ABC Analysis									
Module:4	Decision Making Models				5 hours				
Decision Making under uncertainty - Decision making under certainty and Risk– Decision Tree									
Module:5	Queuing Models				5 hours				
Introduction to Queuing Theory – (M/M/1): (∞ /FCFS), (M/M/1): (N/FCFS), (M/M/C): (∞ /FCFS), (M/M/C): (N/FCFS)									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on contemporary operational analytics tools used by corporates in decision making									
				Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures									
Text Book(s)									
1.	Andersen, Sweeney etal, (2016), Quantitative Methods for Business, 13th edition, Cengage Learning.								
2.	Wayne L. Winston, S. Christian Albright, (2016), Practical Management Science, 5th edition, Cengage Learning.								
3.	Arun Kumar, N. Meenakshi, (2014) Operations Management, Cengage Learning.								
Reference Books									
1.	Hamdy Taha, (2016), Operations Research, 10th edition, Prentice Hall India.								
2.	S.D.Sharma, KedarNath, (2014), Operations Research, Ram Nath & Co.								
3.	V.K.Kapoor, (2014), Operations research Techniques for Management, 5th edition, Sultan								

Chand & Sons.									
Mode of Evaluation: Mid-term Examination: 1,2&3, Quiz, Assignments and Case Analysis									
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5			
Continue Assessment	60								
Midterm	20	√	√	√	√	√			
Final Assessment Test	40	√	√	√	√	√			
Total	100								
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54		Date		14-03-2019			

Course code	Programming for Analytics				L	T	P	J	C
BMT6183					2	0	2	0	3
Pre-requisite	Nil				Syllabus version				
OBJECTIVES:									
<p>students will be able to make decisions under constraints</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p> <p>students will be able to involve stakeholders and team members in executing decisions</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 									
Module:1	Introduction to R				4 hours				
Overview and History of R- R Console Input and output Evaluation- R Studio -Data Types – variables – operators - R Objects and Attributes- Vectors and Lists- Matrices- Factors- Missing Values-Data Frames-Names – Reading data in and out of R – Subsetting R objects – Date and time									
Module:2	Control Structures				2 hours				
If..else – for loops – Nested for loops – while loop – repeat – next- break									
Module:3	Functions and Packages				3 hours				
Functions in R- Argument Matching – lazy Evaluation – Scoping rules – lexical scoping – dynamic scoping – Loop functions – Strings – Packages in R									
Module:4	Debugging and Simulation				2 hours				
Debugging tools in R – using traceback() – debug() – recover() – Generating random numbers – setting the random number seed – simulating a linear model – random sampling									
Module:5	R data Interfaces, Charts & Graphs, R statistics				7 hours				
CSV files – Excel files – Binary files – XML files – Database. Pie chart – Bar chart – BoxOBJECTIVESs – Histograms – Line graphs – Scatter OBJECTIVESs									
Mean median & mode – Linear & Multiple regression – Normal & Binomial distribution – Logistic and poisson regression – Time series analysis – Non-linear least square – Decision tree – Random forest – Clustering -Chi square test – Text mining									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on Emerging trends in Analytics by using R									
				Total Lecture hours:	20 hours				
				Practical in programming	20 hours				

Text Book(s)									
1.	Roger D. Peng (2015), R Programming for Data Science, Lean Publications								
2.	Paul Teetor (2011), R Cookbook, O'Reilly Publications.								
Reference Books									
1.	Garrett Grolemond (2014), Hands-On Programming with R: Write your own functions and simulations, O'Reilly Publications.								
2.	Richard Cotton (2013), Learning R: A step-by-step function guide to Data Analysis, O'Reilly Publications.								
3.	Sandip Rakshit (2017), R programming for Beginners, McGraw Hill publications.								
4.	Winston Chang (2018), R Graphics Cookbook, Second Edition, O'Reilly Publications								
Mode of Evaluation: Midterm, Quizzes, Assignments, Practical and FAT									
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5	6		
Continue Assessment	60								
Midterm	20	√	√	√					
Final Assessment Test	40	√	√	√	√	√	√		
Total	100								
Lab	100								
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54		Date		14-03-2019			

Course code	Project Management	L	T	P	J	C
BMT6184		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
students will be able to formulate competitive strategies for the digital market places students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	Project Appraisal and Selection	5 hours				
Project management overview : Definition and examples of projects, Key features of projects, Life cycle of projects, Typical project problems, Human issues in Projects, Role of Computers in Projects - Project identification and screening: (Brainstorming, Strength and weaknesses in the system, environmental opportunities and threats, Identification and screening) – Project Appraisal and Selection						
Module:2	Scope, Time and Cost Management	3 hours				
Project Organization Structure, Culture – Scope Management – Defining the Project – SOW - WBS and PBS – Time Management – Network Diagram – Forward Pass and Backward Pass – Critical path – PERT and CPM - AOA and AON methods – tools for Project Network – Estimation Techniques - Cost Management – Earned Value Method						
Module:3	Quality, Resource, Stakeholder and Procurement Management	4 hours				
Quality assurance and quality control, project audit and quality audit.- Methods of enhancing quality: the different types of testing, inspections, reviews, standards. Management and control of testing - Human Resource Management - Scheduling Resources – Resource Allocation methods - Reducing Project duration : Project Crashing and resource leveling methods - Leadership styles and skills – Problem solving skills - Project Manager roles and responsibilities –Stakeholder Management : Identify Stakeholders - Plan Stakeholder Management – Manage Stakeholder Engagement - Control Stakeholder Engagement – Procurement Management						
Module:4	Risk Management and Communication Management	3 hours				
Risk identification: types of risk, risk checklists-Risk prioritization-Risk management tactics, including risk avoidance, risk transfer, risk reduction, risk mitigation and contingency planning-Risk registers –Communication Management						
Module:5	Performance Management	3 hours				
Project Integration - Progress and Performance measurement and evaluation – Project monitoring information system, developing a status report and other control issues - Project audit and closure – audit process, project closure, team, team member and project manager evaluations - International Projects – environmental factors, cross cultural considerations, selection and training for international projects - Future likely trends in Project management – certain unresolved issues and project management career issues						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on recent trends in project management						

	Total Lecture hours:	20 hours					
Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.		20 Non-contact hours					
# Mode: Flipped Class Room, Case Discussions, Lectures and Project							
Text Book(s)							
1.	James P Lewis, (2012), Fundamentals of Project Management, 4th edition, AMACOM.						
Reference Books							
1.	Thomas Mochal, Jeff Mochal, (2011), Lessons in Project Management, 2nd edition, Apress.						
2.	Project Management Institute, (2013), A Guide to Project Management Body of Knowledge, 5th edition, Project Management Institute.						
Mode of Evaluation							
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		1	2	3	4	5	6
Continuous Assessment	40						
Midterm	20	√	√	√	√	√	
Final Assessment Test	40	√	√	√	√	√	√
Total	100						
Project							
Review 1	20	√	√	√	√	√	√
Review 2	3	√	√	√	√	√	√
Review 3	50	√	√	√	√	√	√
Total	100						
Recommended by Board of Studies		11-03-2019					
Approved by Academic Council		No. 54	Date	14-03-2019			

Course code	Quality Management				L	T	P	J	C
BMT6185					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
students will be able to systematically apply qualitative and quantitative techniques to solve business problems									
OUTCOME:									
1. The student is able to perform a comprehensive quantitative data analysis									
2. The student is able to interpret qualitative information in detail									
3. The student is able to represent the analyses as a complete solution to the business problem									
Module:1	Principle of Quality Management				4 hours				
Definition of quality: Deming, Miller - Crosby Theories – Characteristics of Quality Leaders - Service and Product quality – Customer Orientation. Evaluation of Total Quality Management – Inspection – Quality Control – TQM System.									
Module:2	Quality Planning & Control				7 hours				
Quality Planning – SMART Goal setting – Designing for Quality – Quality Inspection – Control Charts – Reasons for Quality variations – Process control – Process capability – CPK – Statistical Quality Control Scientific Approach to TQM – Data based approach – Quantification – Statistical tools – Quality Control Tools – New 7 tools.									
Module:3	TQM Techniques				8 hours				
Essentials for TQM implementation – Benchmarking – Quality Awards – MBNQA – Quality Metrics – Quality Function DeOBJECTIVESymment – Corrective & Preventive techniques – Cause & Effect Analysis – Root Cause Analysis – Quality Circle – TPM – Failure Mode and Effect Analysis – 5S – Continuous Improvement Techniques – POKA YOKE – Brain Storming – Deming wheel / PDCA Cycle – Quality Assurance – ISO 9000 Certification.									
Module:4	Reliability				5 hours				
Bath Tub Curve – Failure rate – Failure Density – Hazard rate – Mean time to failure - Mean time between failures – Reliability – System reliability – Series & Parallel configuration – Reliability Improvement by Redundancy.									
Module:5	Maintainability and Availability				4 hours				
System downtime – Mean time to repair – Mean time between maintenance – Preventive Maintenance Downtime – Maintainability trade off.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on Issues & Challenges of implementing, maintaining and improving the Quality System in Industries.									
	Total Lecture hours:				30 hours				
# Mode: Flipped Class Room, Case Discussion and Lectures									
Text Book(s)									
1.	Dale H. Besterfield, Hemant Urdhwareshe, Mary Besterfield-Sacre, Carol Besterfield-Michna, Rashmi Urdhwareshe, Glen H. Besterfield, (2014), Total Quality Management, 3rd revised edition, Pearson India.								
2.	L.S. Srinath, (2011), Reliability Engineering, Affiliated East West Press, New Delhi.								
3.	James R. Evens, (2014), Managing for Quality and Performance Excellence, 9th edition, Cengage Learning.								
Reference Books									
1.	Samuel K Ho, (2004), TQM – An Integrated Approach, Crest Publishing House.								
2.	Joseph M, Juran Ed, (2000), Juran's Quality Handbook, 5th edition, McGraw-Hill.								
3.	Peter Willmott, Dennis McCarthy, (2001), TPM: A Route to World Class Performance, 2nd edition, Butterworth-Heinemann .								

4.	John Gilbert, (1993), Total Quality Management, Affiliated East West Press.								
Mode of Evaluation: Mid-term examination: Unit 1, 2 & 3, Quiz & Digital assignments									
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5			
Continue Assessment	60								
Midterm	20	√	√	√					
Final Assessment Test	40	√	√	√	√	√			
Total	100								
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54		Date		14-03-2019			

Course code	Service Operations Management					L	T	P	J	C
BMT6186						3	0	0	0	3
Pre-requisite	Nil					Syllabus version				
OBJECTIVES:										
students will be able to systematically apply qualitative and quantitative techniques to solve business problems										
OUTCOME:										
1. The student is able to perform a comprehensive quantitative data analysis										
2. The student is able to interpret qualitative information in detail										
3. The student is able to represent the analyses as a complete solution to the business problem										
Module:1	Introduction to Services					4 hours				
Introduction to Services - Service Operations and Strategy-Formulating Strategy-New Service Development and Managing Service										
Module:2	Service Design					7 hours				
Designing the Service Delivery System - Selecting the Location for a Service Operation-Managing the Service Experience-Service Site Performance Evaluation-Outsourcing and Offshoring										
Module:3	Waiting Time management					7 hours				
Waiting Time Management -Front-Office / Back-Office Interface-Team Meeting/Work Time-Using Technology in Service Operations										
Module:4	Revenue, Quality and Yield Management					6 hours				
Revenue Management -Service Quality & Strategy- SERVQUAL-Managing Service Experience-Six Sigma for service process improvement, Managing Capacity and Demand-Yield Management										
Module:5	Queuing Models					4 hours				
Queuing Models and Capacity Planning-Tools for Managing Service										
Module:6	Contemporary Issues					2 hours				
Guest lecture by industry experts on recent trends in service operations management.										
					Total Lecture hours:			30 hours		
# Mode: Flipped Class Room, Case Discussion and Lectures										
Text Book(s)										
1.	Richard D Metters, (2012), Successful Service Operations Management, 2nd edition, Cengage Learning.									
2.	Collier, Evans, Ganguly, (2016), Operations management– A South Indian Perspective, 3rd edition, Cengage Learning.									
Reference Books										
1.	Haksever C, Render B, Russell S. R, Murdick R. G, (2007), Service Management and Operations, 2nd edition, Prentice Hall.									
2.	James A. Fitzsimmons, Mona J. Fitzsimmons, (2014), Service Management: Operations, Strategy, Information Technology, 8th edition, McGraw Hill.									
Mode of Evaluation										
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)								
		1	2	3	4	5	6			
Continue Assessment	40									
Midterm	20	√	√	√						
Final Assessment Test	40	√	√	√	√	√	√			
Total	100									
Recommended by Board of Studies					11-03-2019					
Approved by Academic Council					No. 54		Date		14-03-2019	

Course Code	Strategy for Enterprise Resource Planning	L	T	P	J	C
		3	0	0	0	3
BMT6187	Pre-requisite: NIL	Version:				
OBJECTIVES:						
students will be able to formulate competitive strategies for the digital market places						
students will be able to identify business problems and formulate alternative courses of action						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is comprehensively able to describe the problem in a decision making 5. The student is able to come up with multiple alternatives to resolve the problem 6. The student is able to suggest a very comprehensive and implementable action plan 						
Modules	Topics					Hours
Module: 1	Introduction to ERP					3
	ERP Concepts – Evolution of ERP – Benefits – Emerging Trends in ERP adoption – ERP Architecture - Limitations – case studies					
Module: 2	Business Process Reengineering					6
	Business Process Reengineering Concepts – Reengineering and Process Improvement – BPR Steps – AS-IS and TO – BE Analysis – Modeling Business Process –Organizational Readiness – Implementation Approaches – case studies					
Module: 3	ERP Implementation					6
	ERP Implementation life Cycle – Various methodologies – costs involved in ERP Implementation – ERP Project Management – case studies					
Module: 4	ERP Modules					7
	ERP Modules in commercial packages - Finance, Sales , Human Resources , Plant Maintenance, Materials , Quality – ERP Industries verticals – Major ERP Vendors – Selection of Vendors and consultants and their roles – case studies					
Module: 5	ERP Post – Implementation & Integration with other tools					6
	ERP Post Implementation phases - Extended ERP – Nest wave of ERP – Integrating ERP with Supply Chain Management (SCM) & Customer Relationship Management (CRM) – case studies					
Module: 6	Contemporary Issues					2
	Guest lecture by industry experts on Key Issues, Best Practices, and Emerging trends in Enterprise Solutions					
	Total Lecture Hours					30
Text Book(s)						
1.	Vinod Kumar Garg and NK Venkita Krishnan. (2011), <i>Text Book of Enterprise Resource Planning – Concepts and Practice</i> , PHI., New Delhi.					
Reference Books						

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

Mode of Evaluation

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

Course Code	Supply Chain Analytics	L	T	P	J	C
BMT6188		2	0	0	4	3
Prerequisite:		Version:				
OBJECTIVES:						
students will be able to make decisions under constraints students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Modules	Topics					
Module: 1	Introduction to supply chain analytics					3 Hours
	Understanding functional activities or data set relevance to logistics and supply chain management- Strategies for data collection and aggregation-Approaches to analysis of functional data-Integrating results of functional analyses to better understand logistics and supply chain performance-Developing improvement strategies based on results of data analyses					
Module: 2	Supply planning analytics					4 Hours
	Procurement and Strategic Sourcing - Inventory Modeling-aggregate planning and resource allocation decisions-Procurement Analytics- Production modeling- Prescriptive Analytics: Making the Best Decisions in Settings with Low Uncertainty- Decision Trees, Making the Best Decisions in Settings with High Uncertainty- Warehouse location and the GRG Multistart and Evolutionary Solver engines-case studies					
Module: 3	Demand Fulfillment analytics					4 Hours
	Demand Fulfillment- Price optimizing-optimizing inventory levels in distribution network -Transportation modeling-delayed differentiation, mass customization- Risk pooling in SC- Predictive Analytics: Risk and Evaluation of Alternatives - Using Solver to solve transportation or distribution problems-Demand Uncertainty, Forecasting, and the Newsvendor Problem-case studies					
Module: 4	Supply Chain Network Design analytics					3 Hours
	Value of Supply Chain Network Modeling- Intuition Building with Center of Gravity Models- Locating Facilities Using a Distance-Based Approach- Alternative Service Levels and Sensitivity Analysis- Adding Capacity to the Model- Adding Outbound Transportation to the Model-Introducing Facility Fixed and Variable Costs- Baseline and Optimal Baselines-Three Echelon Supply Chain Modeling- Adding Multiple Products and Multi-Site Production Sourcing- Multi-Objective Optimization- The Art of Modeling- Data Aggregation in Network Design					
Module: 5	Integrated supply chain analytics:					4 Hours

	Advanced and business supply chain related topics like CPFR, DDSN, Make/Buy - Total Supply Chain Cost- computation of transfer prices -revenue management-yield management - product changes/economies of scale- Recommendation production and prioritization case studies Advance Analytics in supply chain: Big data analytics, Machine Learning, Sustainability analytics including life cycle assessment (LCA), Analytic Hierarchy Process, Data Envelopment Analysis (DEA), Multi criteria decisions making(MCDM) Fuzzy Logic and Techniques-Application in SCM Sustainability analytics including life cycle assessment (LCA), Analytic Hierarchy Process, Data Envelopment Analysis (DEA), Multi criteria decisions making (MCDM) Fuzzy Logic and Techniques-Application in SCM	
Module: 6	Contemporary Issues	2 Hours
	Guest lecture by industry experts on Emerging trends in supply chain analytics	
	Total Lecture Hours	20 Hours
	Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.	20 Non-contact hours
References		
1.	Raman A, Fisher M, (2010), How Analytics Are Transforming the Supply Chain and Improving Performance, HBS Press	
2.	Watson M, (2014), Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education	
3.	Joel D Wisner, G. Keong Leong, Keah-Choon Tan, (2012), Supply Chain Management – A Balanced Approach , 3 rd edition Cengage Learning	
4.	Tayur S,Ganeshan R, Michael, (1999), M. Quantitative Models for Supply Chain Management. Kluwer Academic Publishers	
5.	Winston, Wayne L, S. Christian Albright, (2001), Practical Management Science,3rd edition, Pacific Grove, CA: Duxbury	
6.	Feigin G, (2011), Supply Chain Planning and Analytics: The right product to the right place at the right time, Business Expert Press, New York, USA	
7.	Fisher M, Raman A, (2010), The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Harvard Business Press, Boston, Massachusetts, USA	
8.	Handfield R, (2006), Supply Market Intelligence: A managerial handbook for building sourcing strategies, Taylor and Francis Group, Auerbach Publications, New York, USA	
9.	Chopra S,Meindl P, (2016), Supply Chain Management: Strategy, Planning and Operation, 6th edition, Pearson Education, USA	
10.	Plenert, G. J, (2014), Supply Chain Optimization through Segmentation and Analytics, 1st edition, CRC Press	
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)
		1 2 3 4 5 6
Continuous Assessment	40	
Midterm	20	√ √ √

Final Assessment Test	40	√	√	√	√	√	√		
Total	100								
Project									
Review 1	20	√	√	√	√	√	√		
Review 2	30	√	√	√	√	√	√		
Review 3	50	√	√	√	√	√	√		
Total	100								
Recommended by Board of Studies		11-03-2019							
Approved by Academic Council		No. 54			Date		14-03-2019		

Course code	Business Consulting	L	T	P	J	C
BMT6189		2	0	0	4	3
Pre-requisite		Syllabus version				
		v. 02.00				
OBJECTIVES:						
<p>students will be able to formulate competitive strategies for the digital market places</p> <p>students will be able to systematically apply qualitative and quantitative techniques to solve business problems</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 7. The student is effective in oral communication of a managerial decision and is also convincing 8. The student is able to effectively use written communication for expressing views 9. The student is able to convince others on decision making using his or her oral and written communication skills 						
Module:1	Business and Ecology	3 hours				
Theory of Business - An overview of the basic relationship of the business enterprise with its ecology. Expectations of the served constituencies and obligations towards the regulatory agencies and society. Statement of corporate intent: Vision, Mission, Goals, Outputs and value proposition						
Module:2	Consultancy Market	3 hours				
The current market for management consultancy, including issues such as competition, types of consultancy interventions, and relevant legislative, economic, social and political factors, different types of consultancy (e.g. internal, external, public sector) and how their products, service and markets may differ -Consultancy in various areas of management : strategy, HR, Finance, Operations, and IT						
Module:3	Consultancy Process	3 hours				
The management consulting model : Sequential phases traced by a typical consulting engagement Challenge. Entry, Diagnosis, action planning, Implementation and Termination						
Module:4	Consulting Profession	3 hours				
Expectations from consultants and the competencies they are expected to bring. Management consulting as a profession: Constitution and ethical regulations governing the services.						
Module:5	Consulting Professional Challenges	4 hours				
Management challenge of profession, The consulting firm strategy, marketing of consulting strategy, costs and fees- Principles of consultation and negotiation in managing clients - Client communications and the client/consultant relationship. Defining client's involvement in the process, Expectations management, Methods of engaging client.						
Module:6	Client- Agency relationship – Guest Lecture	4 hours				
The importance of professionalism, ethics and confidentiality in building and maintaining client relationships - How to keep the client's trust & Consultant's reputation.						

	Total Lecture hours:		20 hours									
Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.		20 Non-contact hours										
# Mode: Flipped Class Room, Case Discussions, Lectures and Project												
Text Book(s)												
1.	Block, P. (2011). Flawless consulting: A guide to getting your expertise used. John Wiley & Sons.											
2.	Block, P., & Markowitz, A. (2012). The Flawless Consulting Field book and Companion: A guide to understanding your expertise. John Wiley & Sons.											
3.	Silberman, M. L. (2001). The consultant's tool kit: high-impact questionnaires, activities, and how to guides for diagnosing and solving client problems. McGraw-Hill.											
Reference Books												
1.	Kubr, M. (Ed.). (2002). Management consulting: A guide to the profession. International Labour Organization.											
2.	McNamara, C. (2006). Field guide to consulting and organizational development: A collaborative and systems approach to performance, change and learning. Authenticity Consulting.											
Mode of Evaluation												
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)										
		1	2	3	4	5	6	7	8	9	10	
Continue Assessment	60											
Midterm	20	√	√	√	√	√						
Digital Assignment – 1		√	√	√	√	√						
Digital Assignment - 2							√	√	√	√	√	
Qu□z - 1		√	√	√	√	√						
Final Assessment Test	40	√	√	√	√	√	√	√	√	√	√	
Total	100											
Recommended by Board of Studies		11-03-2019										
Approved by Academic Council		No. 54			Date		14-03-2019					

Course code	Corporate Social Responsibility (CSR)				L	T	P	J	C
BMT6190					2	0	0	4	3
Pre-requisite	Nil				Syllabus version				
					v. 02.00				
OBJECTIVES:									
students will be able to practice ethical values in achieving stakeholders welfare									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is able to recognise ethical issues that affect multiple stake holders 2. The student is able to apply multiple ethical concepts in analysing consequences of decision making 3. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 									
Module:1	CSR				3 hours				
Origin and Models of CSR- Identification of stakeholders- stakeholder issue mapping and internal competency analysis – Impact of stake holders on Setting CSR goals – Strategic CSR and sustainable business models –Porter’s framework									
Module:2	Companies Act of 2014				4 hours				
CSR Project Implementation and sustainable management – Measuring effectiveness- Reporting – Appointment of Board of Directors- Other legal frame works on implementation of CSR									
Corporate Identity and Ethics - CSR and Accountability - Leadership Capabilities and Competencies - Organizational Challenges and Limitations									
Module:3	Social alliances				2 hours				
NGOs and civil society- Environmental issues and their effects and implications- CSR as a Branding strategy									
Module:4	Role of Self Help groups				4 hours				
Role of Self Help groups and Non-Governmental Organizations in Implementation of CSR- Frameworks and Government Regulations									
Module:5	CSR in International Context				5 hours				
Europe and other Asian Countries- Industries implementing CSR- UN Framework for CSR- Practical experience with a company’s CSR policy- Guest lectures and Interactions with SHGs and NGOs involved with CSR programs of Corporates.									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry experts on CSR practices in the industry									
				Total Lecture hours:			20 hours		
Project : Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.					20 Non-contact hours				
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									
1.	David Chandler, William B Werther, (2013), Strategic Corporate Social Responsibility: Stakeholders in a Global environment,3rd edition, SAGE Publications.								
Reference Books									
1.	Mark S. Schwartz, (2011), Corporate Social Responsibility: An Ethical Approach, Broadview Press.								
2.	W. Timothy Coombs, Sherry J. Holladay (2011), Managing Corporate Social Responsibility: A Communication Approach 1st Edition, Wiley.								
3.	Brent D. Beal (2013), Corporate Social Responsibility: Definition, Core Issues, and Recent Developments								
Mode of Evaluation									

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
		1	2	3	4	5			
Continue Assessment	60	√	√	√	√	√			
Midterm	20	√	√	√					
Final Assessment Test	40	√	√	√	√	√			
Total	100								
Project	100								
Review1	20								
Review2	30								
Review3	50								
Recommended by Board of Studies	11-03-2019								
Approved by Academic Council	No. 54	Date	14-03-2019						

Course Name	Cross Cultural Management	L	T	P	J	C
Course Code	BMT6191	3	0	0	0	3
Pre-requisite	Nil					
Version						
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment students will be able to articulate (oral and written) ideas to aid decision making						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 						
Module	Topics					
Module:1	Understanding Culture	6Hours				
	Meaning,- Characteristics - Levels of Culture, Approaches to Understand Societies Culture: Structuralist, Interpretivists, Cognitivists, Poststructuralists and Synthetic Approach Understanding Cultural Differences and Similarities across Globe: Dimensions of Culture - Florence Kluckhohn and Fred Strodbeck; Halls; Hofstede and Trompennars.					
Module:2	Understanding Value Synchronization	6Hours				
	Understanding Value Synchronization: Organization and National Culture: Meaning of Organizational Culture, Types of Organizational Culture across globe. Motivation : Understanding cross cultural Implications by using Process and Content Theories of Motivation					
Module 3	Ethics, Ethical Dilemma and Ethical Decision Making	6Hours				
	Factors involved in Shaping business Ethics in global scenario; Informal Systems- Ethical Dilemma and solution through Ethical Theories. Negotiation: Meaning of Negotiation; Understanding negotiation through various Stages and Dimensions of Negotiation from cross cultural Perspective Conflict and Conflict Management Styles: Meaning of Conflicts; Conflict process and Conflict Management styles across nations					
Module:4	International Business	6Hours				
	Factors and approaches that determines the MNEs. Expatriate: Life Cycle ; Understanding organizational and Personal Expectation towards Expatriate success: Emotional Intelligence					

	and Cross Cultural Training Program. Live experience of Expatriates	
Module:5	Cultural Influence in choice of Entry Strategy and Global Leadership	4Hours
	Introduction to IB from domestic business; Managing Global Team; Mergers and Acquisition- Understanding the importance of staffing synergy - Success and Failure Stories of different International M & A; Solutions to overcome failures Family Business and perspectives : Understanding the growth of family businesses across globe with special reference to different cultural Cluster Qualities of Global Managers : Views on various traits of Global Managers	
Module:6	Contemporary Issues-Guest Lectures	2Hours
	Total Lecture hours:	30 hours

Recommended Text Book

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

Reference Books:

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

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

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

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

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

Course code	Emerging Business Models in competitive landscape	L	T	P	J	C
BMT6192		3	0	0	0	3
Pre-requisite		Syllabus version				
		v. 02.00				
OBJECTIVES:						
<p>students will be able to make decisions under constraints</p> <p>students will be able to comprehend global trends influencing the business environment</p> <p>students will be able to formulate competitive strategies for the digital market places</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to analyse decisions using multiple international information sources 5. The student is able to appreciate cultural differences with the available information while making decisions 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 7. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 8. The student does a comprehensive analysis of potential dangers of competitors activity 9. The student provides comprehensive industry assessment and strategy formulation and implementation details 						
Module:1	Resource management: Setting the Goals of the Organization					5 hours
The identity of stakeholders - Mission statements - Corporate social responsibility - Setting strategic objectives - Critical success factors. Appraising the Environment - Position Appraisal and Analysis – The importance of the business environment - Causes of environmental uncertainty - Competitor accounting - The global economic environment - The domestic economy - National competitive advantages - Country analysis and political risk - Sources of environmental information.						
Module:2	Strategic Aspects of Marketing					5 hours
Sources of earnings - Product life-cycles - The BCG portfolio Matrix - Direct product profitability - The nature of marketing audit - Customer profitability analysis - Brand strategies - Relationship marketing - Data Warehousing and Data Mining.						
Module:3	BUSINESS MODEL TECHNIQUES					5 hours
The Seven-Step Modeling Process – Spreadsheet Techniques (MS EXCEL functions) - Optimization Models (A Two-Variable Model, Sensitivity Analysis, A Product Mix Model) - Linear Programming Models (Aggregate Planning Models, Blending Models, Production Process Models, Financial Models) - Network Models - Transportation Models - Assignment Models - Simulation Model - Regression Models - Forecasting Models (Time Series Models, Moving Averages Models, Exponential Smoothing Models).						
Module:4	Strategic Options and their Evaluation:					5 hours
Three sets of strategic choices - Porter's generic competitive strategy model 0 Product-market strategies - Alternative growth strategies - International growth strategies- Resource-based <i>versus</i> positioning view of strategy - Divestment strategies - Strategic options in the charity sector - Evaluation of strategy.						
Module:5	Implementing and Controlling Plans					5 hours
Theories of control - The functions of performance measurement - Conventional profit-related measures of business performance - Value-based management approaches - The role of the						

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

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

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

Total Lecture hours: 30 hours

Mode: Class Room Teaching , Case Discussions, Lectures and Project

Text Book(s)

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

Reference Books

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

Mode of Evaluation

Specific Assessment Methods	% Weig□ting	Intended subject learning outcomes to be asses									
		(Please tick as appropriate)									
		1	2	3	4	5	6	7	8	9	10
Continue Assessment	60										
Midterm	20	√	√	√	√	√					
Digital Assignment – 1		√	√	√	√	√					
Digital Assignment - 2							√	√	√	√	√
Quiz - 1		√	√	√	√	√					
Final Assessment Test	40	√	√	√	√	√	√	√	√	√	√
Total	100										

Recommended by Board of Studies 11-03-2019
 Approved by Academic Council No. 47 Date 14-03-2019

Course Name	Expatriate Management	L	T	P	J	C
Course Code	BMT6193	3	0	0	0	3
Pre-requisite	Nil	Version				
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment students will be able to articulate (oral and written) ideas to aid decision making						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 						
Student Learning Outcomes (SLO):		2,9,13				
Module	Topics					
Module:1	International Human resource Management-Introduction	6Hours				
	concepts- Cross cultural approach to HR strategies, policies and approaches- The influences of cross-cultural issues on organisations Selection, evaluation and coaching of international employees					
Module:2	Types of MNEs and Role of Human Resource Team	6 Hours				
	Types of international companies and the role of the corporate HR -Global training and appraisal systems for a cross-cultural workforce-					
Module 3	Expatriation and Repatriation	6 Hours				
	Reasons for expatriation- Characteristics of effective expatriate managers- Selection of expatriates -The role of family -Dealing with culture shock- Reasons for expatriate fail –Repatriation and successful strategies for repatriation					
Module:4	International compensation Performance management	6 Hours				
	Compensation and performance management: An international perspective -Benchmarking global practices- Motivation and reward systems- International performance management -Issues with global compensation; Managing Multi cultural team ; Ways and possibilities of improving virtual team Performance					
Module:5	International Organisations and Industrial Relations	4 Hours				
	Corporate culture and challenges in work place- Multi-national companies and their approaches to industrial relations- Employment and labour Laws: an international perspective on Equal opportunities; Handling terrorism as one of the factor in IHRM					
Module:6	Guest Lecture	2 Hours				
		Total Lecture hours:				30 hours

Recommended Text Book

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

Reference Books:

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

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

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

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

Course code	Image Management and Personality Branding				L	T	P	J	C
BMT6194					3	0	0	0	3
Pre-requisite					Syllabus version				
OBJECTIVES:									
students will be able to make decisions under constraints students will be able to comprehend global trends influencing the business environment students will be able to articulate (oral and written) ideas to aid decision making									
OUTCOME:									
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to analyse decisions using multiple international information sources 5. The student is able to appreciate cultural differences with the available information while making decisions 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 7. The student is effective in oral communication of a managerial decision and is also convincing 8. The student is able to effectively use written communication for expressing views 9. The student is able to convince others on decision making using his or her oral and written communication skills 									
Module:1	Image Management				5 hours				
Image definitions – Understanding- Perceptions of Self and others- Research and design on Image building – Corporate image management and Matching									
Module:2	Image Branding				5 hours				
Personality development- color-pictures-profession- Link across platforms- Networking with people- Communication skills- Personal and interpersonal skills- Completeness- Uniqueness and impressive									
Module:3	Personality Branding				5 hours				
Frame work of SWOC – Identify your Competitors- Substitutes- Peers; Brand yourself- Quality of life- Image reflections- Career objectives presentation- Vision and mission of Person- Branding of a person- Tools of personality Branding									
Module:4	Reinventing one ownself				5 hours				
Need to reinvent yourself- Career changes- Disruptive technologies in Industry and need for Reinventing- Examples									
Module:5	Marketing yourself				5 hours				
Approaches- Digital footprint- Video and Audio presentations-									
Module:6	Contemporary Issues				5 hours				
Using Social media to create personal branding – Tools- Mishaps in Social Media- Regulations									
				Total Lecture hours:			30 hours		
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									
1.	Mark Cijo, (2015), YOU BRANDING: Personal Branding Book - It's all about YOU , Kindle Edition, Amazon Asia-Pacific Holdings Private Limited								
2.									
3.	Ryan Rhoten, (2015), Careerkred: 4 Simple Steps to build your Digital Brand and Boost credibility in Your Career, Amazon								

Dorie Clark, (2013), Reinventing you: Define your Brand, Imagine your Future, Amazon

Reference Books

- 1.
2. Peter Montoya, (2015), The Brand called You , Create A personal Brand that wins attention and grows your Business, Amazon
 Jurgen Salenbatcher, (2015), Creative Personal Branding: The Strategy to Answer: What's Next?, Amazon

Mode of Evaluation

Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)											
		1	2	3	4	5	6	7	8	9	10		
Continue Assessment	60												
Midterm	20	√	√	√	√	√							
Digital Assignment – 1	10	√	√	√	√	√							
Digital Assignment - 2	10						√	√	√	√	√		
Creation of Digital foot print	10	√	√	√	√	√							
Final Assessment Test	40	√	√	√	√	√	√	√	√	√	√	√	√
Total	100												

Recommended by Board of Studies 11-03-2019

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

Course code:	Innovation Management	L	T	P	J	C
BMT6195		2	0	0	4	3
Version No.						
Course Pre-requisites	None					
OBJECTIVES:						
students will be able to co-create unique ideas, products and solutions students will be able to comprehend global trends influencing the business environment						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student is able to analyse decisions using multiple international information sources 5. The student is able to appreciate cultural differences with the available information while making decisions 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 						
Unit No. 1	Introduction to Innovation Management					
	Innovation – What it is? Why it Matters? - Innovation as a Core Business Process – system thinking for innovation – Framework for System Thinking - system thinking tools					3
Unit No. 2	Sources and Transfer of Innovation					
	Innovation Networks					2
Unit No. 3	Decision Making Under Uncertainty					
	Building Innovation Plan					2
Unit No. 4	Creating New Products and Services					
	Product and Service Innovation – ExOBJECTIVESiting Open Innovation and Collaboration –The Concept of Design Thinking and Its Role within NPD and Innovation – framework for design thinking					5
Unit No. 5	Capturing Innovation Outcome					
	New Venture – Benefits of Innovation, and Learning from Innovation – Building Innovative Organization and Developing Innovation Strategy - Globalization for Innovations, Innovating for Emerging Economies and Role of National Governments in Innovation					6
Unit No. 6	Guest Lecture from industry experts on contemporary trends in Innovation Management					2
	Total Lecture Hours					20
	Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.					20 Non-contact hours
Text Books						
1. Joe Tidd, John Bessant (2013), Managing Innovation: Integrating Technological, Market and Organizational Change, 5 th edition, Wiley.						
Reference Books:						
1. Schilling, M (2013), Strategic management of technological innovation, 4 th edition, McGraw Hill Irwin.						

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

Mode of Evaluation:	Continuous Assessment (Midterm, Quiz, Assignments and mini projects) and TEE		
Recommended by Board of Studies	11-03-2019		
Approved by Academic Council	No. 54	Date	14-03-2019

Course code	Intellectual Property Rights & Management	L	T	P	J	C
BMT6196		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
students will be able to make decisions under constraints						
students will be able to practice ethical values in achieving stakeholders welfare						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to recognise ethical issues that affect multiple stake holders 5. The student is able to apply multiple ethical concepts in analysing consequences of decision making 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 						
Module:1	Introduction	6 hours				
Introduction to IPRs, Basic concepts and need for Intellectual Property – Patents, Copyrights, Geographical Indications, IPR in India and Abroad – Genesis and Development – the way from WTO to WIPO –TRIPS, Nature of Intellectual Property, Industrial Property, technological Research, Inventions and Innovations – Important examples of IPR.						
Module:2	Patents	6 hours				
Macro-economic impact of the patent system - Patent and kind of inventions protected by a patent -Patent document - How to protect your inventions? - Granting of patent - Rights of a patent - How extensive is patent protection? - Why protect inventions by patents? - Searching a patent - Drafting of a patent - Filing of a patent - The different layers of the international patent system (national, regional and international options)						
Module:3	Trade Marks & Copy Right	6 hours				
Trademarks – Essentials of a Trademark – Reasons for illegal protection – Procedure for registration – Infringement of Registered Trademarks, Assignments of Trade Marks						
Copy Rights – Introduction - Characteristics – Items covered under copyright – Rights of Copyright owner – Infringement - Remedies for Infringement.						
Module:4	Designs, GI and other forms of IP	6 hours				
Designs - Meaning design protection-Concept of original design-Term of protection - Geographical Indication - Eligibility for Registration – Infringement - Trade Secrets – Essentials of a Trade Secret – What can be a Trade Secret - Plant Variety Protection and Farmer’s Right - Meaning - Criteria of protection						
Module:5	Challenges Ahead	4 hours				
IPR: International Approach - Treaties in IPR & Conventions - Infringements – Remedies - Emerging issues – Case Studies.						
Module:6	Guestlectureby Legal/industryexpertsoncontemporary issuesin IPR	2 hours				
					Total Lecture hours:	30 Hours

Mode: Flipped Class Room, Case Discussions and Lectures

Text Book(s)

- | | |
|----|---|
| 1. | Prabuddha Ganguli, (2016), Intellectual Property Rights - Unleashing Knowledge Economy, Tata McGraw Hill. |
| 2 | Ahuja V K (2016), Law Related to Intellectual Property Rights, Lexis Nexis Butterworths Wadhwa Nagpur |

Reference Books

- | | |
|----|---|
| 1. | Tamali Sen Gupta (2015), Intellectual Property Law in India, Kluwer Law International |
| 2 | V. Scople Vinod, (2015), Managing Intellectual Property, Prentice Hall of India pvt Ltd |

Mode of Evaluation : Midterm, Quizzes/challenging Assignments/Term Paper and FAT

Recommended by Board of Studies	11-03-2019
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Approved by Academic Council	No. 54	Date	14-03-2019
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Course code:	International Business	L	T	P	J	C
BMT6197		3	0	0	0	3
Version No.						
Course Pre-requisites	None					
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment students will be able to identify business problems and formulate alternative courses of action						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is comprehensively able to describe the problem in a decision making 5. The student is able to come up with multiple alternatives to resolve the problem 6. The student is able to suggest a very comprehensive and implementable action plan 						
Unit No. 1	Globalization and International Business					
	Concepts & Factors driving globalization, Threats to National Sovereignty, Economic Growth and Environmental Stress; Companies engaged in IB, Modes of operations in IB – Investments, Types of International Organizations, IB versus Domestic Business, The cultural environments facing business					3 Hours
Unit No. 2	The Political, Legal and Economic Environments facing Business					
	Political & Legal Environment: Individualism versus collectivism, Political Ideology, Trends in Political systems, Political risks and democracy; Legal Environment: Legal systems, types, trends and diffusion of legal systems, Understanding bases of rule and implication for managers, operational and strategic concerns; Economic Environment – International Economic Analysis, Elements of Economic Analysis					4 Hours
Unit No. 3	International Trade Theories, Global Strategy, Structure & Implementation					
	Trade and Investments: Theories, of Trade. Conflicting results of Trade Policies, Economic and noneconomic rationale for governmental interventions, Instruments of Trade control, Dealing with governmental trade influences; World Trade Organization (WTO). Effects of REI, Major trading groups and conglomerations. Industry, Strategy and Firm Performance, Global integration versus local responsiveness, Types of strategy; Country evaluation & Selection; Direct Investments and Collaborative Strategies, Entry Strategies in International Business. Selecting an Entry Strategy					8 Hours
Unit No. 4	Managing International Operations					
	Marketing Globally - Marketing orientations, segmenting and targeting markets, product line extent and mix, International pricing, promotion and distribution challenges; Global manufacturing and SCM: Key factors, It and GSCM, Quality Management, Supplier Networks, Inventory Management; Multinational Financial Function: Accounting for International Differences,					6 Hours

	Transactions in Foreign Currencies, Capital Structure and Global Capital Markets, Foreign Exchange Risk Management, Taxation of Foreign source income; International HRM: Developing staff policies, managing expatriates.	
Unit No. 5	Export and Import Financing	
	Export and Import Financing, Lack of Trust, Export Documentation, Letter of Credit, Draft, Bill of Lading, A Typical International Trade Transaction; Trade Policy–Institutional support to promote exports. Foreign Direct Investment (FDI) –Theory and movements, SEZ policies.	7 Hours
Unit No. 6	Guest lecture by industry experts	
	FDI & FII, SEZ, Governmental initiatives to boost exports, Cross-cultural issues and their managerial implications.	2 Hours
	Total Lecture Hours	30 Hours
Text Books		
2. Hill, Jain, (2014), International Business: Competing in the Global Market Place, 10 th edition, McGraw Hill		
3. John D. Daniels, Lee H. Radebaugh, Prashant Salwan, Daniel P. Sullivan, (2010), International Business: Environment & Operations, 12 th edition, Pearson Education		
Reference Books:		
6. Joshi R K, (2012), International Business, 1 st edition, Oxford University Press.		
7. Sharan V, (2010), International Business- Concepts, Environment and Strategy, 3 rd edition, Pearson Education.		
Mode of Evaluation:	Continuous Assessment (Midterm, Quiz, Assignments and mini projects) and TEE	
Recommended by Board of Studies	11-03-2019	
Approved by Academic Council	No. 54	Date 14-03-2019

Course code	International NGO Management	L	T	P	J	C
BMT6198		3	0	0	0	3
Pre-requisite	BMT	Syllabus version				
		v. 02.00				
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment students will be able to practice ethical values in achieving stakeholders welfare						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is able to recognise ethical issues that affect multiple stake holders 5. The student is able to apply multiple ethical concepts in analysing consequences of decision making 6. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare 						
Module:1	The Logic and Demand for International Institutions	5 hours				
Why NGOs – Trends in the International NGO Landscape: Non-State Actors, Focus Areas, Organization Structures, Partnerships, Strategies, Funding Models, and Geographies						
Module:2	WTO and OECD principles on NGO	5 hours				
Impact of world wars- Evolution of Social work- government and administrative constraints -Rules- frameworks for NGOs – WTO programs and funding regulations- OECD – decision policies						
Module:3	Non state Actors and International Law	5 hours				
Role of Non Governmental organizations in various countries-International regulations for NGOs in developing countries- Channels of funding and Implementation of Welfare projects-Role of ILO						
Module:4	Role of NGOs in Society and Development	5 hours				
Schemes and Programs mandatory for NGOs and Role of Christian Missionaries in Forming models of NGOs- Healthcare, service and upliftment of poor people in society- Vocational Training-Identification of need gap						
Module:5	NGOs as Implementing Institutions of Development Programs	5 hours				
Corporate Social Responsibility and NGOs- International Context- Indian Scenario and NGOs						
Module:6	Funding and criticism of NGOs	5 hours				
Case studies of successful NGOs and Failure stories- Industrial development versus Human Development- New challenges and reforms in NGOs- App developments- Technological implementations						
	Total Lecture hours:	30 hours				
# Mode: Flipped Class Room, Case Discussions, Lectures and Project						
Text Book(s)						
1.	Glen Rowe and Mary Conway, (2013), Introduction to Non Profit Management, Sage publications, Canada					
2.	R.Kumar & SL Goel (2005), Administration and Management of NGOs: Text and Case Studies, S.R. Publications, New Delhi					
3.						

Abrham Anitha, (2015), Formation and Management of NGOS, Universal Publications, New Delhi											
Reference Books											
1. Sandeep Garg, (2013), Handbook for NGOs and NPOs, Taxamns, Canada											
2. Leslie R. Crutchfield and Heather McLeod Grant, (2017), Forces for good: The six practices of high Impact Non Profits, New York											
Mode of Evaluation											
Specific Assessment Methods	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)									
		1	2	3	4	5	6	7	8	9	10
Continue Assessment	60										
Midterm	20	√	√	√	√	√					
Digital Assignment – 1		√	√	√	√	√					
Digital Assignment - 2							√	√	√	√	√
Quiz - 1		√	√	√	√	√					
Final Assessment Test	40	√	√	√	√	√	√	√	√	√	√
Total	100										
Recommended by Board of Studies	11-03-2019										
Approved by Academic Council	No. 54	Date	14-03-2019								

Course code	International Shipping: Business Process and Procedures	L	T	P	J	C
BMT6199		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
students will be able to co-create unique ideas, products and solutions students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support 2. Student uses multiple idea creation techniques 3. Student creates new ideas and combines multiple perspectives to develop new solutions 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Module:1	International Logistics:	5 hours				
Importance of Logistics in International Business-Modes of Transport of goods – Rail, Road, Air, Pipeline, Inland water– Designing and understanding 3 rd party and 4 th party logistics-The Shipping Company – History of shipping industry - Merchant Shipping- Dry ports and their relevance.						
Module:2	Multimodal Transport	5 hours				
International Transport System Shipping Practices- Shipping Freight and Chartering: Ship Broking and chartering practices the Freight Market – Ship owning conditions and Market – Sales Contract, Carriage and bill of lading – Freight calculations						
Module:3	Chartering Principles and Practices	6 hours				
Types – Voyage Charter, Time Charter – Charter Party Clauses – Exercises on calculation of Lay time, Demurrage Dispatch – Bare Boat Charter –Pre-shipment and Post shipment Documents.						
Module:4	Shipping Intermediaries	6 hours				
Role of Ship and cargo intermediaries – Shipping agencies – Ship brokers – Freight forwarders – stevedores. Port organization of containerized cargoes- Containerization in India – Private Sector Participation –Role of Electronic Data Interchange (EDI)- Electronic logistics-INCO Terms-selection of containers for Trade						
Module:5	Air Transportation	6hours				
Air Transport – Air Freight Practices and Ari Cargo Rates – Importance of Ari Transport in India’s Foreign Trade Problems and Prospects – Foreign Trade Law relating to carriage of goods – International Conventions and National Laws: Sea, Air, Multi Modal, Road and Rail – Maritime Trade Fraud.						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry/Business experts on contemporary International Transport & Shipping procedures						
					Total Lecture hours:	30 hours
# Mode: Flipped Class Room, Case Discussions and Lectures						
Text Book(s)						
1.	Justin Paul & Rajiv Aserkar (2010), Export Import Management, Oxford higher Education, New Delhi					
Reference Books						

1.	Thomas E. Johnson, Donna L. Bade (2010), Export/Import Procedures and Documentation, ISBN-10: 0814415504 ISBN-13: 978-0814415504		
2.	Pierre David (2013), International Logistics: The Management of International Trade Operations, 4th edition, ISBN-10: 0989490602 ISBN-13: 978-0989490603.		
3	India's Foreign Trade Statistics published by CMIE (Database) year-wise Graham, Sano & Day (2007) Doing Business with the New Japan: Succeeding in America's		
Mode of Evaluation : Continuous Assessment (Midterm, quizzes, challenging assignments and mini projects) and TEE			
Recommended by Board of Studies		11-03-2019	
Approved by Academic Council		No. 54	Date 14-03-2019

Course code	Knowledge Management	L	T	P	J	C
BMT6200		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
OBJECTIVES:						
<p>students will be able to comprehend global trends influencing the business environment students will be able to articulate (oral and written) ideas to aid decision making students will be able to involve stakeholders and team members in executing decisions</p>						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 7. The student is able to establish a favorable team climate and ensure enthusiastic decision making 8. The student is able to elicit constructive feedback in conflicting situations 9. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making 						
Module:1	Introduction	3 hours				
Knowledge Hierarchy, Knowledge Management (KM), KM Evolution, Knowledge Worker, Forms of Knowledge, Key Drivers of KM						
Module:2	Knowledge Management Life Cycle	3 hours				
Nonaka's Model of Knowledge Creation, Knowledge Sharing, Knowledge Utilization, KM Road Map. Importance of Tacit Knowledge, Challenges faced in Tacit Knowledge Externalization, Knowledge Transfer Techniques, Expert Knowledge						
Module:3	Aligning KM in organizations	4 hours				
HRM Practices and KM; Learning, Cognitive skills and KM; Creativity, Innovation and KM; Organizational Culture, Change and KM; Leadership and KM; ICTs and KM						
Module:4	Knowledge Management Tools	4 hours				
Diagnostic technologies and their value, Data management, information technology and organizational productivity, Web-centric knowledge management, Global, joint, simultaneous problem solving in a value network, Content Analysis						
Module:5	Social and Ethical Issues	4 hours				
Communities of Practice, Knowledge Friendly companies, knowledge transfer between academia and industry, KM System DeOBJECTIVESyment in various sectors.						
Module:6	Contemporary Issues	2 hours				
Guest lecture by industry experts on Knowledge management in product development, Managing services and customer relationships, Product knowledge and innovation						
		Total Lecture hours:			20 hours	
		Project: Team of maximum 6 students would undertake the project. The faculty coordinator			20 Non-	

	would provide the topic based on the modules.	contact hours	
# Mode: Flipped Class Room, Case Discussions and Lectures			
Text Book(s)			
1.	Edwards. J.S, (2015), The Essentials of Knowledge Management, Palgrave Macmillan, UK.		
2.	North. K, G. Kumta, (2014), Knowledge Management: Value creation through organizational learning, Springer.		
Reference Books			
1.	Jennex M.E, (2007), Knowledge Management: Concepts, Methodologies, Tools and Applications, 6th revised edition, Idea Group.		
2.	Donald Hislop, (2013), Knowledge Management in Organizations, 3rd edition, Oxford University Press.		
3.	Dalkir. K, (2011), Knowledge Management in Theory and Practice, 2nd Edition, MIT Press.		
Mode of Evaluation : Quiz, Midterm Exam, Case Discussion, Final Assessment Test			
Recommended by Board of Studies		11-03-2019	
Approved by Academic Council		No. 54	Date 14-03-2019

Course code	Managing Asian Business				L	T	P	J	C
BMT6201					3	0	0	0	3
Pre-requisite	Nil				Syllabus version				
OBJECTIVES:									
<p>students will be able to comprehend global trends influencing the business environment</p> <p>students will be able to formulate competitive strategies for the digital market places</p> <p>students will be able to articulate (oral and written) ideas to aid decision making</p>									
OUTCOME:									
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 5. The student does a comprehensive analysis of potential dangers of competitors activity 6. The student provides comprehensive industry assessment and strategy formulation and implementation details 7. The student is effective in oral communication of a managerial decision and is also convincing 8. The student is able to effectively use written communication for expressing views 9. The student is able to convince others on decision making using his or her oral and written communication skills 									
Module:1	Asian Business				5 hours				
Asian management models, political & economic history of Asia; ASEAN and its role; Asian tigers & the South East Asian crisis; India role in ASEAN region; FTAs and Loan politics in Asia									
Module:2	Asian Culture				5 hours				
Introduction to major cultures, business & societies of Asia: the Chinese; Indian; Japanese; and Korean. The People's Republic of China and communism- reform and open-door policy—Market economy and red capitalism.									
Module:3	Chinese Business Management				6 hours				
Role of SOEs and their subsequent reforms – Changing role since China's WTO accession - Regional disparity in PRC – PRC's WTO track record. New Age Chinese enterprises- Issues of censorship- MNCs experiences- issues of Sourcing									
Module:4	Japanese- Korean Business Models				6 hours				
Japanese culture and society—key factors in Japan's post war success—the Japanese business environment—Japanese management model- post bubble Japan and the management model in transition – Indo-Japanese Business ties Rise of Chaebols, Their role in Korean economy- Cases of Major Korean Corporations									
Module:5	Middle East connection in Asian Business landscape				6 hours				
Import of Islamic Banking & Finance; Islamic Finance's basic tenants – Its place in South East Asian Business setup. - Ancient linkages with India.-The influence of major powers on economic issues – case of Taiwan.- Hong Kong- Macau. The Influence of security in South China sea and Straits of Malacca- Its business implications									
Module:6	Contemporary Issues				2 hours				
Guest lecture by industry/Business experts on contemporary business practices									
				Total Lecture hours:				30 hours	

# Mode: Flipped Class Room, Case Discussions and Lectures			
Text Book(s)			
1.	Ade Asefeso, (2012) CEO Guide to Doing Business in Asia -Singapore, Malaysia and Indonesia, Lulu.com		
2.	Harvard Business Review on Doing Business in China (2010), HBS Press		
Reference Books			
1.	Fishman, Ted.C.,(2012), China Inc (The relentless rise of the next great superpower), New York (eBook)		
2.	Michaelson & Michaelson (2011) Sun Tzu: The Art of War for Managers, Adams Media Publications Company		
3	Hill, C. (2010) International Business: Competing in the Global Marketplace. (8 th ed Tata McGraw-Hill.		
4	Graham, Sano & Day (2007) Doing Business with the New Japan: Succeeding in America's Richest International Market, Rowman & Littlefield Publishers, Inc		
5	Fishman, Ted.C.,(2006), China Inc., Scribner International , New York.		
6	Helen Deresky (2011), International Management: Managing across borders and cultures, Pearson Education		
7	Harvard Business on Doing Business in Asia, (2004) Harvard Business School Press, MA.		
8	Hodgetts, R.,M.,& Luthans F, (2005), International Management , Tata McGraw Hill Publications, New Delhi.		
9	Graham, J.L; Sano, Y.(1989), Smart Bargaining; Doing Business with Japan, Harper Business, NY		
Mode of Evaluation : Quiz, Midterm Exam, Case Discussion, Final Assessment Test			
Recommended by Board of Studies		11-03-2019	
Approved by Academic Council		No. 54	Date 14-03-2019

Course Name	Mitigating Business Sustainability Risks and Challenges	L	T	P	J	C
Course Code	BMT6202	3	0	0	0	3
Version No.						
Course Pre-requisites	BMT 5212 – Strategic Management					
OBJECTIVES:						
students will be able to identify business problems and formulate alternative courses of action students will be able to systematically apply qualitative and quantitative techniques to solve business problems						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is comprehensively able to describe the problem in a decision making 2. The student is able to come up with multiple alternatives to resolve the problem 3. The student is able to suggest a very comprehensive and implementable action plan 4. The student is able to perform a comprehensive quantitative data analysis 5. The student is able to interpret qualitative information in detail 6. The student is able to represent the analyses as a complete solution to the business problem 						
Unit No. 1	Introduction & Principles of SM:					Hrs.
	Definitions, relevance and need for internalization of CSR & sustainability management for corporations - Principles of Sustainable Management - Triple Bottom Line – TBL/3BL: ‘People, Planet, Profit’ : the social, environmental, and financial accountability of businesses - Social and environmental sustainability challenges - Integration of SM with commercial and economic success - Current practices of sustainability in business - Global issues and major frameworks - Scientific foundations and economic principles					6
Unit No. 2	Strategic Social Responsibility of Corporates:					
	Bottom of The Pyramid: Social Responsibility or Market Opportunity, Corporate Strategy and CSR, What CSR Is and Is Not, A Moral Argument for CSR, A Rational Argument for CSR, An Economic Argument for CSR, Why is CSR Relevant Today, CSR: Do Stakeholders Care?					6
Unit No. 3	The Strategic Context of CSR & its Implementation:					
	The Strategic Lens: The E.S.C.S. Framework, Positive Brand Building, Crisis Management, CSR Business Plan of Action - Short Term & Medium term, Implementation From a Strategic Perspective: Planning, Implementation From a Firm Perspective: Action					6
Unit No. 4	Managing Global Corporate Social Responsibility: Issues					
	Organizational Issues, Economic Issues, Societal Issues					4
Unit No. 5	Triple Bottom Line (TBL/3BL):					
	Definition, The Bottom Lines, Arguments in favor of the concept, Arguments against the concept, Legislation					8
Module 6	Contemporary Issues					
Guest Lectures						
					Total Lecture hours:	30 hours
Text Books						
4. Doppelt Bob ,” Leading Change toward Sustainability , A Change-Management Guide for						

Business, Government and Civil Society”, Greenleaf Publishing, 2003			
5. C. K. Prahalad & Allen Hammond,” Serving the World’s Poor, Profitably”, Harvard Business Review, September 2002			
Reference Books:			
8. William B. Werther Jr.&David Chandler,” Strategic Corporate Social responsibility ,Stakeholders in a Global Environment “, SAGE Publications:			
9. Kotler Philip & Nancy Lee, “Corporate Social Responsibility: Doing the Most Good for your company and your Cause”, John Wiley & Sons, Inc.			
10. Kotler P & Roberto EL,” Social marketing. Strategies for changing public behavior. New York, Free Press, 1989			
11. Andreasen Alan R.,” Ethics in Social Marketing “ Georgetown university Press, 2001			
Mode of Evaluation:	Continuous Assessment (Midterm, Quiz, Assignments and mini projects) and TEE		
Recommended by Board of Studies	11-03-2019		
Approved by Academic Council	No. 54	Date	14-03-2019

Course code	Public Sector Management				L	T	P	J	C
BMT6203					3	0	0	0	3
Pre-requisite					Syllabus version				
OBJECTIVES:									
students will be able to make decisions under constraints students will be able to comprehend global trends influencing the business environment									
OUTCOME:									
1. Student is able to relate all contextual factors in decision making 2. Student is able to analyse many costs and consequences of decision 3. The action plan considers many of the constraints in the given context 4. The student is able to analyse decisions using multiple international information sources 5. The student is able to appreciate cultural differences with the available information while making decisions 6. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context									
Module:1	Public organizations: Public Systems				5 hours				
Understanding Public Organizations- Organization structures- how different they are from Private Organizations- Methodology to compare Public systems- Public Administration									
Module:2	Political systems and administration on public sectors				5 hours				
Political systems- National and International Ideologies-Democracy and Political policy-Capitalism, socialism and Monarchy administrations – Impact of political ideologies on Policies in Business organizations									
Module:3	Contemporary Models-Socio Economic models				5 hours				
Opportunities in Public Sectors- Recruitment- Education and training – Designations in Public sector and comparison between Public and private Sectors – Five year plans- Neethi ayog – Government schemes to develop Public sectors									
Module:4	Theories of Governance and political economies				5 hours				
Theories of Public Governance- Structure and process of Bureaucracies-Regulations- Political institutions – E- Governance in Public sectors									
Module:5	Managing Budget and Public Money				5 hours				
Strategic financial Planning-Budget proposals and approvals- Audit process in Public Sectors									
Module:6	Development and reforms in Public Sector- Technology and Digitalization				5 hours				
Governmental initiatives to upgrade the public sectors, Introduction of Technology- Ease of process- Digitalization of Land records and other government activities									
				Total Lecture hours:				30 hours	
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									
1.	Salvatore Schiavo-Campo and Hazel M. McFerson, (2018) <u>Public Management in Global Perspective</u> (Armonk, N.Y.: M.E. Sharpe)								
2.	B. Guy Peters, (2001), <u>The Politics of Bureaucracy</u> , 5 th Edition (London: Routledge)								
3.	Jreisat, Jamil E.,(2001) <u>Comparative Public Administration and Policy</u> (Boulder, CO: Westview Press)								
Reference Books									
1.	Ferrel Heady, (2001), <u>Public Administration: A Comparative Perspective</u> , 6 th								

2.	<u>Edition</u> (New York: Marcel Dekker) Michael J. Sandel, (2012), <u>What Money Can't Buy: The Moral Limits of Markets</u> (New York: Farrar, Straus and Giroux)		
Mode of Evaluation			
Recommended by Board of Studies	11-03-2019		
Approved by Academic Council	No. 54	Date	14-03-2019

Course code	Strategies for Winning Business Negotiations	L	T	P	J	C
BMT 6204		2	0	0	4	3
Pre-requisite	BMT 5212 – Strategic Management	Syllabus version				
OBJECTIVES:						
students will be able to formulate competitive strategies for the digital market places students will be able to articulate (oral and written) ideas to aid decision making						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student provides a definitive and outstanding assessment of the market share and competitive advantage of competitors in the marketplace 2. The student does a comprehensive analysis of potential dangers of competitors activity 3. The student provides comprehensive industry assessment and strategy formulation and implementation details 4. The student is effective in oral communication of a managerial decision and is also convincing 5. The student is able to effectively use written communication for expressing views 6. The student is able to convince others on decision making using his or her oral and written communication skills 						
Module:1	Fundamentals of Negotiations	3 hours				
Science and art of negotiation – Process, data and cultures – Mapping critical & analytical questions – From data to facts – suspending disbelief – Critical thinking process – clarity – illustrating issues – understanding logic of individuals, groups and organizations.						
Module:2	Negotiation Processes	4 hours				
Everything is negotiable – Goals, Aims and requirements – Time – Power to take decisions – Information – Winning at all costs. Pre-Negotiation – Negotiation – Post – Negotiation – Win-Win Negotiation Techniques – Making the first move developing a negotiating style – Establishing Trust and Building – Communication – Persuasion and Ethics in Negotiation. Negotiations with multiple parties, coalitions and teams.						
Module:3	Cross Cultural Negotiations	3 hours				
Role of Cultures in cross border negotiations – Tacit negotiations and Social dilemmas.						
Module:4	Technology & Negotiations	4 hours				
Negotiating via information Technology – negotiating on the Internet – interplay of Play of new Social Media in negotiations.						
Module:5	Negotiations Cases	4 hours				
Comparative negotiations in India and different cultures specific to nations across the globe Australasia – Europe – Latin and North America – Negotiation Strategies – Cases.						
Module:6	Guest Lectures	2 hours				
Contemporary issues and challenges						
					Total Lecture hours:	20 hours
Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.					20	Non-contact hours
Text Book(s)						
1.	Thompson L, (2020), The mind and heart of the negotiator 7th Edition, Pearson					
2	Lewieki, R. J. Saunder, D. M. And Minto J.W., (2021), Essentials of Negotiation, Irwin Publishers					
3	Sarkar (2010) Global Business Negotiation, Atlantic Publishers & Distributors (p) Ltd					

Reference Books			
1.	Fisher and Ury (2012) Getting to Yes: Negotiating An Agreement Without Giving In , Random House Business		
2	Cellich & Jain, (2011), Global Business Negations – A practical Guide, Thomson / South Western		
Mode of Evaluation: Continuous Assessment (Midterm, Quiz, Assignments and mini projects) and TEE			
Recommended by Board of Studies		11-03-2019	
Approved by Academic Council		No. 54	Date 14-03-2019